The Impact of Re-engineering Process in Human Resources Development Applied to Travel Companies in Egypt

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Abstract

The interest in re-engineering process, especially in human resources, contributes to enhancing the success of companies - especially companies working in tourism activity - in accomplishing strategic tasks for human resource development and then achieving the strategic goals of these companies. Moreover, it enables organizations to price, promote, and distribute products through development researches. The more these organizations could absorb their customers and markets the more success they could achieve. This contributes in raising the total efficiency of tourism as a whole and increases economic chances of organization at microeconomic level, which leads, in turn, to the growth of the macro economy. The importance of this study lies in the economic dimension of human resources. No one can deny that developing human resources contributes in supporting the economic growth, bringing of sustainable enhancement of wealth production and rising productivity. It is a prerequisite of sustainable and total development.

Literature Review
Introduction

Human resource is one of the most basic resources to ensure the survival of the institution and the most important elements of production. Therefore, attention must be paid in the field out to human resource as the most important factor in increasing production in an environment characterized by constant change. Performance evaluation is a means used by HR management that enables institutions to make the best use of its human resources to maintain a competitive position in the field. Evolution and expansion of tourism industry made it a complicated one that consists of many other sub-industries, on which many countries now rely to develop their resources and achieve economic and social progress (Francis & Goodwin, 2017). This, in turn, led various tourism entities to diverse their products in order to respond to the new tourists' needs and cope with the continuous and renewed diversification of tourism patterns. It well-known that tourism industry develops continuously because of the great increase in tourism amount and the multiplication of tourism styles, beside the appearance of new styles suitable for tourists' attitudes and desires in each stage of human history (Goodwin, 2016).

As many countries are competing with each other, Egypt realizes well that it can take an advanced place in this competition. Moreover, it has the ability to face the increased demand on the various tourism trends (Bah &Goodwin, 2017). In the light of the changes in tourism trends—both local and international—and the new demand that emerged as a result of this, it has

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become inevitable for tourism organizations to adopt new concepts in order to cope with these changes and meet these demands (Roe, Goodwin and Ashley 2012).

The term business re-engineering started as a method in business organizations to help rethink how it works to improve product quality, reduce operating costs, and become globally competitive. The process of human resource development is one of the important processes and basic tools upon which the success of any organization or any economic project depends on achieving high levels of efficiency and productivity. Evaluating the performance of workers in any institution is, therefore, essential, and has to be monitored by higher management (Sekaran & Uma, 2017).

In addition, the evaluation results become a basis for making decisions related to re-engineering operations with HR policies, such as changes in salaries, promotion and dismissal, and determining training needs (Yamamoto, Gonca and Şekeroğlu, 2018).

– **Human Resources Management**
If an organization achieved its goals, it must not only have the required resources, it must use them effectively. The resources available to a manager are human, financial, physical, and informational (Sturges & David, (2014). While human resources (HR) have always been critical to the success of any organization, they have assumed an increasingly greater importance that is being recognized inside and outside work organizations (Zeitun & Benjelloun, 2017).

Human resources departments typically include individuals with a wide variety and range of knowledge, skills, and abilities are expected to perform job activities in a manner that contributes to the attainment of organizational goals (Faulkner, 2018). How effectively employees contribute to the organization depends in large part upon the quality of the HR program (including staffing, training, and compensation) as well as the ability and willingness of management--from the chief executive officer (CEO) to first-line supervisors--to create an environment that fosters the effective use of human resources(Zeitun & Benjelloun, 2017).

– **The Importance of Human Resources Management**
For many decades, such responsibilities as selection, training, and compensation considered basic functions of the area historically referred to as personnel management. These functions performed without much regard for how they related to each other (Chong, 2014). Human resources management (HRM), as it is currently perceived, represents the extension rather than the rejection of the traditional requirements for managing personnel effectively (Abdalrehem, 2017). An understanding of human behavior and skill in applying that understanding are still required. Also required knowledge and understanding of the various personnel functions performed in managing human resources, as well as the ability to perform those functions in accordance with organizational objectives. An awareness of the existing economic, social, and legal constraints on the performance of these functions is also essential (Chong, 2014). HRM, as it practiced today, recognizes the dynamic interaction of personnel functions with each other and with the objectives of the organization. Most important, it recognizes that HR planning must be coordinated closely with the organization's strategic and related planning functions. As a result, efforts in HRM are being directed toward providing more support for the achievement of the organization's goals, whether it be a profit, nonprofit, or governmental organization (Coombs, 2016).

– Performance Concept

The performance is the degree of achievement and completion of the tasks that make up the individual's job, and it reflects how the individual fulfills or satisfies the job requirements, and the confusion and interference of performance and effort often happens. (Desouza, & Awazu 2017).   Some studys indicate that "performance" reflects the extent to which a task is accomplished, including the individual's carrying out the various activities and tasks that make up his work. Other studys further elaborate the concept, referring to how the worker performs his tasks, using the means of production available to fulfill the quantitative and qualitative objectives over a specific period of time (Dessler, 2014).

– Evaluation Standards of Human Resources Performance:

The performance standards mean, that the basis to which an individual is affiliated and therefore compared with him to judge him, or the levels at which performance is considered good or satisfactory, and that setting these standards is necessary for the success of the performance evaluation process, as it helps in defining workers with what is required from them in achieving the goals of the organization and directing managers on matters that should be taken into account to develop performance. These standards should formulate with the participation of workers, which helps to raise the degree of their performance of work and their dedication to the organization and then their commitment (Kleiman, 2010). The performance of human resources is measured by specific criteria, against which their actual performance is compared, and these standards are based on elements and performance rates (Lado & Wilson, 2014).

– Performance Evaluation Elements

Performance Rates, defined as: It is a balance by which the evaluator can weigh the employee's productivity, knowing how efficient he is in terms of quality and quantity during a specific period, and this is done by comparing the work done to the employee with the rate determined to finally reach a level of his production in terms of quantity or quality. The performance has three types (Noe, 2016):

a- Quantitative Rates: A specific quantity of production units that must be produced during a specific time is determined, that is, it reflects the relationship between the amount of work produced and the time associated with this performance. For example, the production of one hundred and fifty units of a specific product during the eight official working hours per day, this type is called the average time of production.

b- Qualitative Rates: It means that the production of the working individual must reach a certain level of quality, accuracy and workmanship, and a percentage of errors or defective production that must not be exceed by the working individual is often specified. This type called the qualitative rate of performance.

c- Quantitative and Qualitative Rates: This rate is a mixture of the previous two types, according to which the production of the working individual must reach a certain number of units during a specific time period and a certain level of quality and workmanship

– Re-engineering Process:

Reengineering means starting again and reviewing the basic work systems and procedures and re-correcting them in a new and different way. (Coomb, 2014).

Some view the re-engineering of HR processes as a redesign of the foundations, principles, and processes on which the HR system is managed in the organization as a whole. (Peter, 2018).

From another point of view, the re-engineering of human resources operations represents the opportunity for individuals to automate routine and boring work, to reduce work procedures that have a lower value and allow them to focus attention on what is important to the customer and decisions related to his service style. (Gilpin. & Murphy, 2018). It has also been defined as fundamental rethinking and a fundamental change in business systems to fundamentally improve performance, cost, quality, capital, services and speed of implementation metrics. (Bansal, 2018).

Some people point out that human resources management should possess some tools that enable it to implement process re-engineering and come at the forefront of these tools to evaluate the performance of human resources. (Fink, 2016).

– **Research Problem:**
Despite of the importance of the process of re-engineering operations and its impact on the human resources of tourism companies and their role in planning and developing the products of these companies and their success, there are deficiencies in some tourism companies in dealing with this process, which negatively affects the development of human resources in them

The interest in re-engineering process, especially in human resources, contributes to enhancing the success of companies - especially companies working in tourism activity - in accomplishing strategic tasks for human resource development and then achieving the strategic goals of these companies. The study problem can be determined through the following questions:

1-Do all Egyptian tourism agencies use reengineering process to develop human resources in these companies?

2-What are the lost economic opportunities from Egyptian tourism companies if they do not plan to develop their human resources?

– **Research Objectives:**
1-Clarify the idea of re-engineering of human resources and determine the most important types of operations that are taken into account for the development of human resources in Egyptian tourism companies

2- Identify the nature of the relationship between the re-engineering of operations and the development of human resources in Egyptian tourism companies.

– **Research Limitations:** The limits of the study were the following answer:
 o Spatial Limitations: Egyptian tourism companies, category (A) in Cairo and Giza
 o Time Limitations: Field study and analysis were limited (August to September 2019).

– **Methodology**
In this paper, the study tried to gather the most possible amount of trusted data and information related to the subject and hypothesis of study. These data and information were analyzed, evaluated and classified in order to reach to the research results and recommendation. The study depended on the descriptive approach and field study as tools to collect and analyze data necessary for the research.

The study concentrated of 120 of tourism companies (class A) working at Cairo and Giza in Egypt, because most of tourism companies are concentrated in these two governorates.

A questionnaire presented to the owners of these companies and the persons responsible for human resources to measure their opinions about the subject of the research. The questionnaire forms reached to 200.

The sample of study, which helps to assure the validity and to answer the questions of study, selected randomly. The sample was 200 of the owners and managers of 120 tourism companies and the human resources responsible. 166 of 200 questionnaire forms were restored, 4 of which were rejected. Accordingly, the percentage of forms restoration reached to 83%.

Data Collection Tools:

1- Primary Sources: interviewing those responsible for human resources management in tourism companies in Cairo and Giza, using a questionnaire

2- Secondary Sources: These are the data obtained from the library sources and review of the relevant studies.

Results and Discussions:

In the light of the aims of study, the studying problem of study, the questionnaire form divided into 21 paragraphs can be classified into two topics:

– First**:** the effectiveness of human resources development plans in tourism companies.

– Second**:** the economic chances available for developing human resources in tourism companies.

This classification helps the study in both observation and search. Every topic contains some sub-paragraphs, so that the form divided as follow:

– First topic, which is the effectiveness of human resources development plans in tourism companies, consists of 9 paragraphs.

– Second topic, which is the economic chances available for developing human resources in tourism companies, consists of 9 paragraphs.

Direct contact was adopted during the distribution of the questionnaire forms

The study used the fivefold Likert Scale to determine the degree of each paragraph. Answers were formulated in one way so as to be compatible with the questionnaire paragraphs, as shown in (Table 1).

Table 1
The weights of paragraphs

Answers	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Weights	5	4	3	2	1

These answers were classified into five levels according to the following equation:

Class length = (maximum value – minimum value) ÷ Scale alternatives number = (5 - 1) ÷ 5 = 0.80

The weighted Median for every paragraph was calculated according to the following (Table 2).

Table 2
Distribution of weighted means of every paragraph

Description	Weighted mean values
Strongly agree	From 4.2 to 5
Agree	From 3.4 to less than 4.2
Neither agree nor disagree	From 2.6 to less than 4.3
Disagree	From 1.8 to less than 2.6
Strongly disagree	From 1 to less than 1.8

Statistical Methods

After obtaining the answers of sample members they were symbolized and entered into computer. Then the data manipulated using Statistical Package for the Social Sciences SPSS version 25.00. Aiming at analyzing the collected data and achieving the studying aims, many statistical tools were used such as:

– Frequencies and percentages of the sample answers.

– Statistical Mean, to show the increase and decrease in the response of the sample members to the questionnaire paragraphs.

– Standard Deviation, to show the extent of deviation of the sample members' responses to each paragraph of the questionnaire form. Moreover, standard deviation clarifies the contrast of responses around each paragraph. When this scale value became near to zero, the sample responses became centralized and their contrast became low.

– Peterson correlation coefficient: to verify the reliability of questionnaire.

– Cronbach's Alpha Reliability Coefficient.

– Regression testing tool: to know whether there is a relation and to recognize to what extent the study variables affect on each other.

Research Credibility and Reliability

Credibility and reliability of study were verified depending on the following:

(1) The Reliability of Arbitrators:

Questionnaire forms presented for 10 professors of those who are specialized in the fields of tourism and economy in order to assure that questionnaire is reliable and valid. Vocabularies clearness and their relation to the topic of the research tested by these professors. They had the freedom to add, amend or delete. So, the measurement reached to its final form in the light of these arbitrators' instructions. Accordingly, the questionnaire was formulated in its semi-formal shape, which contained 18 sub-paragraphs divided into two topics: first, the effectiveness of human resources development plans in tourism companies (9 paragraphs); second, the economic chances available for developing human resources in tourism companies (9 paragraphs).

(2) Internal Consistence Validity:

To realize the extent of internal consistence validity, Pearson Correlation Coefficient was calculated for each paragraph and for the total degree of the topic. The following table shows these values.

Table 3
Pearson Correlation Coefficient for the paragraphs of the first topic (Effectiveness of human resources development plans in tourism companies)

No	Paragraph	Statistical indication	Correlation Coefficient
1	Development of human resources in tourism companies in Egypt	0.000	0.812 **
2	There is a clear plan for developing human resources and the financial resources necessary for execution are available	0.003	0.530 **
3	Development of human resources in tourism companies is a strategic option for them	0.000	0.782 **
4	Good use of human resources and suitable exploitation at present and in the future are contained in the plan of tourism development	0.000	0.793 **
5	Development of human resources at present and in the future is studied in the tourism companies	0.000	0.708 **
6	Development of human resources in tourism companies is bind to other tourism sectors such as hotels, restaurants, tourism guidance, and so on.	0.001	0.591 **
7	There are detailed plans to raise efficiency of human resources in tourism companies	0.000	0.809 **
8	Suitable bases for executing sustainable developmental plans, policies and programs are made by a specialized management for human resources	0.000	0.685 **
9	Progress of development and assuring positives and avoiding negatives of the last year	0.000	0.0859 **

(*) Means that the indication level is (0.05).   (**) means that the indication level is (0.01).

From Table 3, that shows correlation coefficients for the paragraphs of the first topic, it is clear that correlation coefficients are functions when the indication level is (0.01). Calculated (r), which is 0.457, is more than (r) in the table when indication level is (0.01) too and a freedom degree 29. This means that paragraphs of the first topic are reliable.

Table 4
Pearson Correlation Coefficient for the paragraphs of the second topic (Economic chances available for developing human resources in tourism companies)

No	Paragraph	Statistical indication	Correlation Coefficient
1	Abolishing unemployment through providing new jobs	0.000	0.886 **
2	Raising the standard of living	0.000	0.896 **
3	Flourishing the market movement	0.000	0.870 **
4	The ideal use of human resources	0.000	0.960 **
5	Developing of economic resources	0.000	0.992 **
6	Saving foreign currency	0.000	0.826 **
7	Vertical and horizontal integration of various tourism sectors	0.000	0.929 **
8	Enhancing the state of payment balance and increasing the added value through injecting the revenues of national economy	0.000	0.941 **
9	Activating education and training sectors in the field of free professions	0.000	0.887 **

(*) means that the indication level is (0.05).   (**) means that the indication level is (0.01).

From Table 4, that shows correlation coefficients for the paragraphs of the second topic, it is clear that correlation coefficients are functions when the indication level is (0.01). Calculated (r), which is 0.457, is more than (r) in the table when indication level is (0.01) too and a freedom degree 29. This means that paragraphs of the first topic are reliable.

Table 5
Reliability of the questionnaire

Topic	Topic content	Statistical indication Level	Correlation Coefficient
First	Effectiveness of human resources development plans in tourism companies	0.000	0.726 **
Second	Economic chances available for developing human resources in tourism companies	0.000	0.826 **

(*) Means that the indication level is (0.05).   (**) Means that the indication level is (0.01).

From Table 5, that shows the relation of each topic to the total degree of the questionnaire, it is clear that the content of every topic has a strong relation to the aims of study. Calculated (r), which is 0.457, is more than (r) in the table when indication level is (0.01) too and a freedom degree 29.

Reliability of Questionnaire form

Reliability of questionnaire form verified by Cronbach's Alpha.

Table 6
Reliability coefficients (Cronbach's Alpha)

Topic	Topic content	Number of paragraphs	Reliability Cronbach's Alpha coefficient
First	Effectiveness of human resources development plans in tourism companies	9	0.902
Second	Economic chances available for developing human resources in tourism companies	9	0.920
	All paragraphs	18	0.968

Table 6 shows that reliability coefficients are high for the paragraphs of the two questionnaire topics. The coefficients varied from 0.902 to 0.977. Total reliability coefficient for all paragraphs reached to 0.956. This means that the questionnaire has a very great degree of reliability.

ANOVA test
ANOVA test used to measure null hypothesis that states: "ineffectiveness of the plans of human resources applied in tourism companies leads to negative consequences on the comprehensive development of tourism".

Table 7
ANOVA test to measure null hypothesis: "ineffectiveness of the plans of human resources applied in tourism companies leads to negative consequences on the comprehensive development of tourism"

ANOVAb					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	7.607	1	7.607	13.571	.000a
Residual	89.683	160	.561		
Total	97.290	161			
a. Predictors: (Constant), negative consequences on the comprehensive tourism development					
b. Dependent Variable: effectiveness of human resources development plans in tourism companies					

(Table 7) shows that deviation model is statistically moral and strong. It reached to (F) 13.571, which is also statistically moral at an indication level 0.01α. This assures the high interpretational strength of the Simple Linear Deviation Model from statistical view. There is also a statistical relation between the independent variable, i.e. effectiveness of human resources development plans in tourism companies, and the dependent variable, i.e. negative consequences on the comprehensive tourism development.

Depending on the above mentioned the null hypothesis will accepted that states: "ineffectiveness of the plans of human resources applied in tourism companies leads to negative consequences on the comprehensive development of tourism".

As for the second hypothesis, ANOVA test used to measure the null hypothesis that states: "the suitable exploitation of human resources in tourism companies leads to an increase in economic growth".

Table 8
ANOVA test to measure null hypothesis: "the suitable exploitation of human resources in tourism companies leads to an increase in economic growth"

ANOVAb					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	44.317	1	44.317	130.214	.000a
Residual	54.454	160	.340		
Total	98.772	161			
a. Predictors: (Constant), economic chances					
b. Dependent Variable: human resources					

(Table 8) shows that the deviation model is statistically strong. It reached to (F) 130.214, which is also statistically moral at an indication level 0.01α. This assures the high interpretational strength of the Simple Linear Deviation Model from statistical view. There is also a statistical relation between the independent variable, i.e. human resources, and the dependent variable, i.e. economic chances.

Depending on the above mentioned the null hypothesis will accepted that states: "the suitable exploitation of human resources in tourism companies leads to an increase in economic growth".
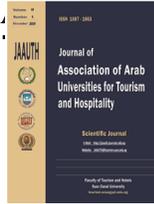
Conclusions and Recommendations:

− The re-engineering of human resources operations represents the opportunity for individuals to reduce work procedures that have a lower value and allow them to focus attention on what is important to the customer and decisions related to his service style.

− Egypt's Comprehensive National Plan doesn't include a plan to develop human resources inside tourism companies.

− There is no clear plan for developing human resources in the tourism companies themselves, aside from the financial resources required for execution.

− Human resources aren't linked to the plans of comprehensive tourism development.

− Ineffectiveness of human resources development plans applied in tourism companies has bad effects on comprehensive tourism development.

− Inadequate exploitation of human resources in tourism sector generally, and in tourism companies especially, leads to losing of the economic chances.

− It is necessary to support human resources as a strategic option of comprehensive tourism development.

− It is highly recommended to encourage private sector and businessmen to make investments in human resources field.

− Tourism training must be one of the main components of human resources development in tourism companies, which requires establishing training centers.

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أثر إعادة هندسة العمليات في تنمية الموارد البشرية بالتطبيق على شركات السياحة المصرية

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معلومات المقالة	الملخص
الكلمات المفتاحية الموارد البشرية؛ اعادة هندسة العمليات؛ شركات السياحة. **(JAAUTH)** **المجلد 18، العدد 1 (2020)،** **ص 95-106.**	إن الاهتمام بإعادة هندسة العمليات خاصة في الموارد البشرية يساهم في تعزيز نجاح الشركات - لاسيما الشركات التي تعمل في النشاط السياحي - في إنجاز المهام الاستراتيجية لتنمية الموارد البشرية ومن ثم تحقيق الأهداف الاستراتيجية لهذه الشركات فهي تساعد المنظمات في تخطيط وتطوير منتجاتها بما يتفق مع حاجات ورغبات المستهلك وتسعير هذه المنتجات والترويج لها وتوزيعها . الأمر الذي يساهم في زيادة الفرص الاقتصادية سواء للمنظمات على مستوى الاقتصاد الجزئي أو للمقصد السياحي ككل، ويؤدي ذلك إلى نمو الاقتصاد الكلي بشكل فعال. وتكمن أهمية البحث في البعد الاقتصادي للموارد البشرية، حيث إن تنمية الموارد البشرية تساهم في تحقيق النمو الاقتصادي، والتطور المضطرد في إنتاج الثروات، وتحسين الإنتاجية.