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Electronic Human Resources Management and Organizational Development: The Mediating Role of Personal Job Fit in Hotels

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Abstract

This study focused on investigating the relationship between electronic human resources (E-HR) practices, person-job fit, and organizational development in the food and beverage departments of five-star hotels in Cairo, Egypt. The influence of e-recruitment, e-selection, e-training, and e-compensation on organizational development in the food and beverage department. The aim is to identify how these electronic HRM practices contribute to improved performance, job satisfaction, employee engagement, and customer service within the department. The study draws upon existing research to support the findings and recommendations proposed. These outcomes align with prior studies. The researchers collected data from 284 valid questionnaires completed by food and beverage staff at 19 participating hotels. The validity and reliability of the measures were assessed using confirmatory factor analysis (CFA), and structural equation modelling (SEM) was used to examine the direct and indirect relationships between the variables. The mediating role of person-job fit was tested using the Sobel test.

The findings showed a direct relationship between electronic human resources management and person-job fit. The results also show that there is a relationship between person-job fit and organizational development.

The researcher provides several recommendations for improving e-recruitment, e-selection, e-training and development, and the relationship between the HR department and staff in the context of electronic human resources in the food and beverage departments of hotels. These recommendations include making the e-recruitment processes more employee-focused and adaptable, conducting electronic interviews and fully converting the selection process to electronic methods, facilitating access to online training for employees and connecting performance evaluation results to online training, motivating staff to participate in training on E-HRM software, These recommendations aim to enhance the effectiveness and efficiency of HR practices and promote organizational development in the food and beverage divisions of hotels.

Keywords: E-HR, Organizational Development, Personal Job Fit, food and beverage, Egyptian Hotel.

1. Introduction

In today's rapidly evolving digital landscape, organizations are increasingly leveraging technology to streamline their operations and enhance their human resource management practices. One area where technology has significantly influenced organizational

development is in the realm of e-Human Resources (e-HR). E-HR refers to the use of digital platforms and technologies to manage various HR functions, including recruitment, training, performance management, and employee engagement. (Cheng and Ho, 2021).

In the hospitality industry, where the workforce plays a crucial role in delivering exceptional guest experiences, the adoption of e-HR practices has gained considerable traction. Hotels are investing in digital solutions to optimize their HR processes, improve employee satisfaction, and drive organizational growth. However, the success of e-HR initiatives in achieving desired outcomes, such as enhanced organizational development, depends on various factors, including the mediating role of personal job fit. (Chiang & Jang, 2020).

Personal job fit refers to the degree of alignment between an individual's skills, abilities, and preferences and the requirements and expectations of their job role. When employees perceive a strong fit between themselves and their job, they are more likely to experience job satisfaction, engagement, and overall organizational commitment. Consequently, personal job fit can act as a mediating factor that influences the relationship between e-HR practices, organizational development, and employee outcomes. (Zhang & Tian, 2020).

Within the hotel industry, understanding the interplay between e-HR, organizational development, and personal job fit is crucial for effectively managing and leveraging human resources. By identifying and leveraging e-HR practices that promote personal job fit, hotel organizations can enhance employee performance, increase job satisfaction, and ultimately foster a positive organizational culture. (Kusku & Kusku-Sendogan, 2020).

Therefore, the purpose of this study is to examine how e-HR practices impact organizational development in the hotel industry, with a specific focus on the mediating role of personal job fit. By investigating this relationship, valuable insights can be gained to inform HR strategies, improve organizational effectiveness, and drive employee success in the hotel sector. (Li& Guo, 2021).

The subsequent sections of this study will delve into the relevant literature, present the conceptual framework, describe the research methodology, analyze the findings, and conclude with practical implications and recommendations for hotel organizations looking to harness the power of e-HR, personal job fit, and organizational development to achieve sustainable growth and competitiveness in today's digital era (Chiang, & Jang, 2020).

This study contributes significantly to the theoretical and managerial facets of the hospitality and tourism literature. From a theoretical perspective, there is a dearth of research focusing on the influence of e-HR, specifically within the food and beverage departments of hotels. Consequently, this study expands the existing literature by investigating the extent to which employees in the food and beverage department embrace e-HR practices and the resulting impact on their job fit. Additionally, the current understanding of how e-HR affects organizational development remains limited. Therefore, this study enhances the knowledge base by examining the mediating role of person-job fit in the relationship between e-HR and organizational development.

1- Investigating how e-HR affects person-job fit.
2- Examine how person-job fit affects organizational development.
3- To investigate the connection between organizational development and e-HR.

by acting as a mediator between the person and the job.

The present study comprises five essential components, which are as follows: The first aspect is the study's introduction. The literature about the study variables is reviewed in the second section. Research methodologies are covered in the third section, while research findings are covered in the fourth.

2. Literature Review

2.1 E-HR practices and person-job fit in hotels

E-HR practices refer to the use of digital technologies and platforms to manage various human resource management functions within hotels. These practices encompass the application of information technology, software, and online systems to streamline HR processes, enhance communication, and improve employee engagement and performance (Turel & Connelly, 2020).

Person-job fit, also known as job fit, is the degree of compatibility between an individual's skills, abilities, personality traits, and preferences and the requirements and characteristics of a specific job role within a hotel. It reflects the alignment between an employee's capabilities and the demands and expectations of their job, resulting in higher job satisfaction, engagement, and performance (Cucina & Weller 2021).

Person-job fit refers to the degree of harmony and suitability between an employee and their work environment (Iqbal, 2016). It entails aligning job requirements with the employee's knowledge, skills, and talents, ensuring compatibility between their qualities and the conditions of the work environment (Griep et al., 2022). Compatibility, in this context, refers to the extent to which the work benefits both the employee and the organization, leading to a sense of organizational commitment (Pelealu, 2022). This compatibility is determined by two key factors: (1) the extent to which the organization can meet the employee's goals and values, and (2) the level of compatibility between the employee's skills and the requirements of the job. Ultimately, person-job

fit involves aligning the employee's skills, goals, values, and requirements within the organizational context (Nurtjahjono et al., 2020).

By implementing these e-HR practices effectively, hotels can enhance person-job fit among their employees (Chen & Huang, 2022). The alignment between employees' skills, preferences, and job requirements leads to higher job satisfaction, engagement, and overall organizational performance (Gong & Zhang, 2021). It is important for hotels to continually assess and update their e-HR practices to ensure they remain aligned with changing job roles and industry demands, foster a positive work environment, and facilitate employees' professional growth within the hotel industry (Huang & Liu, 2023).

Therefore, by maximizing employees' talents and capacities, human resources management can electronically satisfy employment requirements and problems (Cheng Yi, 2018). When an employee wants to use more abilities or learn new skills, for instance, human resources management can develop more severe job standards that could result in greater capabilities or capabilities preferences with the job (Cheng et al., 2016). However, proactive measures can be taken to reduce employee demands when they become too great for them to handle due to a lack of skills, knowledge, or abilities required for the work (Tims et al., 2018). As a result, this proactive action will rebalance staff abilities and corporate requirements. The knowledge, abilities, and capabilities of employees are more closely matched as a consequence of these job creation procedures. Work (Griep et al., 2022).

2.2 Dimensions of E-HR practices

2.2.1 E- Recruitment and Selection
E-HR practices enable hotels to leverage digital platforms for recruitment and selection processes. Through online job portals and applicant tracking systems, hotels can attract a wider pool of candidates and efficiently match their skills and qualifications with job requirements. This increased accessibility and streamlined selection process contribute to a

higher likelihood of achieving person-job fit (Qi & Liu, 2022).

2.2.2 E- Training and Development

E-HR practices facilitate personalized training and development opportunities for hotel employees. With e-learning platforms and digital training modules, employees can access relevant resources and courses that align with their specific job roles and career goals. Such targeted training enhances their knowledge and skills, leading to an improved person-job fit by aligning their competencies with job requirements. (Kim & Lee, 2022).

2.2.3 E-performance appraisal

E-performance appraisal: The fastest-growing E-HRM trend is employee self-service systems, which give them the possibility to manage their own information in an online network (Lee & Jang, 2021). On the other hand, companies use managerial self-service, which allows managers to access employees' information and complete performance evaluations. Electronic or online performance appraisal refers to the use of technology necessary to create systems and processes by which employees are evaluated and rated according to their performance on the tasks needed within a company.

Appraisal should highlight employees' strengths and weaknesses, as well as show the road for prospective development. In order for the process to be considered reliable, the information used should be objective and not "loose and casual." Lack of objective data could result in a perceived lack of transparency and injustice among employees. Moreover, the evaluation should be transparent and confidential (Li & Zeng, 2023).

2.2.4 E-Compensation:

E-Compensation: It represents a web-enabled approach to an array of compensation tools enable an organization to collect, store, manipulate, evaluate, utilise, and distribute compensation data and information (Liu & Zhang, 2022). Compensation and reward systems are crucial to attract, motivate, and retain employees in any organization (Wright et al., 2000). Compensation and reward systems

have given institutions a competitive advantage in the search for and retention of talented employees (Park, & Yoon, 2021). The e-compensation system also enables HR employees to make concrete decisions about their life insurance, health, disability, and other benefits (Wei & Wang, 2023).

Therefore, we argue that by effectively implementing e-HR practices, hotels can enhance person-job fit among their employees. The alignment between employees' skills, preferences, and job requirements leads to higher job satisfaction, engagement, and overall organizational performance. It is important for hotels to continually assess and update their e-HR practices to ensure they remain aligned with changing job roles and industry demands, foster a positive work environment, and facilitate employees' professional growth within the hotel industry. Building on a previous discussion, the ensuing hypotheses are defined:

H1: Recruitment and selection have a direct influence on person-job fit.

H2: E-training has a direct influence on person-job fit.

H3: E-performance appraisal has a direct influence on person-job fit.

H4: E-compensations have a direct influence on person-job fit.

2.3 The relationship between person-job fit and organizational development

Person-job fit plays a crucial role in the organizational development of hotels. When there is a strong alignment between employees' skills, goals, values, and job requirements, it positively impacts various aspects of organizational development. Here is an explanation of the relationship between person-job fit and organizational development in hotels, supported by relevant references: (Yang & Lee, 2022).

Person-job fit contributes to increased job satisfaction and engagement among hotel employees. When employees feel that their skills and abilities are well-matched with their job roles, they experience a sense of fulfilment

and satisfaction in their work (Kristof-Brown et al., 2015). This satisfaction, in turn, leads to higher levels of engagement, commitment, and motivation to contribute to the success of the organization (Kristof-Brown et al., 2015; Nurtjahjono et al., 2020). Engaged employees are more likely to go above and beyond their basic job responsibilities, resulting in improved performance and productivity within the hotel (Pelealu, 2022).

Moreover, person-job fit has a significant impact on employee retention and turnover rates in hotels. When employees perceive a strong fit between their skills, goals, and job requirements, they are more likely to remain committed to the organization and its long-term objectives (Griep et al., 2022). This reduced turnover rate can lead to cost savings associated with recruitment, selection, and training processes, while also fostering a stable and experienced workforce that contributes to the continuity and growth of the hotel (Kristof-Brown et al., 2015; Tims et al., 2018).

Organizational development in hotels also benefits from person-to-job fit through improved employee performance and customer satisfaction. When employees are well-suited to their job roles, they are more likely to possess the necessary skills and competencies to perform at a high level (Kristof-Brown et al., 2005). This enhanced performance translates into improved service quality, guest experiences, and customer satisfaction within the hotel (Tims et al., 2018). Satisfied and loyal customers, in turn, contribute to the positive reputation and financial success of the hotel (Tims et al., 2018).

In summary, person-job fit significantly influences organizational development in hotels. By aligning employees' skills, goals, values, and requirements with their job roles, hotels can enhance job satisfaction, engagement, retention, and performance among their workforce. These positive outcomes, in turn, contribute to improved customer satisfaction, organizational reputation, and financial success. Therefore, fostering a strong person-job fit is crucial for the overall development and success of hotels. Based on a prior discussion, the following hypothesis is listed:

H5: Organizational development is directly impacted by person-job fit.

2.4 The mediating role of person-job fit in the relationship between e-HR practices and organizational development in hotel

The mediating role of person-job fit in the relationship between e-HR practices and organizational development is an important aspect to consider in the context of hotels. Person-job fit acts as a mechanism that helps explain how e-HR practices impact organizational development outcomes. Here is an explanation of the mediating role of person-job fit in the relationship between e-HR practices and organizational development in hotels, supported by relevant references:

E-HR practices, which encompass the use of digital technologies and platforms to manage HR functions, have a direct influence on organizational development outcomes in hotels. These practices can enhance communication, streamline processes, and provide employees with access to resources, which contribute to improved employee satisfaction, engagement, and performance (Turel & Connelly, 2020).

Person-job fit serves as a mediating factor in this relationship. When employees perceive a strong fit between their skills, goals, values, and job requirements, they are more likely to experience higher levels of job satisfaction and engagement (Nurtjahjono et al., 2020). This, in turn, leads to improved performance, reduced turnover rates, and increased customer satisfaction, which are key components of organizational development in hotels (Griep et al., 2022; Tims et al., 2012).

Research suggests that person-job fit mediates the relationship between e-HR practices and various organizational outcomes. For example, a study conducted by Nurtjahjono et al. (2020) found that person-job fit mediated the relationship between e-HR practices and employee performance, job satisfaction, and organizational commitment. Similarly, Griep et al. (2022) highlighted the mediating role of

person-job fit in the relationship between e-HR practices and employee outcomes, such as well-being and turnover intentions.

By fostering a strong person-job fit through effective e-HR practices, hotels can create a work environment that aligns employees' skills, goals, and values with job requirements. This alignment leads to improved employee outcomes, which, in turn, contribute to organizational development in terms of employee satisfaction, engagement, retention, and performance (Nurtjahjono et al., 2020; Tims et al., 2012).

In summary, person-job fit plays a mediating role in the relationship between e-HR practices and organizational development in hotels. By facilitating a strong fit between employees and their job roles through effective e-HR practices, hotels can influence employee outcomes and contribute to the overall development and success of the organization.

Because e-HR practices might enable employees in the food and beverage industry to tailor their jobs to suit their skills and requirements, they are more likely to shape hotel development. In light of this, we anticipate that all types of e-HR practices will enhance person-job fit, which will favourably impact organizational development. Based on the prior argument, the following hypotheses are listed below:

H6: E- Recruitment and selection have indirect effects on organizational development through person-job fit.

H7: E-training has an indirect effect on organizational development through person-job fit.

H8: E-performance appraisal has an indirect effect on organizational development through person-job fit.

H9: E-compensations have an indirect effect on organizational development through person-job fit.

We presented the research model indicated in Figure 1, depending on the previous review of the literature and hypotheses.
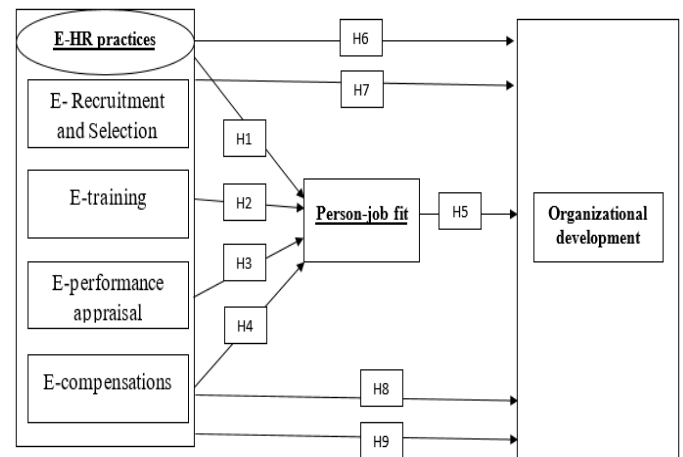

Figure 1: The conceptual framework

3. Methodology

3.1 Sampling and data gathering:

The study focused on investigating the research hypotheses by collecting data from the food and beverage staff working in five-star hotels in Cairo, Egypt. The selection of employees from the food and beverage departments was based on several reasons. Firstly, employees in the food and beverage department often face significant challenges such as job stress, low wages, and long working hours, as mentioned by Ismail et al. (2022). Therefore, it was important to encourage these employees to express their difficulties and challenges in their jobs and to be proactive in seeking ways to improve their work tasks. Secondly, Lastly, there is limited research available on Electronic Human Resources in the African context.

Furthermore, the research team reached out to the human resource managers of 32 five-star hotels in Cairo to seek their assistance in conducting the research and to ensure the willingness of potential respondents to participate by completing the questionnaires. Out of the contacted hotels, 19 agreed to participate and asked their food and beverage staff to complete the questionnaires. The distribution of questionnaires took place between October 2023 and January 2024. A total of 328 questionnaires were sent out for this study, and 284 valid questionnaires were returned, resulting in a response rate of 86%. It should be noted that convenience sampling was utilized to select the food and beverage

personnel who voluntarily completed the questionnaire. To address potential non-response bias, the responses of late participants were compared to those of early responders.

To ensure the validity and reliability of the E-HR practices, Person-job fit and Organizational development- measures, Confirmatory Factor Analysis (CFA) was initially conducted. Structural equation modeling (SEM) was then employed to examine the direct and indirect relationships between the variables. Convergent and discriminant validity of the constructs were assessed using Average Variance Extracted (AVE). The reliability of the constructs was evaluated using Composite Reliability (CR) and Cronbach's alpha, following the recommendations of (Hair et al. 2019).

To investigate the indirect relationships, the Sobel test was utilized to examine the mediating role of person-job fit between E-HR practices and Organizational development (Abu-Bader & Jones, 2021).

The goodness-of-fit of the proposed model was assessed using various methods. While the chi-square (χ^2) test is commonly used to evaluate model fit, it is often considered less reliable due to limitations such as sample size and sensitivity to the likelihood ratio test. Therefore, alternative goodness-of-fit methods were employed to assess the structural fit of the model.

Table 1: Sample Characteristics

%	*n*	Variables
Gender		
58.1%	165	Female
41.9%	119	Male
Age		
19.4%	55	18 years up to 21 years
66.2%	188	21 years up to 30 years
14.4%	41	30 years up to 40 years
Education		
21.8%	62	Secondary school or below
69.7%	198	University degree
8.5%	24	Postgraduate (Diploma – Master – PhD.)
Length of Employment		
20.8%	59	Less than one year
21.8%	62	One year up to 3 years
49.3%	140	3 years up to 6 years
8.1%	23	6 years or more
Department		
40.8%	116	Restaurant
59.2%	168	Kitchen

Gender: There are 119 men and 165 women in the research sample. With 58.1% of the sample being female and 41.9% being male, women make up the majority. The gender distribution in the food and beverage department of Cairo hotels sheds light on the gender demographics within the industry.

Age: 188 employees, or 66.2% of the sample, are respondents; they are primarily between the ages of 21 and 30. This implies that the population examined is rather young, suggesting that early-career professionals or those just starting work in the food and beverage sector may be the focus of the study.

Education: The data shows that a significant portion of respondents (198) have a university degree, representing 69.7% of the sample. Additionally, 24 respondents (8.5%) have postgraduate qualifications, while 62 respondents (21.8%) have completed secondary school or below. This indicates a relatively high level of education among the surveyed population, with a majority holding a university degree.

Length of Employment: Each respondent has a different length of employment. Individuals who have worked for three to six years make up the largest group (140 respondents), accounting for 49.3% of the sample. This indicates a sizable percentage of staff members in the food and beverage division with intermediate experience. Furthermore, 59 respondents (20.8%) have worked for less than a year, while 62 respondents (21.8%) have worked for one to

three years. Just 23 respondents, or 8.1%, had worked for a company for six years or longer.

Department: The data reveals that the sample is divided into two main departments: the restaurant department (116 respondents) and the kitchen department (168 respondents). The kitchen department has a slightly higher representation, accounting for 59.2% of the sample, while the restaurant department comprises 40.8%. This distribution highlights the composition of the surveyed hotels and the relative workforce allocation between the restaurant and kitchen departments.

Table 2: Measurement model analysis

AVE	α	CR	ß	Statements
0.585	76	0.875	.775	E- Recruitment and Selection
0.533	72	0.850	.832	E- Training and Development
0.572	71	0.869	.862	E-performance appraisal
0.535	71	0.851	.832	E-Compensation
0.515	73	0.863	.775	Personal Job Fit
0.506	71	0.876	.998	Organizational Development

Based on the results of the Confirmatory Factor Analysis (CFA), all constructs in the study exhibited good reliability levels. The lowest values for the Composite Reliability (CR) and Cronbach's alpha for all constructs were 0.71, which exceeded the minimum threshold of 0.70. This indicates that the measures used in the study were reliable.

Furthermore, the Average Variance Extracted (AVE) values for all constructs surpassed the minimum threshold of 0.50, indicating strong convergent validity. This suggests that the measures adequately captured the underlying constructs they were intended to measure, as recommended by Hair et al. (2010).

Additionally, the AVE for each construct was higher than the squared correlation between that construct and other constructs, demonstrating strong discriminant validity. This indicates that the constructs in the study were distinct from one another and measured different concepts effectively, as outlined by Hair et al. (2019) In summary, the CFA results confirm the reliability and validity of the measurement

model, with good internal consistency, convergent validity, and discriminant validity among the constructs.
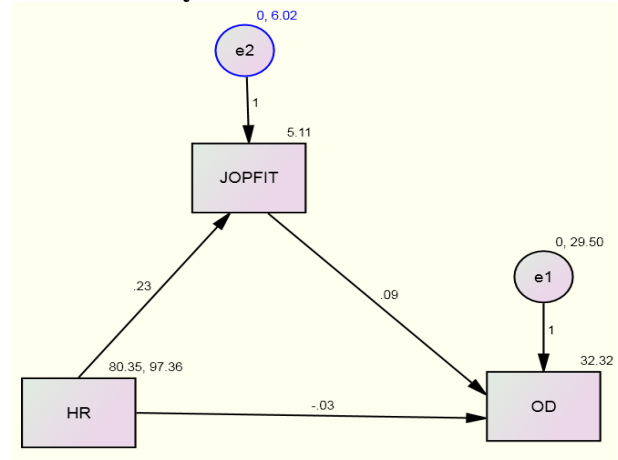
3.2. Path analysis

Figure 2: Path analysis

Increasing reliance on Electronic Human Resources Management is expected to lead to higher chances of finding the suitable job. Through path analysis, it was found that there is a positive effect of the independent variable on the mediating variable, with a coefficient of 0.23. On the other hand, finding a personal job fit is assumed to improve opportunities for organizational development, with a coefficient of 0.09. When employees are in positions that align with their skills and interests, they are more likely to have opportunities for growth and professional development. Therefore, a positive effect can be expected from the mediating variable on the dependent variable. It should be noted that there is no direct effect between Electronic Human Resources Management and Organizational Development unless the mediating variable, Personal Job Fit.

3.3. Hypothesis Testing

Table 3: Hypotheses Test Results for direct Relationships

Hyp.	Path	Beta coefficients (ß)	P-Value	Results
H1	Recruitment and Selection → Person-job fit.	.26	8.713***	Supported
H2	E-training → person-job fit.	.341	5.916***	Supported
H3	E-performance → person-job fit.	.470	2.635***	Supported
H4	E-compensations → person-job fit.	.226	3.135***	Supported
H5	Person-job fit → Organizational development	.102	6.305***	Supported

The findings showed a direct relationship between Recruitment and Selection and person-job fit.

H1 accepted Recruitment and Selection have a direct influence on person-job fit. (ß =.383, p 0.001).

Effective hospitality recruitment and selection begins with a detailed job analysis to identify key duties, responsibilities and qualifications. By creating job postings that accurately convey specific requirements, you can attract candidates with the skills and attributes you desire.

Selection and pre-selection methods, such as other functions, such as resume reviews and initial interviews, help assess the suitability of candidates for a particular position. Interviews and assessments. E-training has a direct influence on person-job fit H2 (ß =.341, p 0.001) accepted, these results mean E-training can play a significant role in enhancing person-job fit within the food and beverage department of a hotel. By providing targeted online training programs, employees can acquire the necessary knowledge and skills to excel in their specific roles.

E-performance appraisal has a direct influence on person-job fit. H3 (ß =.470, p 0.001). Accepted, this mean E-performance appraisal directly impacts person-job fit within the food and beverage department of a hotel.

By evaluating employees' performance against job expectations and criteria, the appraisal process provides valuable feedback on their alignment with the job requirements. H4 E-performance appraisal has a direct influence on person-job fit. Accepted, (ß =..226, p 0.001). E-compensation has a direct influence on person-job fit within the food and beverage department of a hotel.

By offering electronic compensation systems, hotels can effectively align employee rewards with job performance and job requirements. E-compensation systems provide a transparent and fair method for determining compensation based on an individual's contribution and skills. H5: Organizational development is directly impacted by person-job fit. Accepted, (ß =.102, p 0.001) this means when employees are well-matched to their roles, there is a higher likelihood of job satisfaction, engagement, and productivity.

Table 4: Hypotheses Test Results for Indirect Relationships

Hyp.	Path	Sobel Test	p-values	Mediating Effect
H6	*Recruitment and Selection* → *Person-job fit* → Organizational development	.26	0.000	Supported
H7	*E-training* → *person-job fit* → Organizational development	.130	0.000	Supported
H8	*E-performance* → *person-job fit* → Organizational development	.167	0.000	Supported
H9	E-compensations → person-job fit → Organizational development	-.522	0.659	Rejected

E-recruitment and selection, e-training, e-performance appraisal, and e-compensations in the food and beverage department of a hotel have indirect effects on organizational development through their impact on person-job fit. By ensuring that employees are well-matched to their roles, supported in their development, acknowledged and rewarded for their performance, the department can experience improved job satisfaction, increased productivity, and enhanced customer service, which collectively contribute to organizational development.

4. Discussion and Conclusion

When used properly, e-recruitment and selection procedures in the food and beverage division can draw in and choose applicants with the qualifications needed for the various positions. Improved performance, more job satisfaction, and better employee engagement can be experienced by the department by guaranteeing a good person-job fit, wherein the abilities and qualities of the personnel match the requirements of the job. These elements support positive work environments, increase productivity, and improve customer service, all of which have a favourable effect on organizational development. These results agree with earlier studies (Saez-Martinez & Fernandez-Mesa, 2022; Wang & Huang, 2022).

Through person-to-job fit, e-training programmes in the food and beverage division may indirectly contribute to organizational

development. The department can improve workers' abilities to carry out their jobs more successfully by offering them specialized online training. The department's organizational development is fueled by the higher job satisfaction, enhanced productivity, and superior customer service that result from this improved person-job fit. These results agree with earlier studies (Kim & Lee, 2021; Park & Jang, 2022).

The food and beverage department can evaluate employee performance in accordance with job requirements thanks to e-performance appraisals. Employees can better align their abilities and performance with job requirements by receiving feedback on their strengths and areas for improvement through regular performance assessments. By improving person-job fit, this feedback-driven strategy boosts motivation, raises job satisfaction, and improves performance. By encouraging a culture of continuous improvement, raising employee engagement, and eventually enhancing the department's overall effectiveness, these results support organizational development. These results agree with earlier studies (Zhang & Kim, 2021).

Through person-job fit, e-compensations in the food and beverage division that are based on performance and job needs can have an indirect effect on organizational development. A pleasant work environment that promotes motivation, engagement, and job satisfaction is created when employees get fair and transparent rewards for their efforts and abilities. Employee performance is positively rewarded for person-job fit, which benefits the food and beverage department's overall organizational development, customer service, and productivity. These results agree with earlier studies (Li & Zeng, 2023; Zhang & Liu, 2022).

5. Limitations and Further Research

Study Limitations
Focus on Food and Beverage Departments: The study focused specifically on the food and beverage departments in five-star hotels. While this allowed for a targeted investigation, it limits the generalizability of the findings to other departments or industries. The relationship between E-HR practices, person-job fit, and organizational development may differ in other organizational contexts. Limited Scope of Variables: The study examined the influence of e-recruitment, e-selection, e-training, and e-compensation on organizational development. Other variables, such as leadership styles, organizational culture, or technological infrastructure, were not included in the analysis. Considering a broader range of variables could provide a more comprehensive understanding of the relationship between E-HR practices and organizational outcomes.

Future research
This research is not limited and provides opportunities for further research. This study examined the relationship between electronic human resource management and organizational development and the role of personal workforce integration in hotels. It was set in a five-star hotel in Cairo. Further research could examine the magnitude of differences between job-related electronic human resources across different types of hotels. In addition, further research may examine the use of electronic human management resources in other hospitality organizations (e.g., restaurants, cafes, and catering establishments).

6. Recommendations
Based on the research's findings, the researcher made the following recommendations:

6.1 To improve hotel e-recruitment:
6.1.1 The present e-Recruitment processes used by hotels ought to be more straightforward, adaptable, and employee-focused.

6.2 To improve hotel E-Selection:
6.2.1 Conduct electronic interviews to choose candidates for the open positions by utilizing technology in the selection process.

6.2.2 Fully convert the entire selection process into more electronic methods in order to reduce delays, errors, manual labor, and effort.

6.3 To improve hotel e-training and development:

6.3.1 Make it easier for employees to get online training and lower any obstacles to taking courses online.

6.3.2 The performance evaluation results, which identify the flaws, ought to be connected to the online training.

6.3.3 Hotels should make more of an effort to motivate staff members to take part in training courses on how to utilize E-HRM software.

6.4 Since employees play a critical role in the success of E-HRM systems, hotels should endeavor to strengthen the bond between the HR department and staff.

6.5 Since e-HRM systems frequently replace in-person encounters with screen-based communications, hotels should address the concerns of commitment, trust, leadership, and incentive.

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