

The Impact of e-Compensation on the Employees' Performance in Five-Star Hotels

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Abstract

This research aimed to investigate the impact of e-Compensation on employee performance in five-star hotels in Cairo. This research followed descriptive analytical methodology by using a questionnaire tool. The study population was a selected convenience sample of five-star hotel employees in Cairo. The study instrument is based on questionnaire forms. The researcher distributed 620 questionnaire forms to these hotels. Only 110 questionnaire forms were distributed by hand to employees. As for the rest of the forms (510), and due to the confidentiality of company information, the hotels assumed responsibility for distributing them, as they handed them over to the managers of human resources departments, who in turn distributed them to the employees, each in his department. SPSS version 22 statistical analysis was used to analyze the responses to the questions and test hypotheses. The study proved that there is a significant relationship between e-Compensation and employees' performance in hotels, and there is a positive effect of e-Compensation on employees' performance in five-star hotels.

Keywords: Electronic human resources management (E-HRM); e-Compensation; employees' performance.

Introduction

Human Resources Management (HRM) is widely considered a crucial element in the hotel industry (Pandey and Kumar, 2017). Moreover, hotels aim to hire skilled and qualified personnel before they enter the hospitality industry (Francis and Baum, 2018). Therefore, a significant part of the hospitality sector strives to attract and develop its workforce (Francis and Baum, 2018). Human resources managers in the hotel industry face multiple challenges in the recruitment, selection, training, and retention of skilled personnel to meet global customer service standards (Leng, 2013). Egypt, along with other developing countries, struggles with high unemployment rates, low educational attainment, and a lack of skills, particularly in emerging industries (Fathy 2018). Some scholars argue that E-HRM is often used interchangeably with terms such as Intranet-based HRM, virtual HRM, web-based HRM, and HRIS (Masum et al., 2015). In the hospitality industry, the human resources department has begun to utilize information technology to fulfill its duties and functions (Mahfod and Khalifa, 2017). Personnel administration encompassed fundamental HR functions such as recruitment, training, compensation, and performance assessment (Rahman and Aydin, 2018). The utilization of information technology has assumed a pivotal role in the domain of human resources practices. Given this, the hospitality industry strives to employ innovative applications of information technology to maintain a competitive advantage (Marler and Parry, 2016). The success of the hotel industry depends on the capabilities and qualifications of its human resources staff (Morsy and El Demerdash, 2017).

E-HRM practices aim to improve the efficiency of HR operations, thus promoting cost reduction and creating a competitive advantage for the hotel sector (Marler and Parry, 2016). The investigation carried out by Morsy and El Demerdash (2017) elucidated multiple justifications for

the adoption of e-HRM in the hospitality sector, including the intricate nature of HR processes and the imperative to acquire new knowledge. Consequently, hotels have strived to discern the significance of information technology employment in human resources management (Yusoff et al., 2010). As a result, E-HRM has emerged as a new application based on the Internet and information technology (Rad and Kim, 2018).

HR managers can then employ the E-compensation system to make decisions on wage administration or adjustment, as well as bonuses and rewards for both employees and leaders (Panayotopoulou et al., 2007). Compensation and reward systems now provide institutions with a competitive edge in attracting and retaining exceptional staff (Wright and Dyer, 2000). Furthermore, the E-compensation system facilitates HR personnel in making informed decisions regarding life insurance, health, disability, and other benefits (Nnenna et al., 2014).

Employee performance refers to the extent to which employees use their skills, knowledge, and aptitude, as well as their interest in achieving the prescribed objectives and goals (Okoth, 2014). Performance also encompasses an individual or a collective group's willingness to participate in an activity and excel in it following their assigned responsibilities, thus resulting in the anticipated outcomes (Rivai, 2015). Therefore, performance signifies the outcome of the interplay between effort, ability, tasks, and acquired opportunities, encapsulating the quality and quantity of work accomplishments attained by an employee while fulfilling their duties (Razi, 2017).

Theoretically, the present research would fill the gap in the literature by identifying the impact of e-compensation on employees' performance in hotels. Practically, based on the results of the research, managers can develop an effective and efficient management of electronic human resources that will lead to increasing the performance of employees.

Therefore, the main objective of the study is to investigate the impact of e-Compensation on the performance of employees in hotels. To accomplish this overall aim, this research focused on the following objectives as follows:

1. To find out to what extent e-Compensation is applied in hotels.
2. To assess the current level of performance of hotel employees.
3. To determine the impact of e-Compensation on employees' performance.

Literature Review and Hypothesis Development

According to Swaroop and Reddi (2012), the implementation of e-HRM in the hospitality industry is of great significance, as it facilitates the achievement of organizational objectives accurately and expeditiously. Choochote and Chochiang (2014) asserted that substantial investments have been made towards aligning the hotel business, owing to the rapid expansion of transportation and tourism sectors that contribute to the nation's economic growth. Hence, it can be deduced that effective human resources management is an obligatory requirement for all business entities. The hospitality sector in developing countries is still adapting to technological changes, such as computerization and the Internet (Muller, 2010). However, the importance of information and communication technology (ICT) in hotel operations and management is evident (Law et al., 2014). The implementation of technology has resulted in the emergence of job roles like Technology Concierge and Technology Officer (DiPietro and Wang, 2010).

Foiji et al. (2019) mentioned that e-HRM helps the hotel industry improve its service quality and develop HR activities by improving the following processes: recruitment, selection, training, and performance appraisal.

This also brings several benefits for the hospitality sectors, such as: reducing and eliminating HR costs (e.g. selecting and training), building IT systems for HRM, supporting training and empowerment processes, and performing HR tasks quickly and effectively (Stone et al., 2013; Al Mamun and Islam, 2016). On the other hand, the hospitality industry has encountered numerous difficulties related to improving employee training and skills, as this serves as a means of instilling new benchmarks and raising levels of customer satisfaction.

The hospitality industry has been significantly affected by technological advancements. e-Compensation can be defined as a web-based software tool that provides support to managers in effectively modeling, managing, and disseminating compensation systems (Duhlebohn and Marler, 2005). HR personnel are empowered to exercise their judgment by electronically selecting benefits and rewards of their choice. Subsequently, HR managers can utilize the E-compensation system to make decisions regarding wage administration or adjustment, as well as bonuses and rewards for both employees and leaders (Panayotopoulou et al., 2007).

"E-compensation refers to the utilization of information and communication technology (ICT) in formulating employee compensation and benefits packages" (Nivlouei, 2014). This approach also ensures an equitable distribution of salaries. It aids in maintaining records of employee benefit packages and critical compensation details (Oswal, 2014). The use of the intranet and the Internet for compensation planning is known as e-Compensation Management (Deshwal, 2015).

Dulebohn and Marler (2005) stated that the advantages of e-Compensation can be summarized as follows:

- 1- Uphold a standard, accurate, and accurate compensation system.
- 2- Quickly access previous records.
- 3- Safeguard the data.
- 4- Effectively manage the remuneration packages for an international workforce.
- 5- Establish connections with other systems such as performance appraisal, training, and recruitment.
- 6- Facilitate easy access to information without the need for specialized IT infrastructure or expertise.
- 7- Ensure the availability of comprehensive compensation details throughout the year for employees, managers, and HR professionals, adapted to their respective credentials, and provided interactively.
- 8- Improve efficiency by simplifying bureaucratic processes through the integration of workflow functionality and real-time information processing in a cost-effective manner.

Therefore, the following hypothesis can be formulated:

There is an impact of electronic compensation on employee performance.

Methodology

This research presents the quantitative approach used to facilitate a deductive approach to exploring the impact of e-Compensation on employees' performance in five-star hotels. A

descriptive and analytical approach was followed, which described the phenomenon and then analysis and interpretation, based on the data collected. In general, Greater Cairo Metropolitan has been chosen as a geographic area for investigation in this study, as it is the largest region in Egypt. It involves cities in Greater Cairo Metropolitan (Website of the Egyptian General Organization for Physical Planning, 2021). Greater Cairo has a suitable number of five-star hotels that suit the subject of the study. In addition, its geographic accessibility can save time, and money, and facilitate data collection.

Population and sample

The research was conducted on the category of five-star hotels. These types of hotels are managed by international hotel chains or franchised. Thus, when the research is conducted on these hotels, the results obtained will be obvious and can then be applied to the other categories of hotels (i.e. three or four-star hotels). The whole number of employees in each hotel is almost equal.

According to the Egyptian Hotel Association Guide (2022), there are 29 five-star hotels in the Greater Cairo Metropolitan area, and all hotels accepted to distribute questionnaire forms to their employees. A total of 620 questionnaire forms were distributed to hotels. Only 110 questionnaire forms were distributed by hand to the employees. As for the rest of the forms (510), and due to the confidentiality of company information, the hotels assumed responsibility for distributing them, as they handed them over to the human resources managers in the hotels, who in turn distributed them to the employees, each in his department returned a sum of 469 valid forms, representing a response rate of 75.64percent.

Data collection instrument

This research focused on investigating how the concept of e-Compensation is being applied within five-star hotels. After collecting the contact information of the investigated hotels, telephone calls were made to the managers of the human resource departments to get their permission to visit their hotels and distribute the questionnaire forms to the employees. These questionnaires were retrieved after Two months of distribution. Telephone contacts have been made with the human resources managers in each hotel and followed up with them weekly, who in turn followed up on the employees filling of forms in each department and then these forms were retrieved in December 2022 from all participating hotels. The variables in this research were examined to identify the effect of the independent variable, i.e., e-Compensation on one dependent variable, i.e., employees' performance in five-star hotels. The questionnaire form being used in the research is composed of three parts to facilitate the data analysis process. In addition to demographic data, there are other sections which are shown in table (3). Study variables were measured using the Likert scale. Respondents were asked to respond to a five-point Likert scale (1 = strongly disagree to 5 = strongly agree) in all parts of the questionnaire.

Table (1): Summary of the questionnaire sections

Sections	Scales or variables	Number of Items	Source
Section 1	e-Compensation	12	Attalah, 2016
Section 2	Employees' performance	6	Bendusa, 2019

Data analysis

Different statistical tests were used to answer the research questions. The Statistical Package for Social Sciences (SPSS) v.22 was used to analyze the collected data. Descriptive statistics were used to identify e-compensation as well as employee performance in the investigated hotels. In addition, the Spearman correlation coefficient was used to find the relationships among variables. The coefficient of correlation (R) determined the degree (strength) of the relationship and its value was between -1 and 1. A value of 0 implies no relationship. An absolute value of R between 0.5 and less than 1 implied a strong relationship between the variables. If the value of R is greater than 0.3 and less than 0.5 then the relationship is moderate. The relationship is weak if the value of R is less than 0.3 and the regression model was used to test the significance of the influence of the independent variables on the dependent variables.

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, the Cronbach alpha for all survey constructs is presented in Table (2).

Table (2): Cronbach alpha for research scales

Serial	Scales	Validity	Cronbach alpha coefficient
1	e-Compensation	0.902	0.815
2	Employees' Performance	0.839	0.705

Concerning validity, the questionnaire was initially pre-tested for its validity with three professors at the hotel studies department at the Faculty of Tourism and Hotels at the University of Sadat City to get feedback regarding the clarity of the instructions and accuracy of the questions in the instrument. Comments and suggestions obtained from them were used for rewording the instructions and layouts of the questionnaire.

Results

Demographic profile of respondents

The questionnaires used for this study included four items concerning the respondents' demographic characteristics. Respondents were asked about their gender, age, educational level, and work experience. This information was useful in understanding the background of the respondents. Results are presented in Table (3).

Table (3): Respondents' demographics

Demographics	Classes	Freq.	%
Gender	Male	259	55.2
	Female	210	44.8

	Total	469	100
Age	Less than 20 years	54	11.5
	From 20 to 30 years	130	27.7
	From 31 to 40 years	123	26.2
	From 41 to 50 years	126	26.9
	More than 50 years	36	7.7
	Total	469	100
Educational Level	Secondary school degree	7	2
	Bachelor's degree	312	89.9
	Master's degree	17	5
	Ph.D.	11	3.1
	Total	347	100
Work experience	1-2 years	64	13.6
	3-5 years	160	34.1
	More than 5 years	245	52.2
	Total	469	100

The results in Table 6, indicated that out of the 469 respondents, 259 (55.2%) were male and 210 (44.8%) were female. Regarding age, only 36 (7.7%) of the respondents were over 50 years old and 54 (11.5%) were less than 20 years old. 123 (26.2%) of the respondents belong to the 31-40-year-old group, 126 (26.9 %) belong to 41-50-year-olds, and the majority 130 (27.7%) of the respondents belong to 20-30-year-olds. The results also indicated that only 7 (1.5%) of the respondents possess a master's degree, 127 (27.1%) of the respondents have a secondary school degree, and 335 (71.4%) of the respondents have a bachelor's degree. The results also indicated that only 64 (13.6%) of the respondents have 1-2 years of work experience, 128 (27.3%) of the respondents have 1-2 years' work experience, 160 (34.1%) of the respondents have 3-5 years' work experience, and 245 (52.2%) of the respondents have more than 5 years' work experience.

e-Compensation

Table 4 shows the descriptive analysis of the e-Compensation variable. The results showed that the total mean of e-Compensation was 4.4. In addition, it could be noticed that all twelve items of e-Compensation had average scores above four. These results indicated the importance of e-compensation within E-HRM practices, which in turn leads to increased employee performance in the hotels.

Table (4): e-Compensation

Statements		Strongly disagreed	Disagree	Neutral	Agree	Strongly agree	Mean	Std.	Total mean
1- The compensation system helps to get information about employees' salaries and savings.	Freq.	1	3	11	204	250	4.49	.601	
	%	0.2%	0.6%	2.3%	43.5%	53.3%			
2- Several departments are involved in the	Freq.	1	7	11	202	248	4.47	.642	
	%	0.2%	1.5%	2.3%	43.1%	52.9%			

process of designing E-Compensation.										4.4
3- The electronic system for managing employee leave offers precise and reliable data.	Freq.	0	3	18	199	249	4.48	.605		
	%	0.0%	0.6%	3.8%	42.4%	53.1%				
4- The usage of the E-Compensation system is an uncomplicated process.	Freq.	0	4	3	233	229	4.46	.560		
	%	0.0%	0.9%	0.6%	49.7%	48.8%				
5- A comprehensive analysis of employee compensation to establish an equitable salary framework.	Freq.	0	3	4	240	222	4.45	.551		
	%	0.0%	0.6%	0.9%	51.2%	47.3%				
6- An equivalent increase in salary is observed as the costs associated with daily living rise.	Freq.	1	2	3	178	285	4.59	.554		
	%	0.2%	0.4%	0.6%	38%	60.8%				
7- I achieve the predicted results concerning my payment based on my job performance.	Freq.	3	16	46	168	236	4.32	.834		
	%	0.6%	3.4%	9.8%	35.8%	50.3%				
8- The managers showed a commendable practice of treating employees in a non-discriminatory manner while also maintaining their dignity.	Freq.	0	1	11	201	256	4.52	.557		
	%	0.0%	0.2%	2.3%	42.9%	54.6%				
9- I take immense pride in the accomplishments I have achieved through my diligent efforts at the hotel establishment.	Freq.	0	0	69	209	191	4.26	.698		
	%	0.0%	1.3%	14.7%	44.6%	40.7%				
10- I have a strong desire to continue my professional pursuits until the end of my professional career.	Freq.	0	1	4	214	250	4.52	.529		
	%	0.0%	0.2%	0.9%	45.6%	53.3%				
11-The compensation framework is correlated with the task accomplishment.	Freq.	0	0	24	199	246	4.47	.594		
	%	0.0%	0.0%	5.1%	42.4%	52.5%				
12- The electronic compensation system offers suitable data regarding the remuneration framework.	Freq.	0	0	74	257	138	4.14	.659		
	%	0.0%	0.0%	15.8%	54.8%	29.4%				
Total	Freq.	469								
	%	100%								

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

Employees' performance

Table 5 shows the descriptive analysis of the employees' performance variable. The results showed that the total mean of employees' performance was 4.3. In addition, it could be noticed that all six items of employees' performance had average scores above four. These results indicated the importance of employees' performance.

Table 5: Employees' performance

Statements		Strongly disagreed	Disagree	Neutral	Agree	Strongly agree	Mean	Std.	Total mean
1- I can complete all the work required of me.	Freq.	0	0	11	357	101	4.19	.450	4.3
	%	0.0%	0%	2.3%	76.1%	21.5%			
2- I can complete the additional work given to me.	Freq.	0	0	5	302	162	4.33	.495	
	%	0.0%	0.0%	1.1%	64.4%	34.5%			
3- I am careful in working to minimize errors in the work.	Freq.	0	0	61	284	124	4.13	.614	
	%	0.0%	0.0%	13%	60.6%	26.4%			
4- I can work following predetermined work standards.	Freq.	0	0	30	289	150	4.26	.565	
	%	0.0%	0.0%	6.4%	61.6%	32%			
5- I can complete tasks on time following the provisions.	Freq.	0	0	11	195	263	4.54	.544	
	%	0.0%	0.0%	2.3%	41.6%	56.1%			
6- I do not postpone the work that has been given to me.	Freq.	0	0	61	109	299	4.51	.715	
	%	0.0%	0.0%	13%	23.2%	63.8%			
Total	Freq.	469							
	%	100%							

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

Results of the hypotheses test

The effect of e-Compensation on employees' performance

It can be noticed from the results in Table (6) that the multiple correlation coefficient is 0.919 which indicates that there is a strong positive correlation between the research variables, i.e. e-compensation and employees' performance. Furthermore, the adjusted R^2 value is very close to the R^2 value. If the adjusted R^2 is excluded from R^2 $(0.845 - 0.845) = 0.000$. This means that this model had the entire research population, with the largest variation in outcomes at 0.000.

Table (6): The Effect of E-Compensation on the Employees' Performance

Independent variable dimensions	ANOVA		Coefficients (a)	Model summary		
	F	Sig.	T	R	R ²	Adjusted R ²
	2536.990	.000 ^a		.919	.845	.845
e-Compensation			50.369			
Employee performance			6.687			

In addition, the table above refers to .845 of the variances in employees' performance that can be accounted for by e-Compensation. The F-value is significant at 0.05, meaning that e-compensation has a substantial effect on employees' performance, with an efficacy of ($\alpha \leq 0.05$). As a result, the null basic hypothesis is rejected, while the alternative is accepted, with e-Compensation having a statistically significant effect on employees' performance at the level ($\alpha \leq 0.05$).

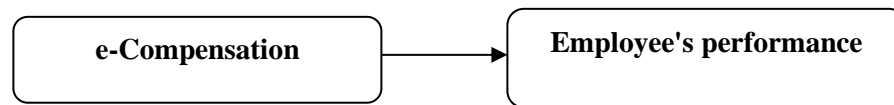
Discussion and implications

As a result, the purpose of this research was to investigate the impact of e-Compensation on employee performance in five-star hotels. Employees were identified by giving a list of e-compensation practices to HR department managers in each hotel and asking them to distribute the questionnaire to employees. Interest in researching the concept of E-HRM, especially e-Compensation, in terms of its definition, importance, and review of the literature has increased, especially among academics and researchers. Compensation and reward systems now provide institutions with a competitive edge in attracting and retaining exceptional staff (Wright and Dyer, 2000). Furthermore, the e-Compensation system facilitates HR personnel in making informed decisions regarding life insurance, health, disability, and other benefits (Nnenna et al., 2014). Prior research undertaken to research E-HRM has mainly concentrated on the conceptualization of electronic and human resources, as well as e-Compensation in hotels.

The findings of the research showed that there was a clear effect between e-compensation (independent variable) and employees' performance (dependent), which agrees with most of the previous studies which stated that there is a positive and significant effect between the variables. These results supported the findings of Nnenna et al., (2014) that stated the e-compensation system facilitates HR personnel in making informed decisions regarding life insurance, health, disability, and other benefits. Also, these findings agreed with Oswal (2014) who stated that e-compensation helps in ensuring the equitable distribution of salaries. It aids in maintaining records of employee benefit packages and critical compensation details. Hotels are recommended to maintain the use of e-compensation within E-HRM practices because of its benefit in delivering it to all employees in the different departments. The results of this research have some managerial implications, which can help managers achieve their organizational goals effectively. It is clear from the results that managers are interested in increasing the performance of their employees in hotels through the implementation of E-HRM practices in general and especially e-Compensation enabling them to obtain a competitive advantage in the market where they work. E-compensation should be considered as more than just a theoretical concept; managers must convert their minds from discussing e-compensation practices informally to formally implementing them in all matters of all employees in five-star hotels.

Based on the findings of this research, several recommendations can be suggested as follows hotels should provide financial support to IT centers for their importance in the process of change to e-compensation, Hotels should evaluate the current HR infrastructure and IT equipment and assess

the HR employees' capabilities to identify the gaps and determine the future needs of the hotels, To sustain of utilizing e-Compensation within the electronic human resources management (E-HRM) practices in hotels because of its benefit in delivering it to all employees in the different departments of the hotel and Applying e-Compensation on the other categories of hotels (i.e. three or four-star hotels).



Limitations and future research

There are some limitations of this research. The population of this research was some of the employees from five-star hotels. Hence, the findings of this study cannot be generalized to other hotel categories due to the nature of the hospitality industry as each hotel category is associated with a distinctive market position, targeted customers, service, and facilities (Su & Reynolds, 2019). Geographically, the research was applied to the Greater Cairo area in Egypt, so the results may not be generalized to other geographic areas.

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تأثير التعويضات الإلكترونية على أداء الموظفين في فنادق الخمس نجوم

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هدفت الدراسة إلى دراسة تأثير التعويضات الإلكترونية على أداء الموظفين في فنادق الخمس نجوم. اتبع هذا البحث المنهج الوصفي التحليلي باستخدام الاستبانة. تكون مجتمع وعينة الدراسة من جميع موظفي فنادق الخمس نجوم في القاهرة. تم تحليل البيانات من خلال الاستعانة ببرنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS). من أجل تحقيق هدف الدراسة ، تم تصميم استبيان واحد. تم توزيع 620 استبيان على الفنادق، قام الباحث بتوزيع 110 استبيان باليد على الموظفين بشكل شخصي، أما باقي الاستبيانات (510 نموذج استبيان) وبسبب خصوصية الإدارة ، تولت إدارة الفنادق مسؤولية توزيعها على موظفي الفنادق. تم

تحديد عينة نهائية من 469 استبيان على أنها صالحة للتحليل الإحصائي بمعدل استجابة 75.64%. وللتحليل الإحصائي واختبار الفرضيات تم استخدام برنامج SPSS إصدار 22. أثبتت الدراسة أن هناك علاقة ذات دلالة إحصائية بين التعويضات الإلكترونية واداء الموظفين في الفنادق ، وهناك تأثير إيجابي للتعويضات الإلكترونية على اداء الموظفين.

الكلمات الدالة: الإدارة الإلكترونية للموارد البشرية ، التعويضات الإلكترونية، أداء الموظفين.