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**The Impact of Digital Transformation Dimensions on the Employees Job Performance: Applying on Four and Five Star Hotels in the Red Sea Governorate**

Mahmoud Abdelaziz<sup>1</sup>

Ahmed Naama<sup>2</sup>

<sup>1</sup>Faculty of Tourism and Hotels –Minia University

<sup>2</sup>College of Tourism and Hospitality, Tripoli, Libya.

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**Abstract**

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Human resources are an important component of digital transformation since they help organizations achieve long-term competitive advantage. Moreover, implementing digital technologies improves employees' performance, transforms business processes, and enhances overall performance. The current research aims to explore the impact of digital transformation dimensions on employees' job performance in hotels. The descriptive approach was used for a cluster sample of hotel employees. Questionnaires were distributed to 382 participants in four- and five star hotels in the Red Sea governorate from May to August 2023. The results reveal that hotels are seeking to spread the organizational culture and adopt a digital transformation strategy to improve the job performance of employees in particular. Furthermore, there is a significant impact of the digital transformation dimensions (DT strategy, DT culture, human dimension, and procedural and technical dimension) on employees' job performance in hotels. The research recommended that hotels should have a specialized department for digital transformation. Hotels should have to enhance performance management by setting task completion times and measuring deviations electronically. Moreover, hotel management should develop an information security plan and maintain secure backup data for all guests and employees, in addition to investing in employee training and changing the nature of training by integrating seminars, online training courses, and remote communication technology.

**1. Introduction**

The digital world demands new skills to manage vast amounts of information, impacting businesses and workforce dynamics, with robots replacing humans and specializing roles (El-Khoury, 2017). Digital transformation provides huge potential for building effective and sustainable societies by achieving a radical change in services for various parties, including employees (Mashhour, 2021). Organizations are encouraged to create and implement new policies that aim to modify the character of numerous activities, practices, and processes as a result of the worldwide digital technology revolution and the shift to a recent phase of the

industrial revolution. Many scholars began to focus more on digital transformation as a result of the recent stage of high-quality development that includes digitalization (Zhou et al., 2022). Moreover, the digital transformation is an important aspect of the present revolutionary changes in the structure of modern economies (Zehir et al., 2020). Egypt is putting an emphasis on digital transformation as part of its Sustainable Development Strategy, Egypt Vision 2030 (Ibrahim et al., 2020). Ahmad (2021) stated that information and communication technology (ICT) transforms transactions by increasing efficiency and speed; Egypt recognizes its significance in all socioeconomic aspects, including private and governmental transactions.

Furthermore, achieving the goals of sustainable development necessitates data and the advancement of information technology, which has resulted in a phenomenon known as the digital transformation (UNCTAD, 2019). While the COVID-19 epidemic has contributed many pre-existing economic issues in numerous countries throughout the world, it has also underlined the critical role that digital technologies play in crisis response and recovery (World Bank, 2020). According to Mahmoud (2018), the human factor is critical for system performance and digital transformation implementation, as it necessitates competent, trained cadres to efficiently analyze data and make intelligent decisions. Therefore, the highest levels of hotel management are interested in offering support for creating and implementing the vision of digital transformation by carrying out a series of processes such as designing the organizational structure, providing adequate financial provision, and hiring employees qualified for it (AlMutref, 2020).

## **2. Literature Review**

### **2.1. Digital Transformation Concept**

The concept of digital transformation is commonly indicated by various digitalization practices, activities, and processes across various corporate organizations; however, there is no agreement on an overall description of digital transformation (Abugabel, 2023). AlMutref (2020) defined digital transformation as the replacement of automated systems for traditional human work, particularly in the production of educational and training services, which leads to changes in organizational structure and the formation of human resources. Additionally, Al-Jubori (2021) demonstrated that digital transformation is defined as the process by which companies transition to business models based on digital technologies to support the development and innovation of the offered products and services, as well as providing new marketing channels and job opportunities that increase the value of the provided products, whether goods or services. Furthermore, Feroz et al. (2021) and Erdogan (2021) stated that digital transformation is defined as a process supported by digital technologies that results in revolutionary changes in organizations and has a significant impact on organizational evaluation through the internet of things, cloud computing, enormous data analysis, mobile phone technologies, and artificial intelligence.

Both Vijayabanu and Karthikeyan (2021) defined digital transformation as “*the use of modern digital technologies to change the business model and provide new opportunities for income and value-added and the transition to the digital economy technically, in management, and in marketing.*”

### **2.2. Digital Transformation Requirements**

Digital transformation represents investment in thought and behavioral change to bring about a radical transformation in the way we work by taking advantage of technical development to obtain services in a broader and better way (Dirlik, 2020). The digital transformation process requires a strategic approach, an understanding of available work

mechanisms, and adequate training for all stakeholders to demonstrate the appropriate method and ensure effective implementation (Shaalán, 2017). Moreover, Muhammad and Abdel Razek (2019) mentioned that implementing the digital transformation requires the availability of technologies, data, human resources, and processes in the public and private sectors, as follows:

- Technologies include devices, data, storage, and software for digital transformation, including social application technologies, mobile technologies, big data analysis, and cloud computing infrastructure.
- Data, which includes Institutions manage and analyze data regularly, providing documented qualitative information, statistical tools, and continuous follow-up to ensure data flow, prediction, and continuous improvement.
- Human resources involves providing qualified personnel with data analysis, advanced digital technology training, and specialized expertise, fostering progress and development.
- The operation involves establishing a technical structure for tourism institutions and companies, ensuring optimal digital transformation through policies, procedures, technologies, and data processing.

### **2.3. Digital Transformation Dimensions**

Digital transformation involves transforming business models, competencies, organizational models, processes, and practices requiring the commitment of all human resources, particularly in operations (Kutnjak et al., 2019; Stark, 2020). Based on many research and scientific studies, a set of dimensions of digital transformation in the tourism and hotel sectors are represented in four basic dimensions (Wenzel & Wenzel, 2022; Abugabel, 2023; Al-Zoubi, 2023). These dimensions are explained below:

#### **2.3.1. Digital Transformation Strategy**

Management is entrusted with reacting to environmental changes, and strategy comprises actions that impact an organization's connection with its external environment, which is frequently characterized by confusion or lack of understanding (Al-Mutref, 2020). According to Wenzel and Wenzel (2022), the strategy involves decisions regarding the tourism and hotel sectors' relationship with the external environment, involving a clear vision, mission, and objectives for digital transformation, periodic implementation, and necessary measures for performance discrepancies. Building a long-term strategic plan is regarded as one of the initial and most important aspects of the success of any program, strategy, or important change (Abugabel, 2023). As a result, top management is motivated to assist in the creation and implementation of the digital transformation vision by carrying out a number of tasks, such as creating the organizational structure and providing the necessary financial and human resources (Al-Zoubi, 2023).

#### **2.3.2. Digital Transformation Culture**

According to Al Faraj (2011), each organization's culture may be summarized into a collection of values, principles, and ideas shared by leaders and long-serving employees and passed down to new employees. This indicates that it comprises main principles that help bring all parts of the organization together (Wenzel & Wenzel, 2022). AlMutref (2020) and Al-Zoubi (2023) stated that organizational culture transferred to new employees to promote development and modernization in service delivery, enhancing digital transformation and integrating the tourism system, thereby improving services for tourists and guests. Moreover, a positive organizational culture is crucial for enhancing digital transformation, promoting

skill sharing, resource sharing, knowledge learning, and adoption among members and clients (Shehadeh et al., 2023).

### **2.3.3. Human Dimension**

Human resources refer to individuals within an organization who perform functions and work, shaping the organizational culture (Al-Zoubi, 2023). They formulate plans, systems, policies, and procedures to regulate employee performance and achieve the mission and goals of a tourism organization, including creativity and innovation (Wenzel & Wenzel, 2022). The human element is crucial for system success and digital transformation implementation, requiring qualified, trained cadres to effectively analyze data and make informed decisions (Mahmoud, 2018). Additionally, the process of strategic planning for putting the vision of digital transformation into practice demands human competence and scientific understanding based on conviction and comprehensive knowledge of the process of change towards digital transformation (Alam, 2022; Shehadeh et al., 2023).

### **2.3.4. Procedural and Technical Dimension**

Through the development of regulatory rules to prevent electronic theft and the violation of information privacy, which is considered one of the procedural requirements for the digital transformation, the organization is issuing rules and regulations that allow for easy digital transformation and meeting the needs of work (Abugabel, 2023). The process of digital transformation necessitates the use of a system of specialized devices, operating systems, storage media, and software that operate through technical environments and information centers (Alahmadi et al., 2022). efficiently using assets, and necessitates the highly qualified teams who are in charge of managing the technical system and network infrastructure in order to ensure an appropriate level of service for the organization's staff and customers (Martin-Rojas et al., 2019).

## **2.4. Digital Transformation within the Hotel Industry**

The term "digital transformation in hotels" refers to the numerous changes being implemented in the hotel sector to integrate various technological solutions to automate and digitize operations and boost data security (Cheng et al., 2023; Hakizimana et al., 2023; Kitsios et al., 2021). Westerman et al. (2014) presented a framework for digital transformation in three main areas: customer service experience, operational processes, and business models, while Khamis and Aser (2021) mentioned that this framework has not included all the key elements that require optimal organizational coordination. For example, employee experience should not be excluded from digital transformation processes. Wenzel & Wenzel (2022) agreed with Hassania (2021) that some important means are used in digital transformation in the tourism and hotel sectors, which can be summarized as follows:

- The Internet has become a crucial medium for tourism organizations, offering faster, easier, accurate, and diverse services through online communication and marketing.
- Website services have revolutionized tourism by providing easy browsing, information about weather, housing, historical sites, entertainment, transportation, maps, airlines, flight schedules, hotels, and car rentals.
- Email is a crucial internet communication service, enabling easy, quick, and cost-effective message transmission, eliminating distances and barriers, and enabling voice and video communication from tourist sites.
- Blogs are interventions that allow tourists to express their opinions on the quality of services provided, thereby serving as a monitoring tool.

- Simple simultaneous publishing technology allows readers to access the latest news and topics on their favorite websites, helping tourism institutions and companies keep tourists updated on new developments in the tourism world.
- Social networks use internet applications to facilitate communication, allowing users to express themselves, share experiences, and provide tourists with information about tourist areas and services.
- Smart mobile phone software provides real-time information on tourist services, aiding in trip planning, service availability, and booking decisions for tourists.

Moreover, Matt et al. (2015) focused on the influence of digital transformation on organizational structure, whereas Loebbeck & Picot (2015) focused on the impact of digital transformation on organizational interactions and the potential effects of digitization and big data analytics on employment. Digital technologies are transforming employee and organizational performance in the context of digital transformation (Al-Zoubi, 2023). The hotel industry is embracing new technologies such as chatbots, delivery robots, mobile service requests, digital concierges, and voice controls to enhance the customer experience (Kim et al., 2020). Many organizations implement intelligent features to boost employee performance in a variety of ways (Chestler, 2016; Hassan et al., 2022). As follow:

- Access control systems, including fingerprint systems, eye retardation, and face pattern, determine entry to buildings and internal spaces, providing flexibility and ease of management
- Identity verification systems, such as passwords or magnetic cards, verify access and allow video recording. Thermal imaging cameras detect and measure temperature differences, ensuring safety through monitoring.
- In-Room Control Systems, such as temperature, lighting, and curtains, are widely accepted by customers.
- Delivery robots and concierge robots can reduce costs and enhance customer experiences. Heating, ventilation, and air conditioning systems work together to maintain environmental conditions.
- Smart services technologies, such as wearable technology and vibration bracelets, are used in hotels to improve communication and efficiency.
- Intelligent Hotel Room (IHR) applications offer personalized services to guests, monitoring activities, locations, and smart objects within their rooms, these applications allow guests to control electronic appliances, request laundry services, and access room cleaning services.
- Smart applications, such as mobile technology, web, multimedia, email, apps are increasingly used in search and booking.
- Platforms like Expedia and Booking.com offer quality hotel rooms and guest views, contributing to decision-making.
- Vertical concierge applications use smartphones to communicate with hotel staff and resolve complaints quickly.
- The internet of things broadens internet connection with devices in hotel institutions, including GPS, Bluetooth, and smart room accommodation.
- Artificial intelligence, such as chatbots, helps customers online and improves travel experiences.
- Virtual reality and augmented reality enhance the real-world environment by overlaying information on live images.
- Organizations use analytical tools such as Workforce Performance Management (WPM), Suite processes, Success Factors, and Talent Management Software to measure employee

performance, compare outcomes to objectives, and manage HR processes such as reimbursements and succession planning.

## 2.5. Digital Transformation Significance

According to Hassan et al. (2022), digital transformation helps to develop employee performance for their tasks at a reduced cost, increase information speed and accuracy, improve communication, and eliminate obstacles such as distance and large investment. Digital transformation involves organizations utilizing digital technologies, methods, and practices to improve employee experience and operational efficiency in human resources through data-driven and automated procedures (Mascarenhas, 2023). Moreover, the digital transformation faces some barriers, such as security risks, interoperability issues, and privacy concerns (Hai et al., 2021). When digital technologies are used correctly, they reduce human error, increase production and profitability, and make the organization more efficient and effective (Fairoos et al., 2020). Furthermore, interactions between humans and intelligent objects have the potential to increase work performance (Sabie et al., 2020). Implementation of digital technologies significantly improves organizational performance and market competitiveness by transforming business processes and enhancing overall performance (Tsindeliani et al., 2022). Therefore, Kagermann et al. (2015) and Hassan et al. (2022) described the discovered opportunities that can be linked directly or indirectly to smart services as follows:

Table (1): Opportunities Related to Digital Transformation Applications

Opportunities	Caused by
Additional revenue	Selling Smart Service as extensions to existing products or services or as new services
Improved efficiency	Utilization of Smart Service like monitoring, early alerting, predictive maintenance and remote management
Increased visibility and cost reduction	Recovery and usage of the data collected from Smart products and services and resulting process optimization
Enhance customer base, relationship and satisfaction	Shift to outcome economy by delivering what the customer needs or what helps to fulfill his requirement and customer centered business models
Larger mobility and independence	Virtually of the services which require just a device with mobile connection
Stronger interconnectedness	Required data share around integration platforms and cooperation along the value chains
Faster decision making and acting driving	Use of data analysis, interactive data mining and data based intelligence to support humans
Higher employee productivity, satisfaction and qualification	Automation of standard and reoccurring tasks and higher work place flexibility resulting in engaging work experiences

Source: Kagermann et al. (2015) and Hassan et al. (2022)

## 2.6. Employees' Job Performance

Human resources are an important component of a digital transformation plan since they help organizations achieve long-term competitive advantage (Abugabel, 2023). As a result of new technologies and the digitization of organizational processes, organizations are being forced to undertake fast development for human resources management practices (Horvath & Szabo, 2019). This transformation in practices necessitates the development of procedures and the adoption of practices for continuous evaluation of human resource competences, the

introduction of new forms of work organization and employment, and agile human resource processes (Gotz & Jankowska, 2020). Therefore, managers must understand employees' attitudes towards new technologies, behavioral patterns, and psychological states to efficiently implement new techniques. They should collaborate with performance evaluation and compensation incentive systems to address new problems (Abugabel, 2023).

### **2.7. Job Performance Concept**

The concept of performance is one of the main axes on which management scholars focus their attention, because through it a comprehensive picture of the organization's activities and its supporting work can be given (Ali et al., 2023). Performance, a crucial concept in administrative studies and human resources, is linked to efficiency and effectiveness in achieving organizational goals (Hassan et al., 2022). Performance has gone through several stages and changes, which have had a considerable influence on its organizational, environmental, and worldwide developments. As a result, its ideology has crystallized, and its standards and methodologies have been developed (Goonetilleke et al., 2018; Ali et al., 2023). Tuffaha (2020) defined performance as a combination of efficiency and effectiveness in completing the employee's daily tasks to meet the expectations of stakeholders." Ali et al. (2023) noted that performance is a critical, multidimensional organization with a strong link to strategic goals. Job performance is a crucial concept in administrative studies and human resources management due to its importance at the individual and organizational levels (Khamis & Aser, 2021). Moreover, performance is defined as the completion of the work or task achieved by human resources in terms of quality and quantity (Maharani et al., 2013; Hassan et al., 2022). Although researchers disagree in their definitions, there are factors that unite these definitions, which are as follows:

- The employee: and the knowledge, skills, values, attitudes and motivations possesses
- Job: the requirements and challenges it characterizes and the job opportunities it offers
- Management supervision: The amount of guidance and training that the worker receives from his supervisor

From the above, employee performance can be defined as the result of individuals completing the tasks and work entrusted to them, whether physical or human, in light of clear instructions.

### **2.8. Elements of Employee Performance**

Employees' performance expresses the net effect of an individual's efforts that begin with abilities and awareness of the role or tasks, which therefore indicates the degree of achieving and completing tasks that make up the individual's job (Al-Obaidi et al., 2021). Therefore, Boudiba and El-Waham (2016) say that the performance elements can be divided into the following points:

- Knowledge of job requirements: This includes general knowledge, technical and professional skills, and a general background about the job and its related fields.
- Quality of work: It represents the extent to which an individual understands the work he does and the desire, skills, and ability to organize and carry out the work without making mistakes.
- The amount of work completed: that is, the amount of work that the employee can complete under normal working conditions, and the speed of this completion.
- Perseverance: It includes seriousness and dedication to work, the employee's ability to take responsibility for the work and complete work on time, and the extent of this employee's need for guidance and guidance from supervisors.

## **2.9. Employees' Job Performance Characteristics**

Job performance may be measured from several viewpoints, and hence its operation is susceptible to various techniques. Khamis and Aser (2021) classified three basic characteristics of job performance that were investigated for the current study: (1) task performance, (2) contextual performance, and (3) counterproductive behavior.

### **2.9.1. Task Performance**

Performing tasks in an organization refers to employee behaviors that create or directly assist in moving the organization's resources to services and is classified into three types: (Koopmans et al., 2015).

- Performing normal responsibilities, which comprise the employee's replies to well-known job requirements that occur in a natural, usual, or predictable manner.
- Performing adaptive responsibilities, which require the employee's answers to work demands that are novel, uncommon, or at the very least unexpected.
- Performing creative jobs, refers to employees generates new and valuable ideas or innovations for the workplace.

### **2.9.2. Contextual Performance**

Contextual performance, also known as organizational citizenship behaviors, refers to behaviors that support the organizational environment as well as the social and psychological components that employees exhibit when developing their employment (Koopmans et al., 2016). This dimension consists of a set of behaviors. Some of them are as follows: (Rotundo & Sackett, 2002).

- Continuous excitement for working further than usual to finish a task successfully, such as time commitment, little absenteeism, and making extra efforts at the job.
- Volunteering to do things that aren't part of the individual's formal job, such as offering constructive recommendations to help the organization work.
- Cooperating with others and offering the necessary support, such as cooperating with coworkers, clients, and others.
- Commitment to organizational norms and processes, such as following organizational regulations, respecting authority lines, and adhering to the organization's ideals and principles.
- Endorsing, supporting, and defending organizational aims such as organizational loyalty and favorable depiction of the organization in front of others.

### **2.9.3. Counterproductive behavior**

Counterproductive behavior refers to employee behaviors that "intentionally" impede the attainment of the organizational aim or goals, such as disclosing corporate secrets, stealing, and wasting resources (Bragg & Bowling, 2018). Tasks and contextual performance vary across jobs and administrative levels, with all employees responsible for practicing these behaviors. Task performance is linked to specific job roles, while contextual performance is expected without explicit specification (Khamis & Aser, 2021). As a result, organizations have come to recognize the significance of focusing on both task performance and contextual performance at the same time because they cannot operate well unless their staff provides a basic level of contextual behaviors (Veingerl et al., 2020).

## **2.10. Performance management**

Performance management (PM) compares goals and results to monitor and evaluate workers' performance in accordance with their responsibilities (Van Waeyenberg et al., 2022). When PM is used to address environmental concerns, employees receive critical and

constructive feedback on their contributions to environmental sustainability. Feedback can help prevent harmful behaviors and encourage positive ones (Jermsttiparsert, 2021).

### 3. Methodology

This research depends upon the deductive approach .

#### 3.1. The Research Aims and Objectives

The research aims to explore the impact of digital transformation dimensions on the job performance of hotel employees in Egypt. Specifically, the objectives of the study are:

1. Identifying the extent of digital transformation adoption within the hotel industry in Egypt, including the types of digital technologies and tools utilized
2. Clarifying the relationship between the digital transformation dimensions and the employees' job performance in hotels
3. Explaining the impact of the digital transformation dimensions on employees' job performance in hotels
4. Providing recommendations that may enhance the role of digital transformation in improving the job performance of hotel employees in Egypt.

#### 3.2. The Research Hypothesis

The main two hypotheses were divided into sub-hypotheses and formulated based on the study problem and its objectives as follows:

**H<sub>1</sub>:** There is a statistically significant impact of digital transformation dimensions on employees' job performance in hotels.

**H<sub>1a</sub>:** There is a statistically significant impact of the digital transformation strategy on employees' job performance in hotels.

**H<sub>1b</sub>:** There is a statistically significant impact of the digital transformation culture on employees' job performance in hotels.

**H<sub>1c</sub>:** There is a statistically significant impact of the human dimension in digital transformation on the employees' job performance in hotels.

**H<sub>1d</sub>:** There is a statistically significant impact of procedural and technical dimensions of digital transformation on the employees' job performance in hotels.

**H<sub>2</sub>:** There is a statistically significant difference in the level of employees' job performance according to demographic variables (level of education and experience) regarding the digital transformation dimensions in hotels.

**H<sub>2a</sub>:** There is a statistically significant difference in the level of employees' job performance according to the level of education regarding the digital transformation dimensions in hotels.

**H<sub>2b</sub>:** There is a statistically significant difference in the level of employees' job performance according to experience regarding the digital transformation dimensions in hotels.

#### 3.3. The Research Model

As shown in Figure 1, the current research model included the dimensions of the independent variable (DT strategy, DT culture, human dimension, and procedural and technical dimension) and the dependent variable (the employees' job performance in hotels).

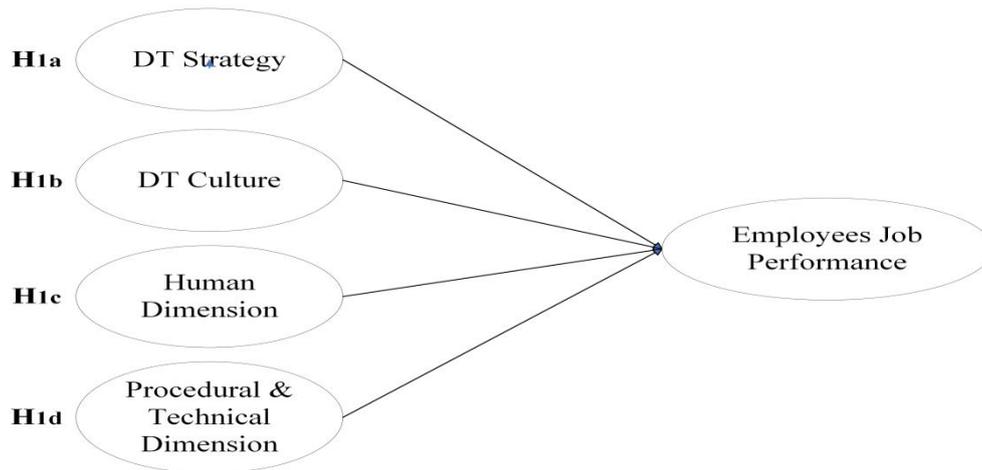


Figure (1): Conceptual Framework

Source: prepared by the researchers

### 3.4. Questionnaire Design

to the problem, objectives, and questions of the research. The researcher developed 38 items to measure the constructs of this study. The questions related to the construct items within the questionnaire were analyzed through a five-point Likert scale, varying from strongly disagree (1) to strongly agree (5). The measurement items were determined through a literature review and an elicitation study. The digital transformation dimensions were adapted from (Wenzel & Wenzel, 2022; Abugabel, 2023; Al-Zoubi, 2023), and the employees’ job performance was adapted from (Al-Zoubi, 2023).

The questions are a mix of closed-ended and open-ended questions. Moreover, the questionnaire comprised 11 questions on two pages divided into two sections and would take respondents only 5 minutes to complete:

- Section (A) consists of the (5) questions on demographic information namely gender, age group, educational qualification, department, and experience.
- Section (B) consists of the (5) questions focuses on the independent variable Digital transformation dimensions (30 items), were 8 items were used to measure DT strategy, (6 items) were used to measure spreading DT culture, (5 items) used to measure human dimension, and (11 items) were used to measure procedural and technical dimension. The dependent variable consists of (8 items) that measure the job performance of employees.

Table (2): The Questionnaire Design

Parts	Measured Items	N. of statements	N. of Questions
1	Demographic information	1-5	5
2	Digital transformation dimensions	1-30	4
3	Employees’ job performance	8	1

Source: prepared by the researchers.

### 3.5. The Research Population and Sample

This research focuses on the employees working at four- and five-star hotels in the Red Sea governorate cities (Hurghada, Marsa Alam, El Qoseir, and Safaga) in Egypt. According to the Information, Decision Support, and Tourism Management Center (IDSTMC), the total population size of the present research is 63941 employees (IDSTMC, 2022). Furthermore, it

is difficult in the social sciences to collect data from every participant who is relevant to the study; therefore, according to the number of employees in the Red Sea governorate hotels in Egypt, the cluster random sample was used in the research, and the Stephen K. Thompson equation (Thompson, 2012) was used to compute the sample size (n) as follows:

$$n = \frac{N \times p(1-p)}{\left[ \left[ N-1 \times (d^2 \div z^2) \right] + p(1-p) \right]}$$

Were,

n: Sample size (382). N: Population size (63941). Z: Confidence level at 95% (1.96).  
d: Error proportion (0.05). b: Probability (50 %).

By applying the data of the study population in the previous formula, the optimal sample size for the research was calculated (382 participants).

### 3.6. Data Collection

The descriptive approach was used for a cluster sample of hotel employees (382 participants) in four- and five-star hotels in the Red Sea governorate cities (Hurghada, Marsa Alam, El Qoseir, and Safaga) from May to August 2023. Questionnaires were distributed in hard copies to 280 employees. Out of this number, there are 264 forms that are valid to be analyzed (representing a 90.7% response rate). The second method questionnaire was distributed in online forums on Google Drive (<https://forms.gle/L5HeqWb1vRLLFo5Xp5>). There are 152 online forums sent to the employees, and out of this number, there are 118 forms that are valid to be analyzed (representing a 90.1% response rate), as shown in table 3:

Table (3): Number of Questionnaire Forms and the Response Rate

Questionnaire	No. of Forms	No. of Valid Forms	No. of Invalid Forms	Response Rate
Hard Copies	280	264	16	94.3%
Online form	130	118	12	90.7 %
<b>Total</b>	<b>410</b>	<b>382</b>	<b>28</b>	<b>93.1%</b>

Source: prepared by the researchers.

### 3.7. Data Analysis

The Statistical Package for the Social Sciences (SPSS) version 23 was used to compute frequencies, percentages, means, standard deviation, variance test, and correlation between variables for closed-ended responses, while open-ended responses were investigated qualitatively.

### 3.8. Data Validity

To improve the strength of the components, exploratory validity using factor analysis 1 eigenvalue was employed to enhance the components; the factorability tests indicate whether attempting to extract factors from a collection of variables is likely to be worthwhile (Hair et al., 2009). Table 4 shows the principal component analysis (PCA), which comprises (2) factor extraction. The results showed that this is an excellent indicator, according to an agreement with Fabrigar et al. (1999), who considered that items with factor extraction greater than 0.6 are practically significant.

Table (4): Factor Analysis of Research Variables

S	The Axes	No. of statements	Extraction
1	Digital transformation dimensions	30	0.960
2	Employees' job performance	8	0.980

Source: prepared by the researchers.

### 3.9. Data Reliability

Cronbach's alpha is used to evaluate reliability. In most social science research environments, Cronbach's alpha coefficient of 0.70 or above indicates that the acquired data has a high degree of internal consistency (Hair et al., 2010). Moreover, Surucu and Maslakci (2020) stated that Cronbach's alpha levels greater than 0.7 are considered reliable. The research variables greater than 0.7 confirmed that the validity coefficient is 0.945, which means that all variables were excellent and reliable (see table 5)

Table (5): Reliability Analysis of Research Variables

Variables	No. of items	Cronbach's Alpha Value	Validity Coefficient *
Digital transformation dimensions	30	.954	.978
Employees' job performance	8	.932	.912
Total	38	.960	.945

Source: prepared by the researchers.

\* Validity coefficient =  $\sqrt{\text{Reliability coefficient}}$

### 3.10. Data Normality Distribution

The Kolmogrov-Smirnov-Smirnov used to determine the normality of the distribution, which is a prerequisite for many statistical tests (Ghasemi & Zahediasl, 2012). Results confirmed that the data distribution for items was non-normal, with a Sig. value less than 0.05. As a result non-parametric tests such as (Mann-Whitney, spearman, and Kruskal-Wallis) were used to evaluate the collected data. the findings are shown in the table below:

Table (6): Normality Test for the Questionnaire Form

Components	Kolmogorov-Smirnova		
	Statistic	DF	Sig.
Dt strategy	0.128	382	0.035
Dt culture	0.173	382	0.001
Human dimension	0.217	382	0.000
Procedural and technical dimension	0.164	382	0.002
Employees' job performance	0.223	382	0.000

Source: prepared by the researchers.

## 4. Results and Discussion

### Part One: The Sample Demographic Data

In this part, the descriptive analysis of the demographic characteristics of the study sample namely gender, age group, educational level, department, and years of experience.

Table (7): Descriptive Analysis of the Sample Demographic Data

Variable	Frequency	Percentage (%)	Rank
<b>Gender</b>			
Male	240	62.8	1
Female	142	37.2	2
<b>Total</b>	<b>382</b>	<b>100</b>	
<b>Age Group</b>			
Between 21 :30 years old	136	35.6	1
Between 31 :40 years old	122	31.9	2
Between 41 :50 years old	82	21.5	3
More than 50 years old	42	11.0	4
<b>Total</b>	<b>382</b>	<b>100</b>	
<b>Education level</b>			
Pre-university education	136	35.6	2
University education	188	49.2	1
Master / Ph.D.	58	15.2	3
<b>Total</b>	<b>382</b>	<b>100</b>	
<b>Department</b>			
Front office dep.	64	16.8	4
Food & beverage dep.	84	22.0	1
Human resources dep.	75	19.6	3
Housekeeping dep.	80	20.9	2
Maintenance &Engineering dep.	49	12.8	5
Accounting dep.	30	7.9	6
<b>Total</b>	<b>382</b>	<b>100</b>	
<b>Years of Experience</b>			
From 1:5 years	171	44.8	1
From 6:10 years	148	38.7	2
From 11:15 years	22	5.8	4
More Than 15 years	41	10.7	3
<b>Total</b>	<b>382</b>	<b>100</b>	

Source: prepared by the researchers.

As declared in Table 7, males are 62.8%, while only 37.2% are females; this indicates equal opportunities within hotels. The age category between 21:30 and 30 years old represents the highest percent of the tourist sample with 35.6%, and between 31 and 40 years old comes in second with 31.9%). This indicates the age diversity within the hotels. In terms of educational level, the majorities 49.2% have university education, 15.2% have pre-university education, and 35.6% of the rest of the respondents have a master's or Ph.D. This gives an indication of the presence of scientific competencies within the hotels. In terms of the department, 22.0 % worked in the food and beverage department, 20.9% worked in the housekeeping department, and 19.6% worked in the human resources department. Also, the employees' sample was asked about the years of experience; the highest percent came from 1:5 years (44.8%), and from 6:10 years came in second place with 38.7%. This indicates the presence of diverse experiences within hotels.

## Part Two: Descriptive Analysis

This part consisted of five elements as follows:

### 1. Descriptive Statistics for the Digital Transformation Strategy

The aim of this variable is to assess the DT strategy in hotels.

Table (8): The Assessment of Digital Transformation Strategy

Statements	M	SD	Rank	Attitude
1. There is a clear and written vision and mission for the digital transformation process.	3.64	1.139	1	Agree
2. There is consistency between the digital transformation strategy and the vision, mission, and goals of the hotel.	2.81	1.200	8	Neutral
3. The adopted policies contribute to the implementation of the strategic plan for the desired digital transformation.	3.57	1.278	2	Agree
4. The hotel strategy is periodically re-evaluated to comply with the digital transformation process.	3.26	1.164	7	Neutral
5. The necessary procedures are taken in the event of a difference in the actual performance from the strategic goals of the digital transformation process.	3.52	1.220	5	Agree
6. The hotel has a digital communication network that helps speed up the work.	3.53	1.319	4	Agree
7. Constantly adjusting the institutional structure in line with the requirements of electronic management	3.42	1.300	6	Agree
8. The company has the financial capabilities to execute a strategy of digital transformation.	3.56	1.367	3	Agree
<b>Overall mean</b>	<b>3.49</b>	<b>0.886</b>		<b>Agree</b>

M = Mean. SD = Standard Deviation

Source: prepared by the researchers

As shown in Table 8, the most effective variables were “There is a clear and written vision and mission for the digital transformation process.” (M = 3.64, SD = 1.139), “The adopted policies contribute to the implementation of the strategic plan for the desired digital transformation.” (M = 3.56, SD = 1.278), on the other hand, “The company has the financial capabilities to execute a strategy of digital transformation.” (M = 3.53, SD = 1.367). Additionally, the least effective variables were “There is consistency between the digital transformation strategy and the vision, mission, and goals of the hotel.” (M=2.81, SD=1.200). These results showed that hotels are largely adopting a digital transformation strategy to improve the job performance of employees in particular and the performance of the organization in general. This agrees with Alrawadieh et al. (2021) that technology deployment, value creation, changes to corporate structures, and financial factors are all part of the digital transformation strategy, enabling hotels to improve performance, save costs, acquire a competitive advantage, generate knowledge, and increase revenues.

## 2. Descriptive Statistics for the Digital Transformation Culture

The aim of this variable is to assess the DT culture in hotels.

Table (9): The Assessment of Digital Transformation Culture

Statements	M	SD	Rank	Attitude
1. The management is interested in expanding the scope of employees' participation in the DT process.	3.46	1.262	4	Agree
2. The management of the hotel seeks to spread the culture of development and modernization in providing services to employees and customers.	3.54	1.285	2	Agree
3. The hotel keen to improve the level of services provided through the digital transformation process.	3.56	1.278	1	Agree
4. Management encourages the exchange of data and information among different departments electronically.	3.48	1.283	3	Agree
5. Management Plans all administrative work and distributes tasks within the hotel electronically.	3.43	1.357	5	Agree
6. There is a need to establish a unit affiliated with management responsible for spreading the culture of DT.	3.41	1.288	6	Agree
<b>Overall mean</b>	<b>3.48</b>	<b>1.237</b>		<b>Agree</b>

M = Mean SD = Standard Deviation

Source: prepared by the researchers

According to table 9, the most effective variables were “The hotel keen to improve the level of services provided through the digital transformation process.” (M = 3.56, SD =1.278), “The management of a hotel seeks to spread the culture of development and modernization in providing services to employees and customers.” (M = 3.54, SD = 1.285), on the other hand, “The management is interested in expanding the scope of employees' participation in the DT process.” (M=3.46, SD=1.262). Additionally, the least effective variables were "the establishment of units affiliated with management responsible for spreading the culture of DT.” (M = 3.41, SD = 1.288). These results showed that hotels are actively seeking to spread the organizational culture of digital transformation in order to develop the performance of their employees. This consists of He et al. (2023) stating that hotels are actively fostering a culture of digital transformation to enhance employee performance, innovation, and growth.

## 3. Descriptive Statistics for the Human Dimension in Digital Transformation

The aim of this variable is to assess the Human Dimension of DT in hotels.

Table (10): The Assessment of Human Dimension

Statements	M	SD	Rank	Attitude
1. The management is interested in planning human resources in line with the DT process.	3.52	1.374	1	Agree
2. The hotel needs to provide employees with the necessary skills and capabilities for the digital transformation process.	3.45	1.241	4	Agree
3. The management of the hotel encourages creativity and innovation in line with the nature of DT work.	3.47	1.248	3	Agree
4. The hotel is working on rehabilitating and appointing employees in accordance with the requirements of the job in light of the DT.	3.48	1.295	2	Agree
5. The management of the hotel is asking for assistance from qualified experts in information technology to train their employees.	3.23	1.228	5	Neutral
<b>Overall mean</b>	<b>3.43</b>	<b>1.168</b>		<b>Agree</b>

M = Mean SD = Standard Deviation

Source: prepared by the researchers

According to the previous table, the most effective variables were “the management is interested in planning human resources in line with the DT process.” (M = 3.52, SD = 1.374), “The hotel is working on rehabilitating and appointing employees in accordance with the requirements of the job in light of the DT.” (M = 3.48, SD = 1.29); additionally, “The management of the hotel encourages creativity and innovation in line with the nature of DT work.” (M=3.47, SD=1.248). On the other hand, the least effective variables were “The management of the hotel is asking for assistance from qualified experts in information technology to train their employees.” (M=3.23, SD=1.228). These results showed that hotels are very interested in qualifying human resources in order to achieve a complete digital transformation. This consists of Verhoef et al. (2021) and Al-Zoubi et al. (2023), who argue that digital transformation in human resource management involves attracting employees with digital and analytical skills, potentially replacing traditional workforce roles, to optimize existing business processes by allowing more efficient coordination between processes and tasks.

#### 4. Descriptive Statistics for the Procedural and Technical Dimension of DT

The aim of this variable is to assess Procedural and Technical Dimension of DT in hotels.

Table (11): The Assessment of Procedural and Technical Dimension

Statements	M	SD	Rank	Attitude
1. The existence of a good electronic system to protect the security and confidentiality of information.	3.32	1.174	10	Neutral
2. The hotel has strong protection programs against electronic penetration of networks.	3.19	1.292	11	Neutral
3. The hotel management keeps a secure backup of all data inside the hotel related to all employees and customers.	3.61	1.277	1	Agree
4. The management of the hotel is interested in introducing new ways of working through the use of information technology.	3.40	1.306	9	Agree
5. The management of the hotel is interested in bringing the latest devices, equipment, advanced technology, and other facilities.	3.43	1.248	6	Agree
6. The management of the hotel focuses on the continuous updating of devices and computers in accordance with work requirements.	3.41	1.278	8	Agree
7. Provide technical support to all departments continuously through the concerned teams.	3.42	1.162	7	Agree
8. The hotel has technological techniques that facilitate the exchange of information.	3.48	1.229	4	Agree
9. The hotel needs a specialized department for digital transformation and technical consulting.	3.52	1.304	3	Agree
10. The available technology capabilities are characterized by the high efficiency required for digital transformation.	3.46	1.297	5	Agree
11. The hotel has a qualified information center that facilitates access to information.	3.58	1.321	2	Agree
<b>Overall mean</b>	<b>3.43</b>	<b>1.089</b>		<b>Agree</b>

M = Mean SD = Standard Deviation

Source: prepared by the researchers

As illustrated in Table 11, the most effective variables were “The management of the hotel keeps a secure backup of all data inside the hotel related to all employees and customers.” (M

= 3.61, SD = 1.27), “The hotel has a qualified information center that facilitates access to information.” (M = 3.58, SD = 1.21), additionally, "the existence of a specialized department for digital transformation and technical consulting.” (M = 3.52, SD = 1.304). On the other hand, the least effective variables were “The hotel has strong protection programs against electronic penetration of networks.” (M = 3.19, SD =1.292). According to the results, hotels are greatly concerned with setting regulations and laws regulating digital transformation, protecting data, and providing the necessary infrastructure for digital transformation. The results agreed with Abugabel (2023) that creating rules for digital transformation, preventing electronic theft and privacy violations, and ensuring appropriate service for personnel and customers all require the use of specialized devices, operating systems, storage media, and software.

### 5. Descriptive Statistics for the Employees’ Job Performance

The aim of this variable is to assess job performance of employees in hotels.

Table (12): The Overall Assessment of Employees’ Job Performance

Statements	M	SD	Rank	Attitude
1. Employees adapt appropriately to the digital transformation processes required by the hotel.	3.59	1.264	4	Agree
2. Digital technologies help create a flexible work environment for employees.	3.66	1.336	2	Agree
3. The hotel provides programs for learning and training on all digital technologies.	3.49	1.387	6	Agree
4. Digital transformation enhances innovation and job creativity for the hotel's employees.	2.97	1.278	8	Neutral
5. Digital technologies enable employees to make decisions based on real-time data.	3.58	1.321	5	Agree
6. Digital transformation provides information clearly and understandably to employees.	3.61	1.268	3	Agree
7. Digital transformation achieves good digital employee communication.	3.68	1.326	1	Agree
8. Digital transformation solves the problems facing employees and prevents them from recurring.	3.49	1.387	7	Agree
<b>Overall mean</b>	<b>3.50</b>	<b>1.181</b>		<b>Agree</b>

M = Mean SD = Standard Deviation

Source: prepared by the researchers

As shown in Table 12, the most effective variables were “Digital transformation achieves good digital employee communication.” (M = 3.68, SD = 1.326), “Digital technologies help create a flexible work environment for employees.” (M = 3.66, SD = 1.336); furthermore, "digital transformation provides information clearly and understandably to employees.” (M = 3.61, SD = 1.268). On the other hand, the least effective variables were “Digital transformation enhances innovation and job creativity for the hotel's employees.” (M=2.97, SD=1.278). The results showed that hotels are very aware of the importance and impact of digital transformation on the performance of their employees as they perform the required tasks and facilitate communication between departments. This is in agreement with Dreyer (2020) and Hassan et al. (2022), who believe that digital transformation positively affects the effectiveness and efficiency of employees. This is consistent with Abdel-Karim et al. (2021), who found that employees use digital technologies in hotel departments in order to achieve tasks and facilitate communication with each other.

**Table (13): The Overall Assessment of the Digital Transformation dimensions and Employees' Job Performance**

The Axis	M	SD	95% Confidence Interval of the mean *		Attitude
			Lower	Upper	
DT Strategy	3.49	0.886	3.30	3.64	Agree
DT Culture	3.48	1.237	3.35	3.60	Agree
Human Dimension	3.43	1.168	3.31	3.54	Agree
Procedural & Technical Dimension	3.43	1.089	3.32	3.54	Agree
Employees' Job Performance	3.50	1.181	3.38	3.62	Agree

\*95% confidence interval for mean =  $\bar{x} \pm t.0025.55 \times \text{Std. Error}$

According to table (13), the 95% confidence interval for the mean of “DT Strategy” was between 3.30 as a lower bound and 3.64 as an upper bound. The previous results (M = 3.49, SD = 0.886) refer to the "agree" attitude. Furthermore, the 95% confidence interval for the mean of “DT Culture” was between 3.35 as a lower bound and 3.60 as an upper bound; the previous results (M = 3.48, SD = 1.237) refer to the "agree" attitude, and the 95% confidence interval for the mean of “Human Dimension” was between 3.31 as a lower bound and 3.54 as an upper bound; the results (M = 3.43, SD = 1.168) refer to the "agree" attitude. Moreover, the 95% confidence interval for the mean of “Procedural and Technical Dimension” was between 3.32 as a lower bound and 3.54 as an upper bound; the previous results (M = 3.43, SD = 1.089) refer to the "agree" attitude; and the 95% confidence interval for the mean of “Employees' Job Performance” was between 3.38 as a lower bound and 3.62 as an upper bound; the previous results (M = 3.50, SD = 1.181) refer to the "agree" attitude.

As a result, the employees' job performance was assessed during the four digital transformation dimensions, and the results suggested their approval and acceptance.

**Part Five: Test of Hypotheses**

To test H1, the researchers adopted linear regression analyses to explain the impact of digital transformation dimensions on the employees' job performance.

Table (14): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.881 <sup>a</sup>	0.777	0.776	0.55909

a. Predictors: (Constant), DT

Table 14 showed that the independent variable (digital transformation dimensions) explained 88.1% of the dependent variable (employees' job performance). Furthermore, it illustrates that there is a positive and significant relationship between digital transformation dimensions and employees' job performance.

Table (15): ANOVA Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	413.125	1	413.125	1321.663	0.000 <sup>b</sup>
	Residual	118.780	380	0.313		
	Total	531.905	381			

a. Dependent Variable: Employees' job performance

b. Predictors: (Constant), Digital transformation dimensions

According to the previous table, the results proved that the model fit was significant ( $F = 1321.663$  and  $Sig. < 0.05$ ), which means there is a statistically significant impact of digital transformation dimensions on the employees' job performance. This is consistent with Al-Zoubi's (2023) finding that there is a significant impact of digital transformation dimensions on employees' job performance in service organizations. Therefore, based on the findings, hypothesis 1 (H1) was accepted. Based on the previous findings, it was found that hypothesis 1 (H1) was accepted.

Table (16): Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.003	.101		-.033	0.004
	Digital transformation dimensions	1.028	.028	0.881	36.355	0.000

a. Dependent Variable: Employees' job performance

It is clear from Table 16 that the regression coefficient ( $\beta$ ) is equal to 0.881 with a significance level less than 5%. It is also obvious that there is a significant impact of the digital transformation dimensions on the employees' job performance, as the value is 5%.

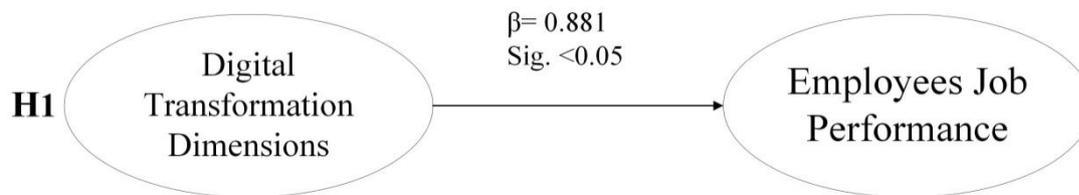


Figure (2): Test of hypotheses

Source: prepared by the researchers

To test H1<sub>a</sub>, the researchers adopted linear regression analyses to explain the impact of DT strategy on the employees' job performance.

Table (17): Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.588 <sup>a</sup>	0.346	0.344		0.95689

a. Predictors: (Constant), DT strategy

The results of Table 17 showed that the independent variable (DT strategy) explained 58.8% of the dependent variable (employees' job performance). Moreover, it is illustrated that there is a significant relationship between DT strategy and the employees' jobs (0.588,  $Sig = 0.000$ ).

Table (18): ANOVA Model

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	183.963	1	183.963	200.912	0.000 <sup>b</sup>
Residual	347.942	380	0.916		
Total	531.905	381			

a. Dependent Variable: Employees' job performance

b. Predictors: (Constant), DT strategy

In table 18, the results proved that the model fit was significant ( $F = 200.912$  and  $\text{Sig.} < 0.05$ ). It means there is a statistically significant impact of the DT strategy on the employees' job performance. This agrees with Abhari et al. (2021) and Al-Zoubi (2023) that employees' job performance improves when their awareness of digital transformation strategies increases. Based on the previous findings, it was found that hypothesis  $H_{1a}$  was accepted.

Table (19): Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.921	0.189		4.884	.000
	DT strategy	0.784	0.055	0.588	14.174	.000

Dependent Variable: Employees' job performance

By looking at the regression coefficient ( $\beta$ ) in the previous table, it becomes clear that the statistical constant ( $\beta$ ) is equal to 0.784 with a significance level less than 5%. It is also obvious that there is a significant impact of the DT strategy on job performance, as the value is 5%.

To test  $H_{1b}$ , the researchers adopted linear regression analyses to explain the impact of DT culture on the employees' job performance.

Table (20): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.878 <sup>a</sup>	0.770	0.770	0.56705

a. Predictors: (Constant), DT culture

According to table (20), the independent variable (DT culture) explained 87.8% of the dependent variable (employees' job performance). Furthermore, there is a positive and significant relationship between DT culture and the employees' jobs (0.878,  $\text{Sig} = 0.000$ ).

Table (21): ANOVA Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	409.718	1	409.718	1274.222	0.000 <sup>b</sup>
Residual	122.187	380	0.322		
Total	531.905	381			

a. Dependent Variable: Employees' job performance

b. Predictors: (Constant), DT culture

The results in Table 21 proved that the model fit was significant ( $F = 1274.222$  and  $Sig. < 0.05$ ). It means there is a statistically significant impact of DT culture on the employees' job performance. Feliciano-Cestero et al. (2023) agreed with Krupskiy and Kuzmyska (2020) that attention given to organizational culture in digital transformation positively affects employees' job performance in service businesses. Based on the previous findings, it was found that hypothesis  $H_{1b}$  was accepted.

Table (22): Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.586	0.087		6.759	0.000
	DT strategy	0.838	0.023	0.878	35.696	0.000

Dependent Variable: Employees' job performance

By looking at the regression coefficient ( $\beta$ ) in Table 22, the statistical constant ( $\beta$ ) is equal to 0.838 with a significance level less than 5%. It is also obvious that there is a significant impact of the DT culture on the employees' job performance, as the value is 5%. To test  $H_{1c}$ , the researchers adopted linear regression analyses to explain the impact of DT of Human Dimension on the employees' job performance.

Table (23): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.882 <sup>a</sup>	0.779	0.778	0.55679

a. Predictors: (Constant), Human dimension in DT

The results of Table 23 showed that the independent variable (human dimension in DT) explained 88.2% of the dependent variable (employees' job performance). Moreover, there is a positive and significant relationship between the human dimension in DT and the employees' job performance (0.882,  $Sig = 0.000$ ).

Table (24): ANOVA Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	414.099	1	414.099	1335.736	0.000 <sup>b</sup>
Residual	117.806	380	0.310		
Total	531.905	381			

a. Dependent Variable: Employees' job performance

b. Predictors: (Constant), Human dimension in DT

In Table 24, the results proved that the model fit was significant ( $F = 1335.736$  and  $Sig. < 0.05$ ). It means there is a statistically significant impact of the human dimension in DT on the employees' job performance. This agrees with Gilch and Sieweke (2021) and Al-Zoubi (2023) that the job performance of employees in service organizations becomes greater when human resources accept the digital transformation. Based on the previous findings, it was found that hypothesis  $H_{1c}$  was accepted.

Table (25): Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.442	0.088		4.996	0.000
	DT strategy	0.892	0.024	0.882	36.548	0.000

Dependent Variable: Job performance

According to the previous table, the regression coefficient ( $\beta$ ) in table 25 is equal to 0.892 with a significance level less than 5%. It is also obvious that there is a significant impact of DT in the human dimension on the employees' job performance, as the value is 5%.

To test  $H_{1d}$ , the researchers adopted linear regression analyses to explain the impact of DT procedural and technical dimension on the employees' job performance.

Table (26): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.854 <sup>a</sup>	0.730	0.729	0.61490

a. Predictors: (Constant), DT procedural and technical dimension

The results of table 26 showed that the independent variable (DT procedural and technical dimension) explained 85.4% of the dependent variable (the employees' job performance), and there is a positive and significant relationship between the procedural and technical dimension of DT and the employees' job performance (0.854, Sig = 0.000).

Table (27): ANOVA Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	388.228	1	388.228	1026.793	0.000 <sup>b</sup>
Residual	143.677	380	.378		
Total	531.905	381			

a. Dependent Variable: employees' job performance

b. Predictors: (Constant), procedural and technical dimension

As shown in the previous table, the results proved that the model fit was significant (F = 1026.793, Sig. <0.05). It means there is a statistically significant impact of the procedural and technical dimensions of DT on the employees' job performance. According to Al-Zoubi (2023) and Hassan et al. (2022), the level of training and support, nature of duties, and techniques and legal requirements set forth for fulfilling duties have a significant role in enhancing the effectiveness and efficiency of employees' performance at work. Based on the previous findings, it was found that hypothesis  $H_{1d}$  was accepted.

Table (28): Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.323	0.104		3.100	0.000
	DT strategy	0.926	0.029	0.854	32.044	0.000

Dependent Variable: Employees' job performance

From the previous table, it becomes clear that the statistical constant ( $\beta$ ) is equal to 0.892 with a significance level less than 5%. It is also obvious that there is a significant impact of the procedural and technical dimensions of DT on job performance, as the value is 5%.

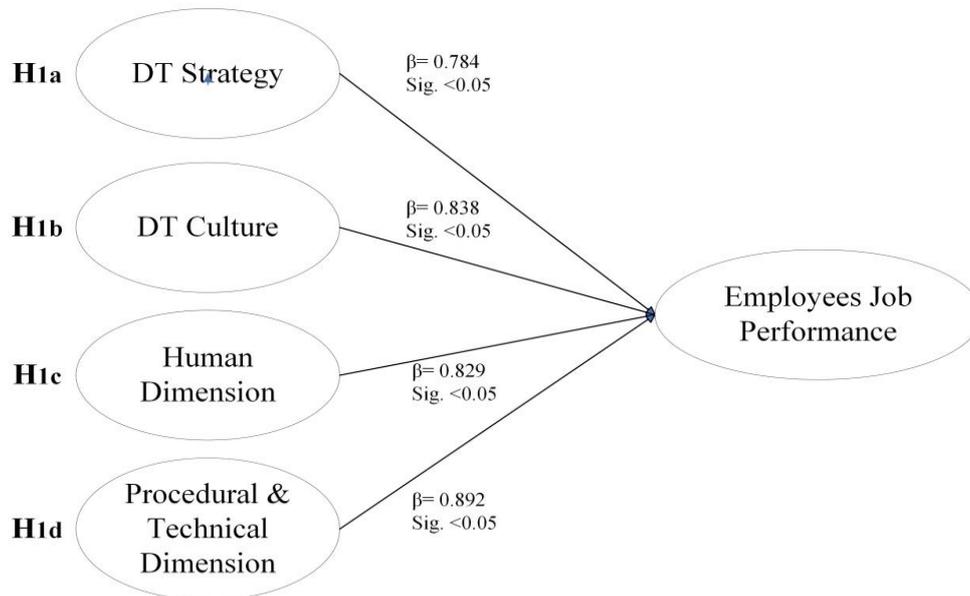


Figure (3): Test of hypotheses

Source: prepared by the researchers

To test **H<sub>2</sub>**, to explain differences in employees' job performance according the variables (educational level and experience) regarding to the digital transformation dimensions in hotels. The following result from the Kruskal-Wallis test

To test **H<sub>2a</sub>**, the researchers adopted Kruskal-Wallis test to explain differences in the employees' job performance according to the educational level regarding the digital transformation dimensions

Table (29): differences in the employees' job performance according to educational level

N	variables		N	Mean Rank	Chi-Square	Sig.
1	Digital Transformation Dimensions	Pre-university education	136	198.67	4.297	0.036
		University education	188	180.67		
		Master / Ph.D.	58	209.80		

According to the table (29), the sig. value in the previous table is 0.036, showing that there are significant differences in employees' job performance according to their education level. This is consistent with the OECD (2022) finding that employees with greater levels of education are more likely than those without education to gain additional skills on the job that lead to greater levels of productivity. Based on the previous findings, it was found that hypothesis **H<sub>2a</sub>** was accepted.

To test **H<sub>2b</sub>**, the researchers adopted Kruskal-Wallis test the researchers adopted Kruskal-Wallis test to explain differences in employees' job performance according to the experience regarding the digital transformation dimensions

Table (30): differences in the employees' job performance according to the experience

N	variables		N	Mean Rank	Chi-Square	Sig.
2	Digital Transformation Dimensions	From 1:5 years	171	192.96	4.297	0.031
		From 6:10 years	148	182.86		
		From 11:15 years	22	181.20		
		More Than 15 years	41	222.12		
		Total	382			

According to the table (30), the sig. value in the previous table is 0.031, showing that there are significant differences in employees' job performance according to experience. This is consistent with Abdul Hafeez's (2019) indication that employees' job performance is generally affected when they do not obtain the training or experience that qualifies them to perform their job. Based on the previous findings, it was found that hypothesis  $H_{2b}$  was accepted.

## 5. Conclusion

Successful digital transformation requires careful planning, ongoing evaluation, and a commitment to adapt to changing technology trends and guest expectations. The research indicates several results to measure the impact of the digital transformation dimension (DT strategy, DT culture, human dimension, and procedural and technical dimension) on the employees' job performance in four- and five-star hotels in the Red Sea governorate. The conclusion points can be shown in the following:

- Hotels are largely adopting digital transformation strategy to improve the job performance of employees in particular and performance of the organization in general.
- Hotels are actively seeking to spread the organizational culture of digital transformation in order to develop the performance of their employees.
- Hotels are very interested in qualifying human resources in order to achieve a complete digital transformation.
- Hotels are greatly concerned with setting regulations and laws regulating digital transformation, protecting data, and providing the necessary infrastructure for digital transformation.
- Hotels are very aware of the importance and impact of digital transformation on the performance of their employees as they perform the required tasks and facilitate communication between departments.
- There is a strong positive relationship between digital transformation dimensions and the employees' job performance in hotels. This positive correlation indicates that applying digital transformation dimensions in hotels increases the employees' job performance
- There is a statistically significant difference in the level of employees' job performance according to demographic variables (level of education and experience) regarding to the digital transformation dimensions in hotels.
- There is a statistically significant impact of digital transformation dimensions on employees' job performance in hotels of 88.1%.
- There is a statistically significant impact of the digital transformation strategy on employees' job performance in hotels of 78.4%.
- There is a statistically significant impact of the digital transformation culture on employees' job performance in hotels by 83.8%
- There is a statistically significant impact of the human dimension in digital transformation on the employees' job performance in hotels of 89.2%.

12. There is statistically significant impact of procedural and technical dimension of digital transformation on employees' job performance in hotels of 89.2%.

## 6. Recommendations

To achieve sustainable development, hotel management should prioritize digital transformation and develop it at all levels. Moreover, enhancing the role of digital transformation in hotels and improving employee job performance can lead to more efficient operations, better customer service, and increased profitability. Hotels all over Egypt can improve employee job performance and maintain industry competitiveness by implementing sustainable digital transformation. Therefore, based on the findings, the research provides managers, professionals, and organizations in general with significant insights from various perspectives on maximizing sustainable development in digital transformation:

1. Hotels should have a specialized division for digital transformation and technical consulting.
2. Hotels should implement cyber security and data privacy, such as developing an information security plan, providing strong security measures, and maintaining secure backups of all data of guests and employees.
3. Hotels should enhance performance management by setting task completion times, electronically measuring deviations, evaluating employee performance based on work volume and quality, and using electronic systems for task assignment and reporting.
4. Hotels should utilizing digital systems for energy consumption and sustainability management can reduce operating costs, align with environmental concerns, and enhance a hotel's reputation.
5. To manage the digital transformation risks, hotels management must provide consistent and continuing support from the highest positions.
6. Hotel management should foster a culture of digital transformation by providing continuous employee guidance, establishing a senior management-affiliated unit, and increasing employee participation.
7. Hotel management should invest in comprehensive employee training programs to familiarize hotel employees with digital tools and technologies, ensuring their confidence and effective use.
8. Hotels should seek expert assistance in training personnel in information technology and attract top-tier employees in information systems and programming.
9. Hotel management should change the nature of training and development by including webinars and remote communication technology in seminars and training courses for employees and managers and downloading all training program materials from the hotel's website.
10. To strengthen human resource management, top management should implement digital transformation techniques such as effective recruitment using electronic websites and advertising job opportunities on hotel websites.

## 7. Research contribution

This research contributes to the knowledge of the impact of the digital transformation dimension (DT strategy, DT culture, human dimension, and procedural and technical dimension) on the employees' job performance in hotels. Moreover, provide recommendations and proposals that enhance the role of digital transformation in improving the job performance of hotel employees in Egypt.

## 8. Research Limitations

This research was applied to the four- and five-star hotels in the Red Sea governorate in Egypt. This research will focus on a sample of employees at all levels (top, middle,

executive) at four and five-star in the Red Sea governorate cities (Hurghada, Marsa Alam, El Qoseir, and Safaga) since they are the most capable ones to assess.

### 9. Future Research

Lastly, the current study focuses on the impact of the digital transformation dimension (DT strategy, DT culture, human dimension, and procedural and technical dimension) on the employees' job performance in four- and five-star hotels in the cities (Hurghada, Marsa Alam, El Qoseir, and Safaga). Therefore, future research can explore the effects of digital transformation dimensions on employee performance across various hotel classifications and expand its scope to include other cities. Moreover, future research may focus on the influence of digital transformation on the level of hotel competitiveness and investigate the impact of digital transformation on crisis management through innovative behavior as a mediating factor in hotels.

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## أثر أبعاد التحول الرقمي على الأداء الوظيفي للعاملين: بالتطبيق علي فنادق الأربع والخمس نجوم بمحافظة البحر الأحمر

محمود عبد العزيز<sup>١</sup> أحمد نعام<sup>٢</sup>

<sup>١</sup>كلية السياحة والفنادق - جامعة المنيا <sup>٢</sup>كلية السياحة والضيافة طرابلس - ليبيا

معلومات المقالة	المخلص
<b>الكلمات المفتاحية</b> التحول الرقمي؛ استراتيجية التحول الرقمي؛ ثقافة التحول الرقمي؛ البعد الإنساني للتحول الرقمي؛ الأداء الوظيفي.	تعد الموارد البشرية عنصراً مهماً في التحول الرقمي لأنها تساعد المؤسسات على تحقيق ميزة تنافسية طويلة المدى. علاوة على ذلك، فإن تطبيق التقنيات الرقمية يعمل على تحسين أداء الموظفين، وتحويل العمليات التجارية، وتعزيز الأداء العام. يهدف البحث الحالي إلى استكشاف أثر أبعاد التحول الرقمي على الأداء الوظيفي للعاملين في الفنادق. تم استخدام المنهج الوصفي على عينة عشوائية عنقودية من العاملين بالفنادق، وتم توزيع الاستبيانات (٣٨٢ مشاركاً) في فنادق الأربع وخمس نجوم بمحافظة البحر الأحمر خلال الفترة من مايو إلى أغسطس ٢٠٢٣. وأظهرت النتائج أن الفنادق تسعى إلى نشر الثقافة التنظيمية وتبني استراتيجية التحول الرقمي لتحسين الأداء الوظيفي للعاملين بشكل خاص. علاوة على ذلك، هناك تأثير كبير لأبعاد التحول الرقمي (استراتيجية التحول الرقمي، ثقافة التحول الرقمي، والبعد الإنساني للتحول الرقمي، والبعد الإجرائي والفني للتحول الرقمي) على الأداء الوظيفي للعاملين في الفنادق. ووفقاً للبحث، يجب على الفنادق ان يكون لديها قسم متخصص للتحول الرقمي. كما يجب على الفنادق تعزيز إدارة الأداء من خلال تحديد أوقات إنجاز المهام، وقياس الانحرافات إلكترونياً. علي ادارة الفنادق تطوير خطة لأمن المعلومات والاحتفاظ بنسخ احتياطية آمنة لجميع بيانات النزلاء والعاملين، بالإضافة إلي الاستثمار في تدريب العاملين وتغيير طبيعة التدريب من خلال دمج الندوات والدورات التدريبية عبر الإنترنت وتكنولوجيا الاتصال عن بعد.
<b>(JAAUTH)</b> المجلد ٢٤، العدد ١، (٢٠٢٣)، ص ٤٣٦-٤٦٦.	