Hotels Compliance with Employment Protection Legislations: Evidence from Egypt

Mohamed TawfikMohamed Abu-TalebEmad Abd-ElaalMohamed Fawzi AfifiHotel Management Department, Faculty of Tourism and Hotels, University of Sadat City

Abstract

It is assumed that employment protection legislations reduce the power of employers and protect the workers from negative consequences. Many hotels' employees face unfair and illegal practices in their workplace. Yet, the studies that tried to address the hotels' compliance with employment protection legislations, in the Egyptian context, are too scarce. This study aims to measuring the level of the hotels' compliance with employment protection legislations, in the Egyptian context. The study adopted a quantitative method (self-administrated questionnaire). Depending on a stratified sample, the data was collected from (457) employees, working in the private-sector hotels in Egypt. The study revealed that, the levels of the hotels' compliance to EPLs, are extremely unsatisfactory. These results are in line with numerous studies and workers complaints. Recommendations to government and policy makers, the union of workers, the hotel management, and the individual employees are provided.

Keywords: Employees' Rights, Employment Protection Legislations (EPLs).

Introduction

Violating labour rights, in the hotel industry, can be evidenced. Numerous complaints from hotels' employees and labour rights lawyers claim that many hotels do not provide full contracts to employees. Some other complaints that are related to unfair dismissal and working overtime without being paid are recorded (Beddoe, 2004). About 90% of countries in Africa, workers are deprived of their rights. The Middle East (including Egypt) remain one of the world's worst regions concerning the implementation of fundamental rights at work (ITUC, 2019). Morshed (2007) discussed that it is assumed that labour rights protect and safeguard workers from negative consequences and increase labour productivity.

Labour legislation was intended to reduce the power of employers and protect employees (World Bank, 2012). Theoretically, there are opportunities to establish labour rights in any industry, but in practice, the picture may be simply unsatisfactory. Bernhardt et al. (2015) stated that 'Compliance *with employment and labour laws has received less attention*'. This is compatible with the conclusion of Liukkunen et al. (2016), who confirmed that the actual implementation of employment rights protection regulations must be studied. In Egypt, studies that examined the issue of hotels' compliance with employment protection legislation are very scarce. The main objective of the current study is to measure the level of hotel compliance with employment protection legislation, in the Egyptian context.

Review of Literature

Sengenberger (2005, p. 7) stated "A comprehensive body of agreed international labour standards already exists... but many of these standards are not respected or implemented". In many countries, the issue of enforcement is considered a serious challenge due to lack of transparency, weak sanctions, restrictions on freedom of association, weak trade unions, and/or the existence of a large informal economy, with many casual wage earners who do not enjoy effective protection

(Haden et al., 2011; Benassi et al., 2015). Even in some European countries, the implementation of labour rights may face various difficulties and challenges (Liukkunen et al., 2016).

In Egypt, public sector hotels employ only 2.1% of all workers in the hotel industry. While the private sector hotels employ about 98% (97.9%) of the workforce (Sobaih, 2015). However, one of the key challenges is to ensure decent work conditions (Baum, 2013). The hospitality industry involves work overload, long working hours, night and evening shifts (Kim et al., 2007; Tsaur et al., 2012; Sampson et al., 2014), low pay, limited opportunities for training and promotion (Poulston, 2008). With all of these working conditions, many hospitality employees face unfair and illegal practices in their workplace (Poulston, 2008). The following sections discuss these non-ethical and illegal practices.

Labour contract and job security

The employment contract provides the foundation for any employment relationship. Through this instrument, the nature of employer and employee rights and obligations is identified, interpreted, and given legal form and obligations (Wright et al., 1997). In hotels, the absence of a formal written contract of employment, signed between the employees and the hotel, is the largest hidden danger to job security. Without the labour contract, employees, even by using legal means, will be unable to fully guarantee and safeguard their interests and rights (Ren, 2016). In Egypt, the lack of job contracts prevents employees from enjoying the retirement pensions, which are based on job contracts (Barsoum, 2010).

De Gobbi et al. (2005) showed that, according to the Egyptian laws, there are two types of work contracts which are permanent contracts for indefinite periods (i.e., public-sector jobs) and fixed-term contracts usually for one year and renewable every year (i.e., private-sector jobs). Although the World Bank report showed that most countries in the Middle East and North Africa do not display strict hiring regulations as compared to international standards (Angel-Urdinola, et al., 2010), the Egyptian labour law compels the employer to draw up a labour contract, in three copies, one copy kept by the employer, one copy delivered to the employee, and one copy must be deposited with the concerned social insurance office (Egy.gov, 2003).

Long and unsocial working hours

In the hotel industry, serving the continued demands requires working hours that are often marked as unsocial and irregular in the form of working during night shifts, weekends, and holiday periods (Sobaih, 2015). However, these working arrangements increase stress on hotel employees with family responsibilities, especially for women who oversee children or elderly family members (Sobaih, et al., 2011). In Egypt, the research conducted in 2003, by the International Travel and Tourism Research Team (ITTRT) showed that, to maximize the productivity on board Nile cruise boats in Egypt, workers are often required to work 45 consecutive days and then take 15 days off. All workers interviewed agreed that the working day is much longer than 8 hours during the night and being 'on call' 24 hours a day, it was common for a waitress to work 16 hours a day, and those extra hours are not paid. Thus, the results confirmed "long hours" and 'unpaid overtime' as a part of working nature (Beddoe, 2004). The average number of working hours in Egyptian hotels is 58 hours (Sobaih, 2015). According to Egyptian labour law, the number of working hours is 48 hours per week, with no more than 8 working hours per day. If an employee has worked overtime, he will be entitled to a minimum 35% premium for daytime hours, and an additional 70% for working during the night hours. (Egy.gov, 2003).

Low wages and rewards

Santos et al. (2007), Fernández et al. (2009), and KNOX (2011) showed that many studies that investigated the salary levels in the hospitality industry confirmed the fact that the hotels sector is among the lowest-paid business sectors. Bernhardt et al. (2015) confirmed that the violations related to minimum wage, not paying for the overtime hours is common in hotels. In Egypt, the results of ITTRT research confirmed that 'tip overdependence' and "unpaid overtime" are facts in hotels in Egypt (Beddoe, 2004).

Bernhardt et al. (2009) confirmed the existence the EPL violations related to ignoring minimum wage; forcing employees to work without pay before or after their shifts (overtime laws). Zaytoun et al. (2010) concluded that the average monthly wage for both hospitality male and female workers is lower than the other sectors in the Egyptian economy. They argued that more studies are needed to address this issue within hotels. Sobaih (2015) documented that the average weekly wages in the hotels in the private sector in Egypt (175 EGP), is much lower than this average for the hotels in the public sector (318 EGP).

Poor training and limited opportunities for career advancement

Research has confirmed the absence of effective training and operating without formal training policies in many hotels (Jameson, 2000). In Egypt, within the hotel, staff movements from one department to another are not always easy, which limits the ability of employees to gain a wide range of experience by dealing with different tasks and divisions. In addition, there are very limited opportunities to progress from entry-level front-line positions to senior management. Most multinational hotels recruit senior management from the parent company, which kills fair opportunities for promoting the local staff to managerial positions (Beddoe, 2004).

Farouk (2010) showed that despite the large budgets allocated for training programs in international restaurant chains in Egypt, training programs already had already little or no impact on employees or the operation performance. The researcher suggested that this was basically due to poor programs of training and the absence of an evaluation of training results. Zoweil et al. (2012, p.12), found that "deficiencies in employee training and programs for development" are the main issues in their empirical study, in the port-Marina resort in the northern coast of Egypt.

Unfair termination and dismissal of employment

Termination refers to ending an employment contract in some cases such as an employee resignation. On the other hand, dismissal is an action taken by the employer to terminate a contract from one side (Ahmad et al., 2003). A constructive dismissal that can be called "forced resignation" happens when an employer takes some actions or procedures to force an employee to resign. Constructive dismissals are unethical, unfair behavior, and, in many countries, illegal (Poulston, 2005). The absence of job security in hotels in Egypt was evidenced according to the results of the ITTRT assessment of labour conditions in Egypt (Beddoe, 2004).

Added to that, the report of the World Bank on employment regulation in the Middle East and North Africa showed that the employers in the private sectors use various illegal practices to avoid payments such as forcing employees and workers to sign undated 'voluntary' resignations when joining a job. So, employers can terminate their employees at any time without any limitations or compensations (Angel-Urdinola et al., 2010). Sobaih (2015) documented that all the interviewed managers (14 from Cairo hotels and 13 from Sharm El sheikh hotels) agreed that the non-full-time contract was a good option for them because it enables them to dismiss staff at any time without any legal obstacles or problems.

Lack of safety and security features in the work places

In Egypt, safety and security threats and concerns are now becoming more frequent (Ghazi, 2016). Hotels have a long history of being *soft* targets for terrorist attacks (Gill et al., 2002; Levin et al., 2009; Henderson et al., 2010). Soft targets are "places that are typical of a large concentration of population and a low level of security... [such as] shopping centers, clubs, restaurants, schools, transport, airport terminal..." (Beňová et al. 2019, p. 453).

Egyptian EPL requires the employer to ensure the safety and security; employees must be provided with means of occupational health and safety and protected from mechanical, biological, and chemical dangers in the work (labor law, articles: 208, 209, 210 and 211). In addition, ensuring employees protection from fire risks (labour law, article: 214) (Egy.gov, 2003). Moreover, the instructions of Egyptian ministry of tourism compel the hotels to ensure its employees' security against the terrorist attacks.

Violation of the hotels' employees' human rights

Universal Declaration of Human Rights (UDHR), 1948, stipulated a group of the basic global rights such as: freedom and decent living; equality in dignity and rights; non-discrimination of any kind; prohibiting physical and verbal abuse; resorting to the competent courts in case of violating his rights.... etc. Hotel should respect and protect its employees' human rights and take steps to avoid violating these rights, even if they are not protected by the law (Colovic et al., 2019).

In an interview conducted by ITTRT, a room cleaner stated "*The people in higher positions treat* us as inferior human beings, they think we are machines, while we work as hard as we can...."

(Beddoe, 2004). Weil (2011) showed that unethical practice may be in the form of retaliation against the employees who seek complaints. In Egypt, Kattara (2005) found that due to gender discrimination and inequality in Egyptian five-star hotels, women were less able to reach senior managerial positions and were often employed in low levels and types of jobs in comparison to their male counterparts.

In conclusion, Ibrahim (2013), in an attempt to shed light on the levels of commitment to some provisions of the Egyptian labour law 12/2003, conducted a study on a sample of Egyptian five-star hotels in the city of Cairo. The findings revealed unsatisfied levels of commitment to the provisions of Egyptian labour law 12/2003 (e.g., working without contract at all, depriving the employee of all his dues,). whatever, the study of Ibrahim (2013) was conducted in one hotel category (five-star hotels) and one city (Cairo). Thus, the studies that tried to address the hotels compliance with employment protection legislation in the Egyptian context, are too scarce.

Methodology

The study methodology was quantitative in nature and used a deductive approach. The purpose of this research is to measure the level of compliance with employment protection legislations, in the Egyptian context.

Data collection method and development of the scale

The study adopted the questionnaire survey (quantitative technique) to collect the required data. questionnaires, specifically, were identified as an inexpensive, quick, efficient and accurate means of collecting the primary data (Opoku et al., 2016). To develop a reliable questionnaire, a

systematic development approach is required (Price, 2017). Thus, the questionnaire was developed on the procedures recommended by Churchill et al. (2002). See Figure (1).

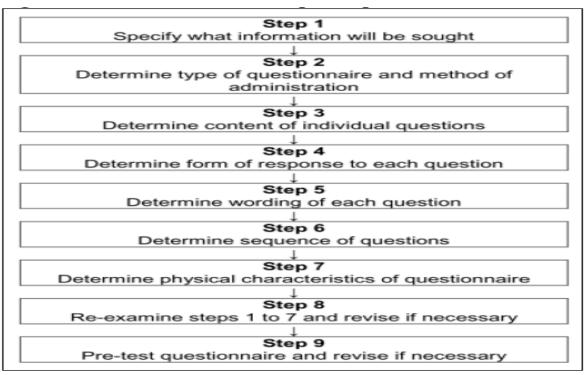


Figure (1): Questionnaire development process Source: Churchill et al. (2002, p. 315)

The Egyptian employment protection legislations includes (1) Constitution, (2) International agreements, and conventions (i.e., International Labour Organizations (ILO) conventions that are ratified by Egypt), (3) the relevant laws (such as labour law, child law, social insurance law....), (4) Ministerial resolutions issued by the concerned minister (e.g., resolutions of the manpower minister...). These documents were analysed. Hence, the rights entitled to the hotels' employees were extracted, assembled and documented an inclusive list of rights. These rights are categorized under various dimensions to yield a total of initial items and form the overall construct.

The scale reliability and validity

The pilot survey was conducted in July 2020, with eighty-five employees in 14 hotels in Alexandria and Cairo. The survey was conducted online. Seventy-six showed interest and answered the questions. As a standard of reliability, the coefficient alpha value, which is greater than 0.70, is highly satisfactory for most research purposes (DeVellis, 2021). The results of the pilot study were entered into SPSS program, then Cronbach's alpha was computed. According to the results shown in Table (1), it can be interpreted that the scale is highly reliable.

| No. of cases | Cronbach's alpha |
|--------------|------------------|
| 76 | 0.813 |

| Table (1): | Cronbach's a | alpha rel | iability test | results |
|------------|--------------|-----------|---------------|---------|
| | Cronbach 5 t | upna i ci | iability cest | results |

Regarding the scale validity, two types of validity were established namely "face validity" and "content validity". 'Face validity' refers to the questions for be unambiguous to the respondents and therefore the collected data will be valid. The "Content validity" refers to the extent to which the questionnaire measure the actual concepts related to the topic and covers the construct of the study (De Vos et al., 2005). Content validity was examined by a group of judges (four of the specialists in the field of labour rights) who read the instrument and decided that its items truly reflected which it was intended to measure.

The organization of the questionnaire

The 5-point Likert scale is easy to understand and use for survey respondents and administrators alike. It takes less time and effort to complete than higher-point scales. It fits mobile device screens better than higher-point scales. Respondents have choices without becoming overwhelmed. Thus, the study employed a 5-points Likert scale, ranging from 5- completely performed, to 1- not performed at all. The questionnaire included demographic questions, and list of 89 items of the entitled rights to hotels' employees as dedicated by Egyptian EPLs. These items of rights were organized into 17 'dimensions' or 'groups' of rights.

Sampling and Data Collection

The target population is all the private sector hotels employees, from non-top management workforce. Specifically, all the employees except general manager, his assistant, managers of hotel departments and their assistants or representatives. The rights of the non-top management employees are more likely to be violated or ignored compared to the rights of the management employees are more realistic and reliable. The stratified random sample was chosen as the most appropriate sampling technique. Therefore, Egypt was geographically divided into 5 regions to represent all the cities of the country in the sample. Thus, the questionnaire forms were distributed to 768 respondents of non-top management employees in the sampled hotels. Data were collected from July 2020 to March 2021. From the sample, the valid questionnaires for analysis were 457. Thus, the valid response rate was estimated to be 59.51%.

Results and Discussion The respondents' demographic profile

The respondents' demographic profile is presented in table (2).

| Items | Choices | No. of respondents | Percentage |
|--------|-------------------------|-----------------------|------------|
| | Male | 355 | 77.68% |
| Gender | Female | 47 | 10.28% |
| | Prefer not to declare | 55 | 12.04% |
| | Less than 25 years | 26 | 5.69% |
| | from 25 to less than 35 | 147 | 32.17% |
| Age | from 35 to less than 45 | 182 | 39.82% |
| | from 45 to less than 55 | 83 | 18.16% |
| | from 55 to 60 years | 19 | 4.16% |

Table (2): Demographic profile of the respondents (N = 457).

| Education level | Middle Certification | 20 | 4.38% |
|---------------------------|---|-----|--------|
| | Institute or equivalent Qualification | 51 | 11.16% |
| | College/university | 377 | 82.49% |
| | Postgraduate (MA, PhD, etc.) | 9 | 1.97% |
| Previously | Previously worked in other hotels | 397 | 86.87% |
| worked in other hotels | Did not work in other hotels Previously | 60 | 13.13% |
| | Less than one year | 2 | 0.44% |
| Length of | From one year to less than 10 years | 173 | 37.86% |
| service | From 10 years to less than 20 years | 168 | 36.76% |
| | From 20 years to less than 30 years | 96 | 21.01% |
| | 30 years and over | 18 | 3.94% |
| | Un- classified hotels | 36 | 7.88% |
| | One-star hotels | 91 | 19.91% |
| | Two-star hotels | 108 | 23.63% |
| Grade of hotel | Three-star hotels | 45 | 9.85% |
| | Four-star hotels | 83 | 18.16% |
| | Five-star hotels | 94 | 20.57% |

With respect to hotels' employees' gender, the majority (77.68%) were male, while the smallest proportion (10.28%) was female. Hotel employees had a variety of age categories. the vast majority of hotel employees (71.99%) are of young age, which confirms their ability to give and be human resources that need to be invested through effective and fair management. the majority of hotel employees (82.49%) had a college degree, which indicates that most of the hotel staff have a very good level of education. According to the results, 86.87% of the respondent employees previously worked in other hotels. Unfortunately, this means that the rate of labor turnover in hotels is very high. This requires protecting the rights of hotel employees, as an attempt to achieve job satisfaction and reduce turnover rates. Regarding the length of service, the majority (37.86%) served from one year to less than 10 years. These results show that hotel employees serve for somewhat long periods in hotels, which requires confirming the protection of their rights. Regarding the grade of hotels, two-star hotels captured (23.63%) of total of the hotels, and fivestar hotels represented (20.57%) of the overall hotels. The smaller proportions were the three-star hotels (9.85%) and the un-classified hotels (7.88%). These facts confirm that the Egyptian hotel industry offers a diverse mix of hotel services and therefore it can serve different customers and provides various job opportunities for the Egyptian labor market.

Results of measuring the level of the hotel compliance to EPL

The rights performance level according to the 'entitlement stages'

Table (3) shows the 'rights entitlement stages', in ascending order, from the lowest to the highest in terms of the level of performance.

| Table (3): The level of performance of the rights according to the 'entit The entitlement stages of the rights of the hotels' employees | | | Rank |
|---|--|--------|------|
| 1 | Rights which are entitled during establishing the job relationship | 2.0031 | 1 |
| 2 | Rights that are entitled when terminating the job relationship | 2.0133 | 2 |
| 3 | Rights which are entitled when the job relationship is in force | 2.5589 | 3 |

.

As shown by the results, the level of performance of the rights in all 'entitlement stages' is low to a great extent. By comparing the three levels of performance, the performance level of rights which are entitled when the job relationship is in force, is higher than the performance level of rights which are entitled both when establishing or terminating the job relationship. This result may be due to two main facts. The first fact is that the rights due in the intermediate stage (during the job relationship is in force) may be subject to more control, compared to the first and last stages (the stage of establishing and terminating the job relationship). For example, the rights related to ensuring the security and safety of employees (that are entitled during the job relationship is in force) are subject to inspection and monitoring by the competent authorities, while, for example, rights related to the labour contract (that are entitled during the job relationship establishing) or rights related to dismissal or compensation (that are entitled during the job relationship termination) are not subject to the same degree of control and accountability. The second fact is that hotel management may be keen - even to a very slight degree - to perform the rights of its employees who have already become part of its work team, and that the job relationship is stable. This is encouraged by the motive of satisfying and retaining these employees (and this matter is available during the job relationship is in force) - while the hotel management is not keen to the same degree to perform those rights at a time when the job relationship is not already established and stable (such as the two stages of establishing and terminating the job relationship)

The rights performance level according to the 'groups of rights'

Table (4) shows the "groups of rights", in an ascending order, from the lowest to the highest in terms of the level of performance.

| The dimensions of the hotels' employees' rights | | Mean | Rank |
|---|--|--------|------|
| 1 | Rights related to compensations and dues when terminating the job relationship | 1.9229 | 1 |
| 2 | Rights related to working hours | 1.9790 | 2 |
| 3 | Rights related to labour Contract | 2.0031 | 3 |
| 4 | Rights related to dismissal or resignation | 2.0660 | 4 |
| 5 | Rights related to leaves | 2.1108 | 5 |
| 6 | Rights related to health and social care | 2.1597 | 6 |
| 7 | Rights related to disputes settlement | 2.2073 | 7 |
| 8 | Rights related to employee impeachment and sanctions | 2.2109 | 8 |
| 9 | Rights related to respecting the freedoms which are prescribed legally | 2.5569 | 9 |
| 10 | Rights related to wages and rewards | 3.2418 | 10 |
| 11 | Rights related to equity and non-discrimination | 3.6900 | 11 |
| 12 | Rights related to ensuring the hotels' employees safety and security | 3.8613 | 12 |
| 13 | Rights related to employees' training and orientation | 4.0071 | 13 |

 Table (4): The level of performance according to the 'groups of rights'

According to the results shown, the "groups of rights" can be divided into three main categories based on their degree of performance, as follows:

- The first category (which has, somewhat, accepted degree of compliance) includes the dimensions of (1) Training and orientation, (2) Ensuring the hotel employees safety and security, and (3) Equity and non-discrimination. The reasons behind that may be due to some reasons. Firstly, the hotel management is interested in training and orientation; because it believes that, this training raises the level of service performance. Therefore, this training will benefit the hotel itself. Secondly, the procedures related to ensuring the security and safety of employees Subject to inspection and monitoring by the competent authorities. Therefore, hotels are keen to perform these rights more, compared to other rights.
- The second category (which has intermediate level of compliance) includes the dimensions of (1) Wages and rewards, and (2) Respecting the freedoms which are prescribed legally.
- The third category (which has a very poor level of compliance) includes the rest of dimensions, such as rights related to (1) compensations when terminating the job relationship, (2) working hours, (3) labour Contract, (4) dismissal or resignation, and (5) leaves. The main reason that may stand behind this low level of performance is the lack of knowledge of these rights and consequently the lack of demand for them, in addition to the lack of inspection or control by the authorities on the performance of these rights.

In summary, according to the results shown in Tables (3) and (4), it can be concluded that the levels of compliance to EPLs, in the Egyptian context, are extremely unsatisfactory. These results are in line with numerous studies and complaints. The following are some examples:

- 1- Bernhardt et al. (2009) confirmed that the violations include ignoring minimum wage; forcing employees to work without pay before or after their shifts (overtime laws).
- 2- Weil (2011) showed that the violations include retaliating against employees who seek for complaints.
- 3- Theodore et al. (2012), who showed that the violations included providing unsafe workplaces and violating the obligations of employees' compensations.
- 4- Ibrahim (2013), who confirmed the existence of many illegal practices towards hospitality workforces (e.g., working without contract at all, depriving the employee of all his dues)
- 5- Kanbur et al. (2013) who concluded that most violations were related to minimum wages, having a written contract, and pension coverage.
- 6- The study of Bernhardt et al. (2015) which revealed that there many violations of EPL in different sectors of the hospitality industry (e.g., minimum wage violation, not paying for the overtime hours, forcing the employees to work before or after a regularly scheduled shift, etc.).
- 7- Hardy (2021), who highlighted that systematic violation of labour laws is common in many industries, and despite the principles of hotel 'employee rights' are clear and uncomplicated; many hotels frequently do not actually perform them actually.

These very poor levels of the rights performance, may be due to the following reasons:

- 1- The low level of knowledge of hotels' employees about their rights. This fact was confirmed by ILO et al. (2012), when they showed that 'Lack of clear information available to employers and workers about the level of minimum wages and about possible sanctions in case of violation also reduces the likelihood of compliance'.
- 2- Many organizations tend to give priority to their policies to achieving more profits and reducing the costs, even if this requires sacrificing the laws (Sengenberger, 2005; Mfondo, 2019).
- 3- The decline of trade union membership in many countries and the suppression of unions in many developing countries, which have weakened pressure on the organizations to adopt and implement labour rights (Sengenberger, 2005).
- 4- The negligence, carelessness, and lack of accountability (Islam, 2016).
- 5- Absence of labour control (Mfondo, 2019).

Limitations and directions for future research

The current study has some limitations as follows: The current study was conducted during the period of the Corona epidemic, and most hotels were in a state of closure. This might have negative impacts on response rates. Consequently, future studies are required to be conducted under better conditions to support the results of the current study. The current study was conducted to measure the level of compliance to the EPLs in the private sector. Therefore, future studies are required to study the level of the public sector hotels' compliance. Future studies are needed to investigate if the high levels of the hotels' compliance to the EPLs, are related to some positive outputs (such as: employees' organizational citizenship behaviour). As well as, if the low levels of the hotels' compliance to the EPLs are related to some negative outputs (such as: the employees' intention to leave).

Recommendations

(A) To Government and policy makers

Labour laws in Egypt need to be updated and revised. The main law regulating the rights of workers in the private sector (including hotels) was issued in 2003. Thus, there is an urgent need for revising and updating these legislations.

- Conducting an awareness campaign, to inform the hotels' employees of their legal rights.
- Obligating the hotel, as soon as contracting, to send a copy of the contract issued to a legal committee in the manpower ministry to ensure that it is free of any illegal agreements or derogation from the employee's legally established rights.
- Issuing a legal text which includes that, the resignation should not be considered unless it was signed by the employee on the form prepared for this at the headquarters of the work office to which the hotel belongs.
- Labour policies that would ensure the implementation of Labour laws need to be enhanced, so that employees are more and better protected and well paid.
- Establish channels affiliated to the Ministry of Manpower through which complaints of little or no respect and implementation of EPL can be directed.
- Organizing routine visits to companies to inspect the level of compliance with the laws in the workplaces, to enforce the effective implementation of EPL.

• The Ministry of Tourism and hotels should work on adding the criterion of 'Hotel fairness of the hotel in the treatment of its employees' as one of the criteria on which the hotel is classified and in evaluating that criterion based on the opinions of the employees themselves on hotel management.

(B) To the general trade union of hotels and tourism workers

- Carrying out the required initiatives to increase hotels' employees' awareness of their legal rights.
- Open channels through which they receive complaints related to violations of the rights of hotel workers, present them to the legal committees, act collectively and take stand for their rights.

(C) To the individual employees

- Individual employees must take personal responsibility to equip themselves with the EPL and their employment rights so that they can be aware of all the details related to their legal rights.
- The employees should benefit from the principle of freedom of trade unions association, which allows the employees to join the trade union or withdraw from it as he/she likes.
- Employees should, demand the respect of their employment rights when necessary, using all appropriate means and resources available.

(D) To the hotel management

- The hotel management, through the human Resource department, should ensure that employees are entitled to signed employment contracts, and respecting all the EPLs, are instituted in the internal rules and regulations of these hotels.
- They should also encourage private seminars to educate employees on their obligations and rights.

References

- Ahmad Mir, A., & Kamal, N. A. (2003). Employment law in Malaysia. Petaling Jaya: International Law Books Services.
- Angel-Urdinola, D., & Kuddo, A. (2010). Key characteristics of employment regulation in the Middle East and North Africa (No. 55674). The World Bank.
- Barsoum, G. (2010). When There is' No Respect'at Work: Job Quality Issues for Women in Egypt's Private Sector. OIDA International Journal of Sustainable Development, 1(1), 67-80.
- Baum, T. (2002). Skills and training for the hospitality sector: a review of issues. Journal of vocational Education and Training, 54(3), 343-364.
- Beddoe, C. (2004). Labour standards, social responsibility and tourism. Campaigning for Ethical and Fairly Traded Tourism.
- Benassi, Chiara, and Lisa Dorigatti. (2015). Straight to the Core Explaining Union Responses to the Casualization of Work: The IG Metall Campaign for Agency Workers. British Journal of Industrial Relations 53 (3): 533–555.
- Beňová, P., Hošková-Mayerová, Š., & Navrátil, J. (2019). TERRORIST ATTACKS ON SELECTED SOFT TARGETS. Journal of Security & Sustainability Issues, 8(3).p. 453

- Bernhardt, A., Spiller, M. W., & Theodore, N. I. K. (2015). Variation in Violations of Workplace Laws. 66(July 2013).
- Bernhardt, A.; Milkman, R.; Theodore, N.; Heckathorn, D. D; Auer, M.; DeFilippis, J., et al. (2009). Broken Laws, Unprotected Workers: Violations of Employment and Labor Laws in America's Cities. UCLA: Institute for Research on Labor and Employment. Retrieved from https://escholarship.org/uc/item/1vn389nh
- Churchill, G.A. and Iacobucci, D. (2002), Marketing Research: Methodological Foundations, Harcourt College Publishers, Forth Worth, TX
- Colovic, A., Escobar, O. R., Lamotte, O., & Meschi, P. X. (2019). Multinational enterprises, local firms, and employee human rights violation in the workplace: Evidence from Mexico. Multinational Business Review, 27(3), 247–265. https://doi.org/10.1108/MBR-06-2017-0037
- De Gobbi, M. S., & Nesporova, A. (2005). Towards a new balance between labour market flexibility and employment security for Egypt. International Labor Organization. Retrieved from http://www.ilo.org/empelm/pubs/WCMS_114145/lang--en/index.htm.
- DeVellis, R. F., & Thorpe, C. T. (2021). Scale development: Theory and applications. Sage publications.
- Egy.gov. (2003). Egyptian Labour Law Code (No. 12 of 2003). Part V, 85–101. https://www.egypt.gov.eg/english/laws/pdf/Book5.pdf
- Farouk, F. (2010). Applications of Total Quality Management in Training in Quick Service Restaurants in Egypt (Unpublished Doctoral Thesis). Helwan University, Cairo, Egypt.
- Fernández, M., Pena-Boquete, Y., & Pereira, X. (2009). Labor Conditions in the Spanish Hotels and Restaurants Industry. Tourism Analysis, 14(3), 293–312. https://doi.org/10.3727/108354209789705039
- Ghazi, K. M. (2016). Safety and Security Measures in Egyptian Hotels. Journal of Association of Arab Universities for Tourism and Hospitality, 13(1), 165-190.
- Gill, M., Moon, C., Seaman, , and Turbin, V. (2002). Security management and crime in hotels. International Journal of Contemporary Hospitality Management, 14(2), 58-64.
- Haden, S.; Caruth, D.; Oyler, J. (2011). Temporary and permanent employment in permanent organizations. Journal of Management Research, Vol. 11, No. 3, pp. 145–158.
- Hardy, T. (2021). Digging Into Deterrence: An Examination of Deterrence-Based Theories and Evidence in Employment Standards Enforcement. International Journal of Comparative Labour Law and Industrial Relations, 37(2/3).
- Henderson, J., Shufen, C., Huifen, L., and Xiang, L. L. (2010). Tourism and terrorism: A hotel industry perspective. Journal of Tourism, Hospitality & Culinary Arts, 2(1), 33-46.
- International Labour Organization, Cunniah, D., Laliberte, P., Luce, S., Melo, F. L. B. de, Figueiredo, A., Mineiro, A. S., Mendonca, S. E. A., Rani, U., Belser, P., Bhattacharjee, A., Roy, A., Schulten, T., & Sobeck, K. (2012). Social Justice and growth: the role of the minimum wage. International Journal of Labour Research, 4(1), 128–138. accessed from https://www.ilo.org/wcmsp5/groups /public/---ed_dialogue/--actrav/documents/publication/wcms 183568.pdf
- International Trade Union Confederation (2019), 2019 ITUC Global Rights Index: The World's Worst Countries for Workers, Brussels.
- Islam, M. M. (2016). Implementation of Labour Laws in readymade garment Sector of Bangladesh: A Case Study. NU Journal of Humanities, Social Sciences & Business

Studies, 2(2), 91-109.

- Jameson, S.M. and Holden, R. (2000), ""Graduateness" who cares? Graduate identity in small hospitality firms", Education + Training, Vol. 42 No. 4/5, pp. 264-271. https://doi.org/10.1108/00400910010373714
- Kanbur, R., Ronconi, L., & Wedenoja, L. (2013). Labour law violations in Chile. International Labour Review, 152(3–4), 431–444. https://doi.org/10.1111/j. 1564-913X.2013.00187.x
- Kattara, H. (2005). Career challenges for female managers in Egyptian hotels. International Journal of Contemporary Hospitality Management, 17(3), 238–251. https://doi.org/10.1108/09596110510591927
- Kim, H. J., Shin, K. H., & Umbreit, W. T. (2007). Hotel job burnout: the role of personality characteristics. International Journal of Hospitality Management, 26(2), 421e434. http://dx.doi.org/10.1016/j.ijhm.2006.03.006.
- KNOX, A. (2011). 'Upstairs, Downstairs': an Analysis of Low Paid Work in Australian Hotels.' Labour & Industry: A Journal of the Social and Economic Relations of Work, 21(3), 573–594. https://doi.org/10.1080/10301763. 2011.10669421
- Levin, A.K., and Hudak, R.G. (2009). Identity theft targets hospitality: protect guests. Journal of American Academy of Business, 7(2), 46–55
- Liukkunen, U., & Chen, Y. (2016). Developing Fundamental Labour Rights in China A New Approach to Implementation. 1–17. https://doi.org/10. 1007/978-3-319-23156-3_1
- Mfondo, M. (2019). Assessing the Implementation of Labour Regulations in Public Organizations of Cameroon Journal of Entrepreneurship & Organization Management. 8(1), 1–6. https://doi.org/10.4172/2169-026X.1000259
- Morshed, M. M. (2007). A study on labour rights implementation in readymade garment (RMG) industry in Bangladesh : Bridging the gap between theory and practice. University of Wollongong Thesis Collection University, Master Thesis, http://ro.uow.edu.au/theses/40.
- Opoku, A., Ahmed, V., & Akotia, J. (2016). Choosing an appropriate research methodology and method. In Research Methodology in the Built Environment (pp. 32-49). Routledge.
- Poulston, J. (2008). Hospitality workplace problems and poor training: A close relationship. International Journal of Contemporary Hospitality Management, 20(4), 412–427. https://doi.org/10.1108/09596110810873525
- Poulston, J. (2005). Constructive Dismissals in Hospitality, International Journal of Hospitality & Tourism Administration, 6(1), 11-26, DOI: 10.1300/J149v06n01_02
- Price, L. R. (2017). Test development. Methodology in the Social Sciences. Psychometric Methods: Theory into Practice. New York, USA: The Guilford Press, 165-202.
- Ren, Y. (2016). On protection of employee rights and interests in management of tourist hotel in China. In SHS Web of Conferences (Vol. 24, p. 01017). EDP Sciences. https://doi.org/10.1051/shsconf/20162401017
- Sampson, W. G., & Akyeampong, O. (2014). Work-related stress in hotels: an analysis of the causes and effects among frontline hotel employees in the Kumasi Metropolis, Ghana. Journal of Tourism and Hospitality, 3(2), 3e9. http://dx.doi:10.4172/2167-0269.1000127.
- Santos, L. D., & Varejão, J. (2007). Employment, pay and discrimination in the tourism industry. Tourism Economics, 13(2), 225–240. https://doi.org/10.5367/

00000007780823186

- Sengenberger, W. (2005). Globalization and social progress: The role and impact of international labour standards. Bonn: Friedrich-Ebert-Stiftung.
- Sobaih, A. E. E. (2015). Hospitality Employment Issues in Developing Countries: The Case of Egypt. Journal of Human Resources in Hospitality and Tourism, 14(3), 221–243. https://doi.org/10.1080/15332845.2014.904167
- Sobaih, A.E. (2011a). The management of part-time employees in the Restaurant Industry: A case study of the UK restaurant sector. Saarbrücken, Germany: LAP LAMBERT Academic Publishing GmbH & Co. KG.
- Tsaur, S. H., & Tang, Y. (2012). Job stress and well-being of female employees in hospitality; the role or regulatory leisure coping style. International Journal of Hospitality Management, 31, 1038e1044. http://dx..doi:10.1016/j.ijhm.2011. 12.009
- United Nations General Assembly. (1949). Universal declaration of human rights. Available online at https://www.un.org/en/universal-declaration-human-rights/ index.html [accessed 15 March 2020].
- Weil, D. (2011). Enforcing Labour Standards in Fissured Workplaces: The US Experience. The Economic and Labour Relations Review, 22(2), 33–54. https://doi.org/10.1177/103530461102200203
- World Bank. (2012). World development report 2013: Jobs. World Bank Publications. Accessed on 8 June. 2020 from http://documents.worldbank. org/curated/en/263351468330025810/World-development-report-2013-jobs
- Wright, P. C., & Hartin, P. (1997). The evolution of employment rights: the North American context. Management Research News, 20(5), 39–51.
- Zaytoun, M., Heiba A., & Abdelhakim, M. (2010). Implications of the global financial and economic crisis on the tourism sector in Egypt. International Labour Organisation. Retrieved April 15, 2013, from http://www.unglobalpulse.org/resources/ilo-implications-global-financial-and-economic-crisis-tourism-sector-egypt
- Zoweil, R., & Montasser, M. (2012). Achieving corporate social responsibility based on human resources dimension: a case study approach, Porto Marina resort in Egypt. Sustainable Tourism V, 161, 69. Wright, P. C., & Hartin, P. (1997). The evolution of employment rights: the North American context. Management Research News, 20(5), 39–51.

المراجع العربية

• ابراهيم، معتز بالله فريد. (2013). العمالة الفندقية في ضوء التشريعات القانونية: دراسة تطبيقية على بعض فنادق الخمس نجوم بالقاهرة الكبرى. مجلة اتحاد الجامعات العربية للسياحة والضيافة: جامعة قناة السويس - كلية السياحة والفنادق، مج10, عدد خاص ، 77 - 89. تم الوصول اليه عن طريق <u>http://search.mandumah.com/Record/841550</u> التزام الفنادق بتشريعات حماية العاملين: دليل من مصر

محمد توفيق محمد ابو طالب عماد عبد العال محمد فوزي قسم إدارة الفنادق، كلية السياحة والفنادق، جامعة مدينة السادات

الملخص

من المفترض أن تشريعات حماية العمالة تقلل من سلطة أصحاب العمل وتحمي العاملين من العواقب السلبية. من الناحية النظرية يواجه العديد من موظفي الفنادق ممارسات غير عادلة وغير قانونية في أماكن عملهم. وعلى الرغم من ذلك، فإن الدراسات التي حاولت تقييم مدى التزام الفنادق بتشريعات حماية العاملين في السياق المصري نادرة للغاية. تهدف هذه الدراسة إلى تقييم مستوى التزام الفنادق بتشريعات حماية العاملين في السياق المصري. استندت الدراسة إلى الطريقة الكمية (استبيان). وبناءً على عينة طبقية تم جمع البيانات من (457) موظف يعملون في فنادق القطاع الخاص في مصر. كشفت الدراسة أن مستويات التزام الفنادق للأحكام الواردة بتشريعات حماية العاملين في مصر، غير مرضية العاملين المات ويناءً على عينة وشكاوى والموطفين. تم تقديم مجموعة من التوصيات للحكومة وصانعي السياسات، ونقابة العاملين بالسياحة، وإدارة الفنادق، والموطفين أنفسهم.

الكلمات المفتاحية: حقوق الموظفين، تشريعات حماية العمالة، الفنادق.