

Assessing the Impact of Digital Transformation on Organizational Culture: A Study Applied to Egyptian Hotels

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Abstract

The purpose of this study is to develop a method to identify important barriers to Digital Transformation in the effective development of organizational culture under current conditions and to assess how digital transformation affects organizational culture using the example of an Egyptian hotel. Design/methodology/approach. This research introduces a theoretical framework comprising two key elements. The study employed a self-administered survey to gather data from full-time employees working in the rooms division of a five-star hotel. Various statistical analyses were used to assess the proposed model in this paper. The analyses included confirmatory factor analysis, reliability analysis, validity analysis, and examination of standardized path coefficients. The study found that digital transformation factors impact on organizational culture of employees in the rooms division of a five-star hotel. Hotel chains must be ready to adapt and develop continuously as the process of digital transformation continues. Employees are to be encouraged to test new technologies and acquire them. Attention should be paid to the effects and development of digital transformation projects. Key performance indicators (KPIs) for revenue growth, employee satisfaction, and guest and operational satisfaction should also be monitored.

Keywords: Digital transformation, Organizational Culture, 5-star Hotels, rooms division.

Introduction

Digital transformation is one of those buzzwords being thrown around, as are “big data” and “artificial intelligence”. However, few leaders realize how digital transformation affects their business. Digital transformation is not just about investing in technology; it refers to how organizations restructure themselves to adapt and change company culture to enable innovations that take advantage of technology and take their business to new levels of growth (Morakanyane et al., 2020; Valeri, 2022). Hotels are using the support of digital transformation to participate in the entire customer experience, from hotel verification to reservation management, payment management, and service level assessment in the form of reviews (Lam and Law, 2019). Digital technologies comprise social, mobile, analytics, cloud computing, Internet of Things (IoT), artificial intelligence, blockchain, and other information, computer, communication, and connectivity technologies (Busulwa et al., 2022; Vial, 2019). Its application has expanded, especially in the travel and hotel industries (Van Der 2022).

According to a recent study, a successful digital transformation will not result from the implementation of new technologies, but rather from an organization's transformation that enables it to benefit from the advantages that these technologies offer. According to a recent analysis of the literature on digital transformation, the reimagining of the customer experience, operational procedures, and business models is at the core of significant digital transformation projects (Ribeiro et al., 2022). The purpose of this study is to develop a method to identify important barriers to communication in the effective development of organizational culture under current conditions and to assess how digital transformation affects organizational culture, using the example of an Egyptian hotel.

Aim of the study

The political elite in Egypt is very perceptive and future-focused in their planning. Organizing Egypt's digital future to achieve the goals of the 2030 Vision for Sustainable Development is at the center of the state's interests, especially Digital transformation. The Egyptian government and its institutions started the program three years ago to achieve long-term competitiveness. A robust digital economy and a knowledge society that is safe in the digital era are much needed with a view to the digital transformation vision of Egypt (Egyptian IDSC, 2021). A digital government is one of the plans of action, being networked, democratic, sustainable, and centered on the needs of the people. Accordingly, the current study aims to evaluate the role of digital transformation and its impact on organizational culture in hotels, which increases competitiveness by creating an interconnected and safe digital transformation. This objective can be achieved through the following sub-objectives:

- Investigating the relationship between digital transformation and organizational culture in hotels.
- Analyzing which hotels are ready to implement digital transformation.
- Identifying the top management practices for implementing digital transformation in hotels.
- Bringing about cultural change for the success of digital transformation.
- Providing recommendations for improving the performance of hotels in implementing the role of digital transformation

Study problem

Hotels have to continually adjust to new technological realities, moving from digital to digital-to-digital transformation (Hollander 2022). With various technologies permeating all areas, processes, products, and even buildings of hotels to improve efficiency and guest satisfaction, the digital transformation of hotels is underway, and, Attempting to address the current and future problems, Egyptian hotels are keenly seeking digital transformation by strengthening the technical and cultural aspects of the staff and the organization as a whole to face risks. This is to ensure a digital future capable of adapting to the surrounding environmental conditions and competition in the markets (Revfine, 2022).

It is crucial to have a strong and positive organizational culture, the sharing of skills, resources, knowledge, learning and development, and the process of adapting the organization as a whole to new practices. Digital transformation also plays an important role in encouraging hotel members to adopt these practices, as they view technological innovations as a difficult process, and also work to avoid resistance to the change process of digital transformation

Organizational culture is required and important to prepare to accept change and adapt to support digital transformation. There is also a need for other transformational changes in hotel strategy and leadership to achieve easier transformation in organizations. The modern economy now depends more and more on digital transformation, which has the potential to have an impact on many different economic sectors, including the hotel and tourism industries. Thus, the study's challenge is to comprehend corporate culture, the idea of hotels, and the significance of digital transformation. (Kim et al. 2019).

Research hypotheses

1. There are no statistically significant differences between digital transformations and organizational values.
2. There are no statistically significant differences between digital transformations and Organizational beliefs.
3. There are no statistically significant differences between digital transformations and organizational expectations.

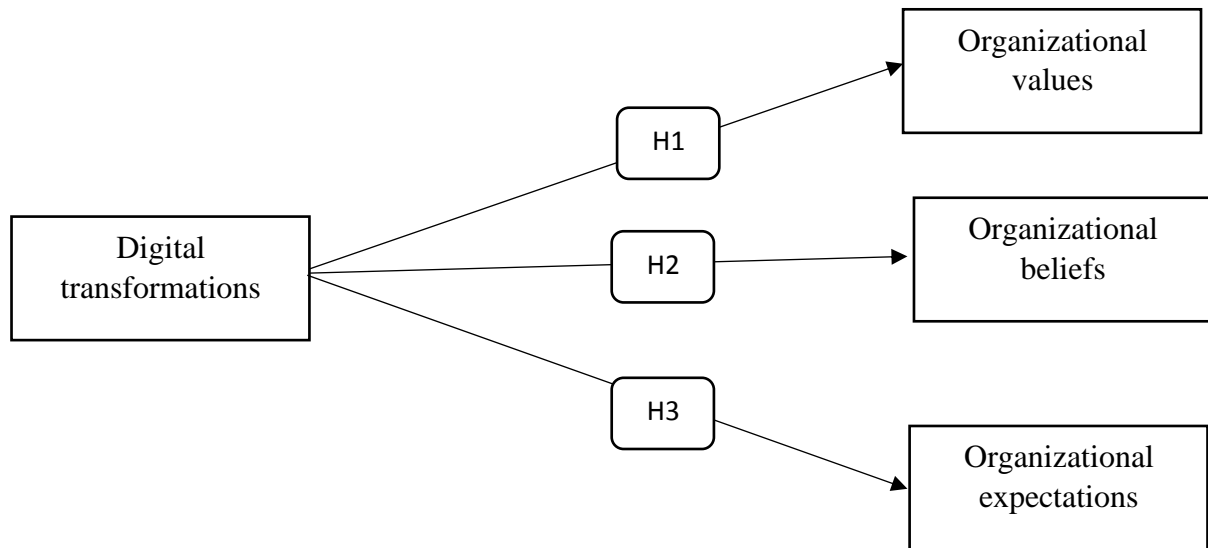


Figure (1): The conceptual model of research

Literature review

Concept of Digital Transformation in Hotels

The term digital transformation refers to an organization's ability to change its approach to technology, people, and processes, which influences business performance and delivers value to consumers. Digital transformation is closing the gap between what digital customers expect and what analog companies are offering. The role of digital transformation in the hospitality industry is the digitization of assets and/or the increased use of technology (Garg, 2021). Digital transformation of a hotel refers to the integration of technology into current business practices. The procedure is fundamentally changing how the hotel operates and serves customers. It is a big idea, and there are lots of ways to implement a digital transformation (Farooq et al., 2017). Digital transformation is an evolving process that adds value to business models, operational processes, and consumer experiences by utilizing digital capabilities and technology. This has made it necessary for today's firms to be more digitally led and integrated than before. Therefore, with the facilitation of the business technology blueprints in both strategic and operational interactions, the strategic significance of digital transformation has emerged (Wong et al., 2020).

Digitization has been a driving force for change in various industries, and transformation is accelerating, since it will look different for every company, it can be difficult to find a definition that applies to everyone. However, we can generally define it as the integration of digital technologies in all areas of the business causing vital changes in the way they operate and how they deliver value to their customers (Saxena and Kumar, 2020). The hospitality sector is a highly dynamic one that requires global operations and largely depends on the coordinated efforts of numerous players. To perform various companies, including lodging, food and beverage services, and other facilities, these links and relationships among all employees in the hotel's value chain depend on technical, innovative, sustainable, and digital tools (Westmattmann et al., 2020).

New business models in the hospitality industry, as well as more innovative network processes, different contracting processes, and faster and more efficient travel processes throughout the travel value chain (from production and advertising to distribution and consumption) (Ribeiro et al., 2022), are all brought about by technology, particularly digital transformation. Deloitte (2021) also argues that digital transformation is by default linked to technology, process,

culture, behavior, and people, and likewise involves strategic and fundamental, broad-based changes that result in a reshaping of human activity.

The importance of digital transformation in hotels

However, for a transformation to be successful, it must also comprehensively involve cultural and operational change. This means changes in leadership and the introduction of new business models. Therefore, corporate culture needs to evolve or re-evaluate how the company provides value to customers (Inikori and Inikori 2002). Like the many industry specialists who were forced to adopt digital technology due to COVID-19, the hotel sector also adopted it at an unprecedented rate. The impact of digital transformation on the hotel industry is stronger than ever, so now is the moment for hotels to embrace this change. Hotel operators understand that digital transformation may accomplish numerous objectives. The mission of digital transformation is to choose the goals with the greatest impact. Digital transformation can help (1) increase digital sales and website traffic, (2) reduce operating costs, (3) improve product and service quality, and (4) improve customer satisfaction. Therefore, hotels can pick one of these goals, or something similar, to start hotels in digital transformation. As such, linking technology acquisitions to specific outcomes can drive the operational and popular changes needed to achieve success (Kim et al. 2019).

The Impact of Digital Transformation Technology on Hotels

The hospitality sector has already started utilizing digital transformation to enhance operations and influence customer experiences through personalization and operating efficiency. For example, customers can use their smartphones to self-check in and check out. As part of Hilton's digital check-in by smartphone option, guests can already use electronic key cards or mobile room keys embedded in their smartphones to unlock the door of their accommodations. Digital transformation can also be used to make rooms "smart," or what Hilton hotels refer to as the "connected room." Guests use their mobile devices to manage several in-suite amenities, such as the TV, curtains, lighting, and water and room temperatures (Heyes and Lashley, 2017).

Organizational culture

The environment in which the business is run and significantly affects whether it succeeds or fails in the end is shaped by the culture of an organization. This is true for any industry, probably even more so for the hotel sector. As elements that support good performance if the prevailing organizational culture encourages that, organizational culture provides a common set of beliefs, values, and perceptions that form impressions, consolidate trends, and bring in behaviors that form the fundamental rules for workers' performance in organizations according to effectiveness and efficiency (Soria, 2020).

Loureiro et al. (2020) define organizational culture as "a cognitive framework created from the values, standards of behavior, and expectations shared by the workers in the organization. Any culture is rooted in a set of basic values that are valued by the workers in the organization." (Loureiro et al., 2020). According to Farag (2022), organizational culture helps the organization overcome internal and external challenges, anticipating events, understanding individual perspectives, and fostering an environment and climate that are conducive to work, achievement, creativity, innovation, and development not to mention reaping the benefits of teamwork through self-managed work teams. Thus organizational culture plays a vital role in improving behavioral patterns within the organization (Buer, 2020).

Organizational culture also defines a social environment that drives the formal and informal expectations of individuals, selects the types of individuals who will fit into the organization, shapes their freedom to perform actions without prior approval, and influences how they interact with others inside and outside the organization (Walker, 2017).

Types of organizational culture

A strong culture exists as the majority of the organization's members strongly adhere to the prevailing values and beliefs. The strength of an organization's values and beliefs is gauged via the degree of stability, congruence, and long-term survival of these values (Lanzolla and Giudici, 2018). A weak culture is the antithesis of a strong culture, which is present when there is a decrease in the members of the organization's adoption of the shared values and beliefs. Being weak, it is not widely accepted or strongly embraced by them, and it negatively affects the productivity and efficacy of an organization. (Kokorev, 2019).

Dimensions of organizational culture

Organizational values

An organization's values form the basis for what the company cares about most. It represents a common goal that all employees should understand, strive for, and follow. Once you define and promote your values, employees understand the behavior expected of them which leads to success. The employees recognize and appreciate what the organization stands for, what it wants to achieve, and how it can contribute to achieving desired outcomes. Being more professionally fulfilled, performance, workplace morale, and staff engagement can all improve (Hemerling et al., 2018).

Galimova (2019) agreed on the necessity of the availability of several conditions in the values that constitute the essence of the organizational culture. They include such conditions as:

- (1) It should be convincing and selected from several alternatives to be adopted and adhered to by workers at all levels
- (2) To be intellectually and behaviorally consistent with the values of the organization's personnel
- (3) To enhance the performance that achieves the objectives of the organization and the objectives of the employees.

By utilizing technology-enabled services, many digital transformations in the hospitality industry seek to improve the client experience. Employees may be motivated by organizational ideals that emphasize customer-centricity to embrace digital tools as a way to provide excellent guest experiences. Hotels may make sure that staff members see digital transformation as an opportunity to deliver exceptional services rather than a threat to their jobs by coordinating digital activities with customer-focused principles. (Anderson, 2019).

Organizational Beliefs

Organizational beliefs in general are shared ideas related to the nature of the individual and his social life. Organizational beliefs are shared ideas about the nature of work, social life in the work environment, and how work and organizational tasks are accomplished. Among these beliefs is the importance of participation in the decision-making process, which leads to better decisions and the contribution to teamwork and its impact on achieving organizational goals (Agti, 2021). Employees' desire to experiment with digital solutions and learn about new technologies is influenced by organizational ideas about taking risks and innovation. Employees are more inclined to embrace digital transformations and actively seek out new solutions to better their work processes and guest experiences if the firm creates a belief in the importance of innovation and encourages a culture of calculated risk-taking (Mansour, Yahya, 2015).

Organizational beliefs can impact the level of collaboration and communication among employees during digital transformations. Employees are more inclined to collaborate, share expertise, and help one another while adopting digital tools and putting new processes in place if the firm supports collaboration and believes in the power of cross-functional teamwork. The

easy implementation of programs for digital transformation may be hampered, however, if the business has ideas that impede collaboration or siloed thinking (Hemerling et al., 2018). Organizational beliefs related to adaptability and continuous learning impact employees' ability to adapt to digital transformations. Employees will be more receptive to obtaining new skills and information needed for digital efforts if the firm values are agile, flexible, and always learning. They will be open to change, look for chances to advance, and quickly acclimate to new tools and procedures.

Organizational expectations

Organizational expectations can be viewed as the psychological contract between the employee and the organization. The different expectations within the organization include the expectations of superiors from subordinates, colleagues from other colleagues in the organization, and subordinates from superiors, represented by mutual respect and appreciation, in addition to providing an organizational environment and climate that helps and supports the employee's psychological and economic needs. (Atallah, Asmaa, 2019). During digital transformations, organizational expectations create performance objectives and metrics for workers. When a business sets explicit goals for its workers to meet concerning digital projects, it gives them a clear focus and direction. Employees may be inspired by this to actively engage in digital transitions and work hard to reach performance standards (Raghupathi& Raghupathi, 2017). Digital transformations, communication, and cooperation patterns are influenced by organizational expectations. The interchange of ideas, best practices, and lessons learned is facilitated when a business expects its people to collaborate across divisions, communicate clearly, and share expertise. A collaborative culture is fostered by having clear expectations for communication and teamwork, which fosters the use of digital tools and procedures (Kokorev, 2019).

Methodology

Populations and Sampling

Greater Cairo ranked third, with a hotel capacity of 25,689 rooms, followed by the northwest coast region with 7,959 rooms (<http://egyptianhotels.org/Home/InformationAndStatistics>) In this regard, the research population is the employees working in Cairo hotels, who were only nominated to have the basic digital skills training program, Accordingly, 500 questionnaires were distributed on 16 hotels through the use of a random sample in Greater Cairo hotels, including 412 questionnaires subject to statistical analysis, with an average of 26 questionnaires for each hotel.

Table 1 shows the frequencies and percentages of the characteristics of the study sample according to the demographic variable. The study sample consisted of (398) individuals, most of whom were males, with a participation rate of (75%) and females (25%). This means that the majority of workers in the accounting field are male dominated. As for the age variable, the results showed that the age group (30 to 40 years) was preferred (40%), while the category (41 to 50 years) recorded a higher participation rate (27.5%), followed by the age group less than 30 years with a rate of (23.1). % and finally the age group (over 50 years) by (9.4%). It is clear from the data that the youth category is they have the potential for digital transformation

It was found that among the educational background variables, the highest percentage of employees had a bachelor's degree with a participation rate of 57.8%, followed by a master's degree with a percentage of (28.7%) and a higher diploma. The participation rate was (10.6%), and the percentage of those holding a PhD was (5%).

Table (1): Descriptive analysis

Variable		
Gender	Female	25.6%
	male	%75
	Total	%100
Age	less than 30 years	%23.1
	From 30-40 years	%40
	From 41-50 years	%27.5
	years and over 51	%9.4
	Total	%100
Academic Qualification	Bachelor's degree	%57.8
	High diploma	%10.6
	MA	%28.7
	PhD	%5
	Total	%100
Length of Employment	Less than one year	%11
	One year up to 3 years	%39
	3 years up to 6 years	%20.6
	6 years or more	%29.4
	Total	%100
Department	Reservation	54.9
	Front Office	45.1
	Total	%100

The measurement model

The measurement model demonstrated a satisfactory level of fit: $\chi^2 (15) = 524.453, p < .0001$, with a ratio of 2 to degrees of freedom (2/df) equal to 1. Various goodness-of-fit indices were assessed, all of which exceeded the acceptable threshold of 0.90. These included the goodness-of-fit index (GFI) at 0.93, adjusted goodness-of-fit index (AGFI) at 0.95, normed fit index (NFI) at 0.93, relative fit index (RFI) at 0.97, incremental fit index (IFI) at 0.933, Tucker–Lewis index (TLI) at 0.91, and comparative fit index (CFI) at 0.94. Additionally, the root means square approximation error (RMSEA) value was 0.034, which fell below the criterion of 0.05. According to the CFA results, the lowest CR and Cronbach's alpha values for all constructs were 0.73, i.e. above the minimum acceptable value of 0.70. This indicates a good reliability level (see Table 2 for details). Moreover, the AVE values for all constructs were higher than the minimum allowable value of 0.50, representing a substantial convergent validity. Furthermore, the AVE for each construct was much higher than its squared correlation, which indicates strong discriminant validity and good construct differentiation.

Table (2): Measurement model analysis

Statements	β	CR	α	AVE
Organizational values		0.719	0.888	0.944
Statement (1)	0.776			
Statement (2)	0.799			
Statement (3)	0.885			
Statement (4)	0.697			
Statement (5)	0.619			
Statement (6)	0.646			
Organizational expectations		0.9125	.734	0.6763

Statement (1)	0.879			
Statement(2)	.667			
Statement (3)	0.784			
Statement (4)	0.829			
Organizational beliefs		0.9686	.931	0.7066
Statement (1)	0.930			
Statement (2)	0.835			
Statement (3)	0.983			
Statement (4)	0.932			
Statement (5)	0.922			
Statement (6)	0.893			
Digital transformations		0.8633	.862	0.5604
Statement (1)	0.855			
Statement (2)	0.728			
Statement (3)	0.742			
Statement (4)	0.856			
Statement (5)	0.793			
		.809	.807	.587
Statement (1)	0.755			
Statement (2)	0.514			
Statement (3)	0.958			
Statement (4)	0.843			
Statement (5)	0.622			
Statement (6)	0.760			
Statement (7)	0.741			

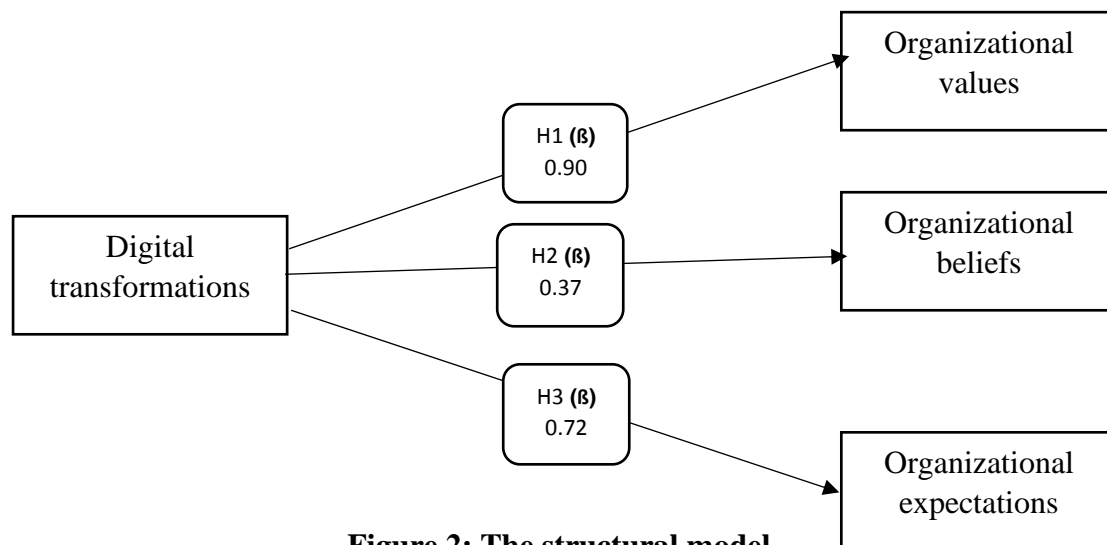


Figure 2: The structural model

There are direct results between organizational culture and digital transformations, where the hypothesis was accepted, and the results showed that organizational culture greatly affects digital transformations. The results show that front office employees are constantly looking for ways to improve themselves to meet the demands of digital transformations thus accepted hypothesis (1) $(\beta) = 0.90$ ‘t-values (18.715***). Yet, the increase in organizational beliefs significantly affects digital transformations $(\beta) = 0.37$, T-values (6.784***). This result means that the employees in the front office have shared ideas about the nature of work. On the other hand, the results exhibited that there is a statistically significant difference between organizational expectations and organizational expectations $(\beta) 0.720$ T-values (22.458***).

Table (3): The standardized structural model parameter estimates

Results	t-values	Beta (β)	Path
Supported	18.715***	0.90	Organizational values → Digital transformations
Supported	6.784***	0.37	Organizational beliefs → Digital transformations
Supported	22.458***	0.720	Organizational expectations → Digital transformations

Discussion

Strong hotel principles foster a sense of ownership and enhance employee working in front office engagement by encouraging it. Employees are more inclined to actively participate in digital transformation activities, share their ideas, and accept new technology when they feel a connection to the hotel's values. For digital technologies and procedures to be successfully implemented and adopted, this dedication is essential. Hotel management workflows, procedures, and job responsibilities are frequently drastically altered as a result of digital transitions. Corporate values can be used as such too.

Employees must acquire new information and abilities to keep up with digital transformations. Organizational values that prioritize ongoing learning and development can foster an atmosphere where employees working in the front office can retrain and up skills. Hotels can provide their staff with the skills they need to thrive in the digital age by investing in training programs and resources that are in line with the goals of digital transformation.

Employees' attitudes and mindsets regarding digital transitions are influenced by organizational values. Employees are more likely to adopt a positive and proactive approach to digital efforts if the firm believes in the value of adopting technology and staying ahead in the digital arena. Employees, on the other hand, may reject or be hesitant to embrace digital transformations if they believe that technology disrupts old ways of doing things or poses a threat to job security. Organizational beliefs have a big impact on how digital transformations are experienced by hotel personnel. Employees' mindsets, attitudes, and behaviors regarding the adoption of new technologies are influenced by their beliefs. Hotels may establish a welcoming environment that encourages staff to accept and flourish during digital changes by promoting positive views about technology, teamwork, customer-centricity, and adaptability. Moreover, organizational values have a significant influence on how digital transformations are experienced by hotel staff. Values may encourage employee engagement, empower people, support change management, and provide a conducive atmosphere for learning and growth when they are in line with the objectives of digital transformations. Hotels may harness the advantages of digital changes and improve the general employee experience by successfully utilizing these ideals. Employees develop a sense of accountability and responsibility as a result of organizational expectations. Employees are more aware of their obligations when there are clear expectations surrounding digital transformation activities. They are more inclined to take responsibility for their work and contribute to the effective adoption of digital tools and procedures. Digital transformations often require employees to adapt to new technologies, workflows, and processes. Employees' readiness to accept change and be adaptable might be influenced by organizational expectations. When a company expects its staff to be flexible and adaptive during digital changes, it establishes a culture that prioritizes agility and promotes staff members' openness to new working practices.

Recommendations

- Hotel chains must be ready to adapt and develop continuously as the process of digital transformation continues. They have to encourage employees to test new technologies and learn them.
- Hotels must keep an eye on the effects and development of digital transformation projects. They should also monitor key performance indicators (KPIs) for revenue growth, employee satisfaction, and guest and operational satisfaction. This encourages workers to continue their efforts and strengthens the positive culture surrounding digital transformation.
- Leaders should lead by example and demonstrate their commitment to digital initiatives. They should also embrace digital tools and technologies in their work, and communicate openly about the benefits and challenges of digital transformation
- Hotel administrations should involve employees in the digital transformation process to foster a sense of ownership and engagement. Employees' input should be sought when selecting and implementing digital solutions.
- Digital transformation has to align with the hotel's mission, enhance guest satisfaction, and improve operational efficiency. Hotel administrations should emphasize the positive impact on employees' work experience, career growth, and skill development.

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الملخص العربي

هدف هذه الدراسة هو تطوير طريقة لتحديد العوائق المهمة التي تعوق التحول الرقمي في تطوير الثقافة التنظيمية بشكل فعال في ظل الظروف الحالية، وتقييم كيفية تأثير التحول الرقمي على الثقافة التنظيمية بالتطبيق على الفنادق المصرية الخمس نجوم. تقدم هذه الدراسة إطارًا نظريًا يتألف من عنصرين رئيسيين هما التحول الرقمي والثقافة التنظيمية . واستخدمت الدراسة استبيانًا يتم تعبئته ذاتيًا لجمع البيانات من الموظفين العاملين بدوام كامل في قسم قطاع الغرف بفندق خمس نجوم. تم تقييم النموذج المقترح من خلال تحليلات إحصائية مختلفة، بما في ذلك تحليل العوامل التأكيدية، وتحليل الموثوقية، وتحليل الصحة، وفحص معاملات المسار. ووفقًا لنتائج هذه الدراسة، تؤثر عوامل التحول الرقمي على الثقافة التنظيمية للموظفين العاملين في قسم قطاع الغرف بفندق خمس نجوم. وتوصي الدراسة بأن يكون لدى سلاسل الفنادق القدرة على التكيف والتطوير المستمر مع استمرار عملية التحول الرقمي. وتشجيع الموظفين على اختبار التقنيات الجديدة والتعلم. ومراقبة آثار وتطور مشاريع التحول الرقمي. ومراقبة المؤشرات الرئيسية لنمو الإيرادات ورضا الموظفين ورضا النزلاء.

الكلمات الرئيسية: التحول الرقمي - الثقافة التنظيمية - الفنادق الخمس نجوم - قطاع الغرف