

## **Impact of e-Recruiting and e-Selecting on Employees' Performance in Five-Star Hotels**

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### **Abstract**

The present investigation endeavors to scrutinize the influence of e-Recruiting and e-selection on the job performance of personnel in five-star hotels located in Cairo. The research methodology adopted for this study was descriptive analytical, utilizing a questionnaire tool. The sample for this study was restricted to workers of five-star hotels in Cairo. The study tool was based on questionnaire forms distributed amongst the participants. The researcher personally handed out 620 questionnaire forms to the hotel staff. A total of 469 responses, accounting for a 75.64% response rate, were deemed valid for statistical analysis. The statistical package for social sciences software (SPSS version 22) was used to scrutinize research data and test hypotheses. The research postulated that e-recruiting and e-selecting had a positive impact on the job performance of employees in five-star hotels. Additionally, the study has significant theoretical and practical implications.

**Keywords:** e-Recruiting; e-Selecting; employees' performance, hotel.

### **1.Introduction**

The Human Resources (HR) function has been an established component of corporations for multiple decades, albeit referred to under diverse appellations such as manpower or personnel administration. Historically, the HR department has been accountable for overseeing personnel administration, comprising of recruitment, selection, training, labor relations, payroll, compensation, and retirement.

Furthermore, HR function has been characterized by its utilization of low-tech methods to carry out its duties, as noted by Singh and Finn (2003). In recent times, there has been a noticeable shift in focus towards the strategic management of organizations. This shift has been attributed, in part, to the significant contributions made by HR in the areas of strategic workforce analysis and knowledge sharing, all with the aim of achieving organizational goals. This shift has been moderately

attributed to the utilization of HR technologies such as E-HRM. Interestingly, some researchers have even used different terms interchangeably with E-HRM, such as Intranet-based HRM, virtual HRM, web-based HRM, and HRIS (Masum et al., 2015).

In the 1990s, the emergence of e-HR paved the way for the conscious and directed support of web technology is utilized to implement strategies, policies, and practices of human resource management (HRM) within organizations, as defined by Ruël, Bondarouk, and Looise (2004). Subsequently, the definition was broadened to incorporate the application of information technology towards networking and facilitating the collaboration of individuals in carrying out collective human resource related tasks (Strohmeier, 2007).

The integration of information/web technology and HR practice has significantly enhanced the strategic use of HR data and is currently utilized in various sectors and organizations (Girisha & Nagendrababu, 2019). Likewise, the practice of e-HRM encompasses a variety of dimensions, including but not limited to recruitment, selection, learning, training, performance management, and compensation, as posited by Hosain in 2017.

Employee performance refers to the level of skill, knowledge, and behavior that employees exhibit in accomplishing the required objectives and goals (Okoth, 2014). Performance is influenced by a combination of talent, effort, and acquired opportunities, and is reflected in the evaluation of an employee's performance in terms of work outputs, both in quality and quantity, while carrying out their responsibilities has been studied by various scholars (Mahrani et al., 2013; Razi, 2017; Gungor, 2011). Syamsir (2020) posits that performance measurement is a crucial component in comprehending the process of assessing work advancement towards the goals and objectives of human resource management. The measurement of the triumph of strategy implementation is imperative, and the strategic objectives that form the basis of performance evaluation must be explicitly stated, together with the strategic undertakings to realize them.

Hence, the main aim of the study is to investigate the impact of e-recruiting and e-selection on the employees' performance in hotels. To accomplish this overall aim, this Paper focused on the following objectives as follows:

1. To assess to what extent e-recruiting and e-selection applied in hotels.
2. To assess the existing level of hotel employees' performance.
3. To determine the impact of e-recruiting and e-selection on employees' performance.

## **2. Research Hypotheses:**

**H1:** There is no significance impact of e-recruiting on Employees' performance.

**H2:** There is no significance impact of e-selection on Employees' performance.

## **3. Literature Review**

### **3.1 Concept of Human Resources Management**

E-HRM is a notion that exhibits a close correlation with other information systems pertaining to human resources, namely HRIS. The augmented utilization of Human Resource Information Systems (HRIS) has furnished Human Resources (HR) with significant data, which facilitates the metamorphosis of HRM policies and practices (Johnson et al., 2016). Goldstein (2014) postulates that the forthcoming phase of progress entails the substantial utilization of expeditiously advancing digital technologies, including interrelated and automated cloud-based HR platforms equipped with analytical instruments. Despite the active involvement of employees in digital technologies, corporations are trailing in their adoption (Deloitte, 2010; Spitzer, 2014). Therefore, Human resource managers subscribe to the belief that the implementation of electronic human resource management (E-HRM) within their organizations can provide them with a comprehensive range of information regarding individual employees, which in turn optimizes task performance within the organizational environment. This implementation also ensures that employees can access their records and documents with greater ease, enabling them to update necessary information as required (Mahfod et al., 2017). The integration of electronic systems into human resource management practices by HR managers creates new avenues that are instrumental in supporting organizational success. Therefore, the integration of E-HRM is crucial for human resource management, as it renders activities, processes, and procedures more flexible and less complicated (Iwu, 2016).

### **3.2 The Electronic Human Resources Management E-HRM**

Human resource managers utilize E-HRM due to its precision, error reduction, and prompt communication capabilities, regardless of distance. E-HRM streamlines complex tasks and enhances employee performance (Iwu, 2016).

The definition of E-HRM adopted by the researcher is "an overarching term encompassing all feasible techniques and content linking HRM and information technology, with the goal of delivering value to specific employees and managers" (Bondarouk & Ruel, 2009). The scope of the definition includes HRM and IT integration, as well as a focus on the needs of targeted employees and managers.

### **3.3 Human Resource Management in Hospitality Industry**

The hospitality industry in developing nations is currently adapting to technological advancements such as computerization and the internet (Muller, 2010). This is a critical matter that the industry is facing because high turnover rates can considerably elevate prices and lower service quality (Iverson & Deery, 1997). Therefore, there is a growing acknowledgement of the pivotal role that the recruitment function plays in the hospitality industry. This function is aimed at attracting proficient employees who possess traits that align with the industry's culture and characteristics (Martin et al., 2006; Raub & Streit, 2006). These characteristics comprise of extended work hours, non-traditional working conditions, limited time off, prolonged periods spent in confined spaces, meager wages, and a challenging reputation.

Traditionally, HR departments in Five-Star Hotels in Cairo have relied on low-tech recruitment methods. The various approaches employed to attract potential candidates comprise of recommendations from current staff members, governmental institutions, advertising through local media outlets, spontaneous correspondence, as well as academic establishments, among other methods (Lockyer & Scholarios, 2004). Nevertheless, the implementation of information technology is increasingly becoming a prominent trend, with the internet being the leading IT method for recruiting job prospects (Kinder, 2000). By attracting a broad pool of eligible applicants, organizations can enhance their hiring process by exhibiting selectivity and recruiting exceptional individuals for the position. In order to realize these goals, firms have adopted electronic recruiting (e-recruiting) methodologies.

In the hospitality industry, low-tech recruitment approaches, such as simple job advertisements on websites, have been commonly used to attract talent (Dickson & Nusair, 2010). Investing more in technology can eventually minimize administrative work, attract more talent, and allow HR personnel to devote more time to strategic planning (Burbach & Dundon, 2005, 2009; DiPietro & Wang, 2010). Human resource management makes extensive use of information technology, with recruiting increasingly combining social networking applications with resume keyword scanning and data mining to create selection databases similar to those used by marketing. Companies can outsource selection to avoid the learning curve of capturing information on prospects, applicants, and final employees using cutting-edge information technology.

The integration of technology in the management of human resources has a noteworthy effect on decreasing administrative expenditures brought about by personnel operations, accelerating the recruitment duration, and augmenting individual engagement with HR activities (Parry & others, 2007). E-HRM systems yield a broader pool of candidates and more efficient recruitment procedures by expediting the process and diminishing the expenses incurred during recruitment (Marchington & Wilkinson, 2005).

There are many literatures that stated the definitions of the e-Recruitment. Hence, table 1 collected these references.

**Table 1:** Definitions of e-Recruitment

E-HRM Definition	References
The process of Internet recruitment involves the utilization of the Internet as a channel for the dissemination of job postings and provision of details regarding the application procedure. This may be executed through an organization's webpage or by means of a proficient employment website (e.g. www.hcareers.com for internet recruiters specializing in the hospitality industry).	Hausdorf and Duncan (2004)
The utilization of electronic recruiting possesses a plethora of benefits for hospitality enterprises,	

which encompasses the expansion of the prospective candidate base and the augmentation of the efficiency of the recruitment process.	Chapman and Godolllei(2017)
The utilization of expert social networking platforms, such as LinkedIn, for the purpose of identifying and enticing viable job candidates proved to be highly advantageous.	Nikolaou (2014)

The recruitment procedure has resulted in a substantial pool of applications from which to select the most qualified prospects. The ability of service businesses to pick competent individuals is critical to their success. For example, the use of E-recruiting can employ algorithms that scan keywords to assess whether applicants meet fundamental job requirements. The system can then promptly notify applicants of their status in the screening process (Johnson and Stone, 2019; Stone et al., 2003). Additionally, online applications enable job seekers to include pertinent information such as work history, education, personal data, and other job-related details required by the organization. Software can then automatically scan the resume or application and utilize keywords to determine the candidates that are best suited for the job. E-recruitment also offers the advantage of creating websites that enhance candidates' interest in the company and customizing recruitment messaging to attract applicants with specific skill sets. When a company's website aligns with an applicant's cultural values, they tend to be more interested in the available positions (Harrison and Stone, 2018). Furthermore, job-related and benefit information provided on the website increases applicants' inclination to apply for positions (Allen et al., 2007). Therefore, the advantages of E-Selection include simplifying job analysis, facilitating online employment testing, enabling remote video interviewing, and supporting effective selection decision-making.

### **3. Methodology**

#### **3.1 Pilot Study**

A pilot study helps the researchers make appropriate amendments in the questionnaire form in terms of sequencing and wording of the questions (Veal, 2017). The objective of the preliminary investigation, as expounded by Oppenheim (2020) and Zikmund (2000), was to guarantee that the questionnaire was meticulously crafted and comprehensible to prospective participants, to scrutinize the dependability and authenticity of the investigative instruments, and to construct and enhance the gauging of the queries.

In this study, the pilot study was conducted in September; 2022. The employees of hotels questionnaire was piloted by a limited sample of employees. After conducting a pilot study, some minor problems to expressions were identified and adjusted accordingly for example, but not limited to, in the part of (E-HRM) practices, it was modified more than once and arranged according to the stages and steps that take place for these practices, and the sentences were reformulated more than once in an easy and clear way for respondents to understand, also regarding the part related to the employees'

performance, it has been reformulated, arranged and modified more than once with hotel studies professors, to make an easy, understandable and clear questionnaire for all respondents.

This study presents a quantitative approach that was utilized to facilitate a deductive method of investigating e-recruiting and e-selecting practices, as well as their impact on employee performance. The main objective of this research is to provide a logical foundation for the methodological decisions made during the course of this study, and to elucidate the manner in which data was gathered and analyzed. A descriptive and analytical approach was undertaken in this study, wherein the phenomenon was initially described, followed by analysis and interpretation based on the collected data. The selection of Cairo as the primary case research area was based on its proximity and its status as the most dominant economic, social, and political area in Egypt.

### **3.2 Population and sample**

According to the Guide issued by the Egyptian Hotel Association in 2022, the city of Cairo is home to 29 five-star hotels. In order to collect data on these hotels, a total of 620 questionnaire forms were distributed. Of these, only 110 were distributed manually to the employees, while the remaining 510 were distributed by the hotels themselves, due to the sensitive nature of the information contained therein. The hotels entrusted the human resources managers in each establishment with this task, who then distributed the forms to the employees in their respective departments. The result was the submission of 469 valid forms, representing a response rate of 75.64 percent.

This research was conducted specifically on the category of five-star hotels, which are typically managed by international hotel chains or franchises. As such, any findings obtained from this research can be confidently applied to other categories of hotels, such as three or four-star establishments. Additionally, it is worth noting that the number of employees in each hotel is generally consistent.

### **3.3 Data Collection instrument and Measurement**

This study aimed to examine the practical application of e-recruiting and e-selecting practices in five-star hotels. In order to gather the necessary data, contact information for the hotels in question was collected and subsequently, the human resource department managers were contacted via telephone to obtain permission to distribute questionnaire forms to their employees during on-site visits. All questionnaire forms were distributed during October of 2022.

Given its capacity to effectively gather empirical data from large samples, the questionnaire was chosen as the preferred method of data collection. All sections of the questionnaire were derived from literature. To ensure a high response rate, it was crucial to employ clear, answerable, and neutral questioning. The language utilized in the questionnaire was kept as simple as possible to facilitate communication with the hotel employees.

Questionnaire form being used in the research is composed of 3 parts to facilitate the data analysis process. These three sections were showed in table (2) as follows:

**Table (2): Summary of the questionnaire sections**

<b>Sections</b>	<b>Scales</b>	<b>Adapted from</b>
<b>Section 1</b>	e-Recruiting	Atallah, 2016
<b>Section 2</b>	e-Selecting	Atallah, 2016
<b>Section 3</b>	Employees' performance	Bendusa, 2019
<b>Section 4</b>	Respondents demographics	

The study variables were measured using the Likert scale. The respondents were asked to respond to a five-point Likert scale (1 = strongly disagree and 5 = strongly agree) in all parts of the questionnaire.

### **3.4 Data Analysis**

Various statistical procedures will be employed to address the research inquiries at hand. The data gathered will be analyzed using the Statistical Package for Social Sciences (SPSS) v.22. The correlation coefficient (r) will be utilized to ascertain the intensity or magnitude of the relationship between the variables, with a range of values between -1 and 1. A zero value of r indicates no relationship between the variables. A strong association between the variables is indicated by an absolute value of r between 0.5 and less than 1. When the value of r lies between 0.3 and less than 0.5, the relationship is considered moderate. In cases where the value of r is less than 0.3, the relationship is regarded as weak. To test the statistical significance of the influence of the independent variables on the dependent variables, a multiple linear regression model will be employed (Cooper & Schindler, 2014).

### **4. Validity and reliability of the study instrument**

The Cronbach alpha reliability was computed and the tests showed that the reliability coefficients for all items were above 0.60. For this research, Cronbach alpha for all survey constructs is presented in table (3).

**Table (3): Cronbach alpha for research scales**

<b>Serial</b>	<b>Scales</b>	<b>Cronbach alpha coefficient</b>
1	e-Recruiting	0.815
2	e-Selecting	·.922
3	Employees' Performance	·.705

With regards to the matter of validity, the questionnaire underwent an initial pre-testing phase to assess its validity with the participation of three esteemed professors from the hotel studies department at the esteemed Faculty of Tourism and Hotels in the prestigious University of Sadat City. The aim of this exercise was to solicit feedback on the clarity of the instructions and accuracy of the questions in the instrument. Valuable comments and suggestions from these learned individuals were subsequently utilized to rephrase the instructions and redesign the layout of the questionnaire.

## **5. Results**

### **5.1 Demographic Profile of Respondents**

The questionnaires used for this research included three items concerning the respondents' demographic characteristics. The respondents were asked about their gender, age, and educational level. This information was useful in understanding the background of the respondents. Results are presented in table (4).

**Table (4): Respondents' demographics**

<b>Demographics</b>	<b>Classes</b>	<b>Freq.</b>	<b>%</b>
<b>1. Gender</b>	1- Male	259	55.2
	2- Female	210	44.8
	<b>Total</b>	<b>469</b>	<b>100</b>
<b>2. Age</b>	From 25 to less than32 years	251	53.5
	32 years and more	218	46.5
	<b>Total</b>	<b>469</b>	<b>100</b>
<b>3. Educational Level</b>	Secondary school	84	17.9
	Bachelor	369	78.7
	Post graduate studies	16	3.4
	<b>Total</b>	<b>469</b>	<b>100</b>

The data presented in Table 4 illustrates that among the 469 participants, 259 (55.2%) were identified as male and 210 (14.8%) as female. A mere 218 (46.5%) of the respondents were aged 32 years or over, while the majority of 251 (53.5%) were between 25 and 32 years old. Moreover, the results indicate that only 16 (3.4%) participants held a Master's degree, 84 (17.9%) reported having a secondary school education, and 369 (78.7%) possessed a Bachelor's degree.

### **5.2 e-Recruiting**

Tables (5) and 5 present the descriptive analysis pertaining to the variable of e-recruiting and e-selecting. The findings reveal that the overall mean of e-recruiting and e-selecting were 3.69 and 4.047, respectively. These results demonstrate the significance of electronic human resources practices, which



subsequently promotes the adoption of e-recruiting and e-selecting in the hospitality industry.

**Table (5): e-Recruiting**

e-Recruiting	SD		D		N		A		SA		Mean
	F	%	F	%	F	%	F	%	F	%	
1- Announcements have been made regarding employment opportunities that are obtainable through the electronic job site of hotels.	1	0.2	47	10.0	119	25.4	219	46.7	83	17.7	3.72
2- The electronic communication pertaining to the employment opportunity is reliant upon the job synopsis, which explicitly delineates the duties, obligations, and prerequisites requisite for the unoccupied post.	53	11.3	75	16.0	40	8.5	226	48.2	75	16.0	3.42
3- Hotels' electronic job site is the platform utilized for the provision of employment applications.	3	0.6	62	13.2	133	28.4	149	31.8	122	26.0	3.69
4- Employment screening applications submitted electronically.	7	1.5	82	17.5	63	13.4	203	43.3	114	24.3	3.71
5- The utilization of personnel in the human resources department to operate an electronic platform for arranging written examinations and interviews with the intention of broadcasting it on the digital employment portal of hotels.	59	12.6	76	16.2	43	9.2	145	30.9	146	31.1	3.52
6- The unequivocal communication of the dates for examinations and interviews via the digital platform of the hotels job site is apparent.	14	3.0	95	20.3	39	8.3	113	24.1	208	44.3	3.87
7- Utilizing the electronic job site of hotels is an effective strategy to draw in a larger pool of candidates who possess the necessary qualifications for the job.	16	3.4	32	6.8	119	25.4	131	27.9	171	36.5	3.87

8- Utilizing the electronic job site of hotels can effectively attract a plethora of highly skilled candidates for the job at hand.	4	0.9	60	12.8	37	7.9	24	52.0	12	26.4	3.90
9- Employing advertising through the electronic job site of the hotel offers an authentic representation of the type of work that is undertaken within the organization and its corresponding employment opportunities.	54	11.5	44	9.4	93	19.8	15	33.9	11	25.4	3.52
10-e-Recruitment leads to facilitate the selection process.	10	2.1	13	29.7	38	8.1	17	37.7	10	22.8	3.5
11- Generating a concise electronic compilation of the most qualified job applicants can be referred to as defining an electronic shortlist. This process involves a thorough assessment and evaluation of the candidates' qualifications, skills, and experience to ensure that only the cream of the crop is selected for further consideration.	2	0.4	27	5.8	98	20.9	22	47.1	12	25.8	3.92

\* SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

**Table (6): e-Selecting**

e-Selecting	SD		D		N		A		SA		Mean
	F	%	F	%	F	%	F	%	F	%	
1- The employment of an electronic mechanism for the purpose of arranging the experience and proficiency of candidates for advertised vacancies.	0	0.0	3	0.6	11	24.3	19	40.7	16	34.1	4.09
2- Selecting the fitting competencies for designation to the diverse roles through electronic means.	0	0.0	11	24.4	3	0.6	17	37.7	17	37.5	3.88
3- The utilization of an electronic system for the selection of job applicants amongst those with relevant qualifications, who have	0	0.0	1	0.2	11	24.4	22	47.8	13	27.0	4.03

responded to job postings announced by the department of employment, leads to a significant reduction in the expenditure of time and resources.											
4- Employing a lucid and efficacious digital approach to designate suitable contenders for professional positions.	0	0.0	114	24.3	0	0.0	111	23.7	244	52.0	4.03
5- Utilizing computerized assessments to evaluate potential job applicants.	0	0.0	0	0.0	1	0.2	291	62.0	177	37.7	4.38
6- The utilization of electronic interviews as a preferred modality for candidate selection in the context of employment.	0	0.0	0	0.0	120	25.6	137	29.2	212	45.2	4.20
7- Verification of well-known candidates for the job by email.	114	24.3	1	0.2	1	0.2	137	29.2	216	46.1	3.72

## 6. Results of hypotheses test

### 6.1 Relationship between e-recruiting and employees' performance

As illustrated in Table (7), a significantly high correlation exists at the (0.01) level between e-recruiting and employees' performance. The Spearman's correlation coefficient is indicative of a positive and robust association, with a ratio exceeding 0.9. These findings demonstrate that e-recruiting is strongly linked to employees' performance. Consequently, the null hypothesis, which posits the absence of a relationship between e-recruiting and employees' performance variables, was rejected. The evidence supports the proposition that a relationship exists between e-recruiting and employees' performance variables.

**Table (7): Relationship between e-recruiting and employees' performance**

	Variables		TMPractices	Employee retention
Spearman	e-Recruiting	Correlation	1.000	.131**
		Sig.		.004
		N	469	469
	Employees' performance	Correlation	.131**	1.000
		Sig.	.004	
		N	469	469

\*\*Correlation is significant at the 0.01 level (2-tailed).

## 6.2 Relationship between e-selection and employees' performance

As presented in Table 8, a highly significant correlation at the 0.01 level has been observed between e-selecting and the performance of employees. The Spearman's correlation coefficient has been found to be positive and strong, with a ratio greater than 0.9. Additionally, the results signify a strong association between the e-selecting variable and the employees' performance variable. Consequently, the null hypothesis, which assumes no correlation between the two variables, has been rejected. There is adequate evidence in support of the existence of a relationship between e-selecting and employees' performance variables.

**Table (8): Relationship between e-selecting and employees' performance**

	Variables		e-selecting	employees' performance
Spearman	e-Selecting	Correlation	1.000	.136**
		Sig.		.003
		N	469	469
	Employees' performance	Correlation	.136**	1.000
		Sig.	.003	
		N	469	469
**Correlation is significant at the 0.01 level (2-tailed).				

## 6.3 Regression model specification and estimation to establish the influence of e-recruiting on employees' performance:

The researcher conducted multiple regression analyses to establish the impact of e-recruiting on employees' performance among five-star hotels in Cairo. The findings are indicated in subsequent sections:

**Table (8): Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.898a	.807	.806		.163

The model summary is presented in Table 8. The findings reveal that the value of R was 0.898, the R square was 0.807, and the adjusted R squared was 0.806. A high R square value of 0.807 suggests that a significant proportion of the variance in employees' performance across hotels in Cairo can be explained by the independent variables under investigation. Nonetheless, it is important to acknowledge that

there are other factors that may impact employees' performance in Cairo's hotels, which are not accounted for in the model, amounting to 19.3%. Conversely, an R value of 0.898 indicates a robust positive correlation among the research variables.

**Table (9): ANOVA**

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	52.076	1	52.076	1949.694	.000a
Residual	12.474	467	.027		
<b>Total</b>	<b>64.550</b>	<b>468</b>			

Based on the ANOVA table (9), it has been determined that the calculated value of F is 1949.694. Furthermore, the overall regression model has been deemed significant, thus serving as a reliable indicator of the research findings. With regards to p values, the research has indicated a value of 0.000, which is below the established threshold of 0.05, and consequently, it is statistically significant.

**Table(10): Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	0.060	0.097		0.617	0.537
e-Recruiting	0.973	0.022	0.898	44.155	000

The resultant regression equation becomes as following:

$$Y \text{ (regression coefficient)} = 0.060(\text{employees' performance}) + 0.973(\text{e-recruiting}).$$

#### 6.4 Regression model specification and estimation to establish the influence of e-selecting on employees' performance:

The researcher conducted multiple regression analyses to establish the influence of e-selecting on employees' performance among five-star hotels in Cairo. The findings are indicated in subsequent sections:

**Table (11): Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.816a	.666	.665		.215

The model summary is depicted in Table 11. The results reveal that the value of R was 0.816, R square was 0.666, and adjusted R squared was 0.665. The R square value of 0.666 indicates that 66.6% of the variation in employees' performance among the hotels in Cairo can be accounted for by the independent variables of the study. Nonetheless, there exist other factors that affect the performance of employees in hotels in Cairo, which were not encompassed in the model, constituting 33.4%. Conversely, an R value of 0.816 indicates a robust positive correlation between the research variables.

**Table (12): ANOVA**

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	42.959	1	42.959	929.166	.000a
Residual	21.591	467	.046		
<b>Total</b>	<b>64.550</b>	<b>468</b>			

From the ANOVA table (12), the value of F calculated is 1949.694, the regression model, taken as a whole, demonstrated a significant relationship and, as such, can be considered a dependable gauge of the research findings. Upon consideration of p values, the research revealed a value of .000, which falls below the threshold of 0.05 and is therefore statistically significant.

**Table (13): Regression coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Constant	1.394	0.097		14.359	.000
e-selecting	0.675	0.022	0.816	30.482	.000

The resultant regression equation becomes as following:

$$Y \text{ (regression coefficient)} = 1.394 \text{ (employees' performance)} + 0.675 \text{ (e-recruiting)}.$$

## 8. Discussion

Academic and scholarly interest has been increasingly directed towards the exploration of the e-Recruitment and e-Selection concept, encompassing its definition, significance, and literature evaluation. Chapman and Godollei (2017) have asserted that e-Recruiting offers various benefits to hospitality firms, including broadening the applicant pool and enhancing the efficiency of recruitment procedures. Human resource (HR) managers have incorporated electronic elements into HRM practices to establish new avenues that sustain organizational success. In light of this, the incorporation of Electronic Human Resource Management (E-HRM) holds a significant level of importance in the

field of Human Resource Management (HRM). This is due to its ability to enhance the dexterity of activities, procedures, and processes, whilst simultaneously reducing complexity as stated in Iwu's (2016) research. As a result, the objective of this research was to examine the influence of e-Recruiting and e-Selection on the performance of employees. E-Recruiting and e-Selection were identified through a list of specifications that were distributed to department managers in every hotel, who were then required to distribute questionnaires to employees. The findings of our research have demonstrated a significant association between e-Recruiting and e-Selection practices (independent variable) and employees' performance (dependent), which supports previous studies that have suggested a positive and substantial relationship between these variables. Furthermore, the results of the present study indicate that e-Recruiting and e-Selection practices have a significant effect on employees' performance. The results of this study provide corroboration for Iwu's (2016) hypothesis, which posits that electronic components are integrated into HRM practices by HR managers to create novel pathways that facilitate organizational triumph, thus rendering activities, processes, and procedures more malleable and less intricate. Furthermore, these findings lend support to Parry et al.'s (2007) assertion that the incorporation of technology in human resource management mitigates administrative expenses arising from personnel operations, reduces recruitment duration, and enhances individual interaction with HR activities. Moreover, the aforementioned findings are in congruence with the research conducted by Stone et al. (2013), which highlights the efficacy of e-Selection in expediting the process of employment testing, including cognitive ability testing and personality assessments. Furthermore, the utilization of data aids in determining the level of compatibility between individuals, positions, or organizations. Therefore, hotels are strongly encouraged to implement effective e-Recruiting and e-Selection techniques. The management plan should address electronic programs to ensure the system's effectiveness and fairness, increase employee confidence, and establish links to the employees' performance and compensation.

The discoveries yielded by this investigation carry noteworthy managerial ramifications, which can assist executives in proficiently accomplishing their organizational goals. Evidently, the management's focus on e-Recruiting and e-Selection in hotels necessitates the implementation of these practices to enhance employee performance, enabling them to gain a competitive edge in their respective markets.

## **9. Results of Testing Research Hypotheses**

**Table (14): Results of Testing Research Hypotheses**

<b>Hypotheses</b>	<b>Testing Results</b>
<b>Hypothesis 1</b>	
There is no significance impact of e-recruiting on Employees' performance.	Rejected
<b>Hypothesis 2</b>	

There is no significance impact of e-selecting on Employees' performance	Rejected
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## 9.1 Conclusion and Limitations

There is a dearth of prior research and studies regarding the dimensions of e-recruitment and e-selection as they relate to employee performance dimensions, particularly in the context of five-star hotels in Cairo. Similarly, there is a lack of previous research on the relationship between e-recruitment and e-selection practices and their impact on employees' performance, especially in this particular setting. The current study utilized a quantitative methodology to collect data and examine these phenomena, employing a non-probability sampling technique consisting of convenience and self-selection sampling to gather a sample of employees from five-star hotels in Cairo. In the future, it may be beneficial to consider a larger sample size and a different sampling technique. A longitudinal study would also be a valuable avenue for future research. Although the results were tested for internal consistency, they were based on individual perceptions and opinions. The researcher must trust that participants disclosed their answers honestly (Spicer and Sadler-Smith, 2005).

## 9.2 Future Research

This study investigated the impacts of two electronic human resource practices on employees' performance, with the possibility of including additional practices like e-Compensation. However, it is recommended that other hotels, including three and four-star hotels, are incorporated into the study to cover the entire industry, thereby increasing the sample size and facilitating the comparison between hotels. Moreover, future research could focus on hotel employees, particularly managers. Quantitative methodology was employed in this study to gather data. As such, the use of qualitative methodology for the top management in subsequent research could be beneficial, and the results could be compared with those obtained from employees.

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### تأثير التوظيف والاختيار الإلكتروني على أداء الموظفين في فنادق الخمس نجوم

هدفت الدراسة إلى دراسة تأثير التوظيف الإلكتروني والاختيار الإلكتروني على أداء الموظفين في فنادق الخمس نجوم. هذا البحث اتبع المنهج الوصفي التحليلي باستخدام استمارات الاستبيان. قد تكون مجتمع وعينة الدراسة من جميع عينة ممثلة من موظفي المنشآت الفندقية من فئة الخمس نجوم بمدينة القاهرة. تم إجراء التحليل الإحصائي للبيانات باستخدام البرنامج المعروف باسم الحزمة الإحصائية للعلوم الاجتماعية (SPSS). ولتحقيق الهدف من التحقيق، تمت صياغة استبيان فردي. تم توزيع الاستبيانات على مجموعه ما من ٦٢٠ فندقًا. قام الباحث شخصيًا بتسليم ١١٠ استبيانًا للأفراد ذوي القدرات الاستثنائية. تم توزيع نماذج الاستبيان الـ ٥١٠ المتبقية على موظفي الفندق من قبل إدارة الفندق، التي تحملت المسؤولية بسبب خصوصية إدارتها. تم تأكيد صلاحية التجميع النهائي لـ ٤٦٩ استبيانًا للفحص الإحصائي، بمعدل استجابة ٧٥,٦٤٪. تم إجراء التحليل الإحصائي واختبار الفرضيات من خلال استخدام برنامج SPSS إصدار ٢٢. ظهرت نتيجة البحث الحالي أن هناك تأثيرًا كبيرًا لممارسات التوظيف الإلكتروني والاختيار الإلكتروني على أداء الموظفين. دعم هذا النتائج التي توصل إليها (Iwu, 2016) ، الذي افترض أن مديري الموارد البشرية يدمجون الإلكترونيات في ممارسات إدارة الموارد البشرية كطريقة لإنشاء طرق جديدة تدعم النجاح التنظيمي. وبالتالي، الإدارة تهتم بالتوظيف الإلكتروني والاختيار الإلكتروني في الفنادق ، ومن هنا تأتي الحاجة إلى تطبيق هذه الممارسات لتحسين أداء الموظفين ، وتمكينهم من الحصول على ميزة تنافسية في السوق التي يعملون فيها فإن دمج E-HRM أمر بالغ الأهمية في إدارة الموارد البشرية لأنه يجعل الأنشطة والعمليات والإجراءات أكثر مرونة وأقل تعقيدًا.

الكلمات الدالة: التوظيف الإلكتروني ، الاختيار الإلكتروني، أداء الموظفين.