تقييم ممارسات إدارة الموارد البشرية المتعلقة بتشريعات العمل وتأثيرها على اداء العاملين بالتطبيق على سلاسل المطاعم المحلية

Evaluating Human Resources Management Practices Related to Labor Legislations and its impact on Employees' Performance: An Application in Local Restaurants

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1.1 Background

Human Resources are the most important asset for any business enterprise and it's far the best resource of achieving competitive advantage

Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system

HRM practices refer to organizational activities directed at handling the organization of human resources and ensuring that the sources are hired toward the success of organizational goals.

The purpose of this study is to explore contribution of Human Resource Management (HRM) practices including selection, training, career planning, compensation, performance appraisal, job definition and employee participation on perceived employee performance. This research describes why human resource management (HRM) decisions are likely to

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have an important and unique influence on organizational performance.

1.2 The research problem

A good Human Resources Management (HRM) helps in the accurate amount and kind of employee retention in an organization as well as in the whole of the food and beverage industry. This amount of employee retention also affects the overall employee turnover in an organization. Employee turnover can be stated to be a huge issue for any business organization related to this .

When the global market becomes more challenging and unstable, many organizations have focused on human resource practices to overcome the challenges and gain the competitive advantage. Human resource practices (HRM) may enhance the skills, knowledge, creation, synergy, commitment, and outcome of the organization. Therefore, HRM is a core of achieving the organizations' goas in different fields .

Employee's retention is largely met and satisfied by the kind of Human Resources (HR) practices and policies that are adopted in an organization .

This article presents a method for assessing the impact of HRM practices and factors in a company under lean implementation. The method incorporates concepts of HRM into lean implementation roadmaps, enabling a maturity analysis regarding dimensions of HR at different contextualization levels, and allowing the proposition of improvements in HRM practices. The proposed method is

illustrated in a case study from the automotive parts manufacturing sector.

This research will help on the link between HRM and organizational performance. Unresolved questions are trying to identify in need of future study and make several suggestions intended to help researchers studying these questions build a more cumulative body of knowledge that will have key implications for body theory and practice.

This study comprehensively evaluated the links between systems of High-Performance Work Practices and Restaurants performance. Results based on a national sample of Restaurants indicate that these practices have an economically and statistically significant impact on employee performance. Support for predictions that the impact of High. Performance Work Practices on firm performance is in part contingent on their interrelationships and links with competitive strategy was limited.

1.5 The structure of the thesis

This thesis includes five chapters, the first chapter is entitled the "Introduction" that provides the preliminary framework of the study and sets the scene for the later chapters. Moreover, this chapter illustrates the research problem, the research aim and objectives, and the research hypotheses that seek to achieve.

The second chapter falls under the name of "Literature review" that discusses a theoretical framework of the research aiming to investigate the effects of Human Resources Management Practices Related to Labor Legislations on employees' performance in Restaurants It is comprised of five sections as follows:

1) Human Resources Management, 2) Human Resources Management Practices, 3) Performance Appraisal, 4) Local Restaurant and the last section Labor Legislations

The fourth chapter is entitled "Results and discuss ion" that examines the relationships identified in the research framework.

The chapter starts with the descriptive analysis of employees' survey using SPSS (v. 20). Moreover, it explores the analysis of variance that compares employees based on their gender, age, and years of experience by using different tests such as Mann. Whitney U test and Kruskal. Wallis test.

This chapter ends by a comparison between the It is comprised of four sections as follows: (1) an overview of Human resources Practices

(2) impact Human resources Practices in local restaurants which it reveals the background of Human resources Practices, different definitions of Human resources Practices, the various forms of Human resources Practices, the Human resources Practices from the psychological side, and the constraints of applying Human resources Practices in local restaurants.

(3) impacts of Human resources Practices from different sides whether these impacts on employee job satisfaction, employee self-efficacy, or employee performance;

(4) the last section is a conceptual framework for the impacts of Human resources Practices on their performance.

Local restaurants and Chain restaurants by using the Mann. Whitney U test in order to find out if there is a significant difference between them. This chapter also emphasizing the utilization of SPSS (v.20) software, a multivariate statistical analysis method that explore hypothesized relationships in an integrated manner. This was conducted with a sample of 180

full Time employees from 3 chain restaurants and 5 local restaurants.

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Chapter one
LITERATURE REVIEW

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LITERATURE REVIEW

2.2 Human resources management

2.2.1 HRM definition

defined human resources management as programs and practices one needs to carry out the human resources. Aspects of a management position include recruiting, screening, training, satisfying and appraising.

defined HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic development of largely committed and able workforce, using an intertwined array of cultural, and personnel ways.

reported that human resource management is an ultramodern term for what has traditionally been appertained to as personnel administration or personnel management. still, some experts believe human resource management differs kindly from traditional personnel management as being important narrow and more clerically oriented than human resource management.

The process of human resource management, involves attracting, developing, and maintaining a talented and energetic pool. The basic goal of human resource management is to make organizational performance capacity by raising human capital as stated .

Human resources are "that area of management that deals with people at work and their relationships within an organization," according to definition Its goal is to unite and grow into an efficient organization of the men and women who make up business, while also taking into account the welfare of the individuals and working groups, to enable them to contribute as effectively as possible to its success.

As Edwin define HRM is "Manpower planning is the process (including forecasting, creating, implementing, and managing) by which a corporation guarantees that it has the appropriate quantity and type of individuals, in the appropriate locations and at the appropriate times, engaged in tasks that are economically beneficial.

Actually, HRM means Although HRM has come to include a strategic component, it can also be interpreted to mean all aspects of hiring and firing, planning, development, and reward, as well as the human side of the organization of work and the employment contract To put it another way, it involves more than just picking and putting into practice specific policies and practices for managing people, It also entails adopting a dynamic and adaptive (as opposed to purely administrative) purpose that is in line with broader organizational strategic decisions

According to DeCenzo and Robbins claim that "Human Resource Management is concerned with the people dimension" in organizational leadership Since people are the foundation of every organization, obtaining their expertise, honing their abilities, inspiring them to greater levels of performance, and ensuring that they remain committed to the

organization are crucial to achieving organizational goals. It doesn't matter what kind of organization it is — government, business, education, health, or social action — this is true

According to Prof. Edwin Flippo (defines HRM as the process of organizing, regulating, and guiding the acquisition, development, compensation, maintenance, integration, and separation of the human resources in order to achieve organizational, individual, and society objectives.

2.2.2 Importance of HRM

It enables the organization to accurately assess its human resources demands It makes sure that neither a surplus nor a scarcity of labor affects the organization, It makes it easier to choose the best man for the job, It concentrates attention on each person's skill development in order to keep him current, It acknowledges the necessity of performance reviews for employees, It takes into account the requirement to offer rewards to employees who perform effectively, Its emphasis on the need of positive working relationships and It allows for the possibility of collective bargaining.

2.2.2.1 Importance HRM for the organization:

HRM is vital for the organization because: Effective human resource management practices aid in luring and keeping the best employees, The correct people need to be hired in order to utilize the most recent technologies, only if management effectively handles its HR function will the suitable people, this has elevated HRM's significance even further and HR

development is crucial, HR planning informs the business of the types of people it will need in the short, medium, and long terms.

2.2.2.2 importance to staff members

HRM places a strong emphasis on employee motivation by offering them a variety of monetary and nonmonetary incentives, The need of having the right organizational climate is also emphasized so that employees may give their all to achieving the goals of the firm, Effective HR management encourages teamwork and camaraderie among employees, It also inspires people to work diligently and resolutely and It provides tremendous growth possibilities to those with the potential to rise

2.2.2.3 Importance HRM for society:

Effective HR initiatives help managers to cut expenses, conserve finite resources, increase profits, and provide employees with better pay, benefits, and working conditions. This results in productivity improvements for society

2.2.3 Function of Human Resources Management

Figure (1): Function of Human Resources Management

2.2.3.1 Operative function
2.2.3.1.1 Personnel

The purpose of personnel appraisal is to manage the overall employee. Employer relationship as well as to provide the necessary staff for organizational tasks, The process of locating, hiring, and retaining contented workers is known as personnel management, It is a crucial component of management that is concerned with employees' relationships with one another and at work.

2.2.3.1.2 Ensuring Legal Compliance

HRM keeps the compliance with labor, tax, and employment laws, which is a vital part of safeguarding the organization's continued existence. HR has to be aware of all the mandate laws and policies regarding employment practices, working conditions, tax allowances, required working hours, overtime, break times, minimum wage, and discrimination policies as noncompliance can affect productivity and ultimately, profitability of the company.

2.2.3.1.3 Performance Appraisal

An employee's performance of their given jobs and responsibilities is reviewed and discussed during the performance appraisal. The evaluation is based on the employee's performance in their role, not on their personality traits, this approach of documenting an employee's job performance is also known as a performance review, performance evaluation, career development conversation, or employee appraisal.

Performance appraisal involves the formal evaluation of a being's job performance. It includes feedback to the individual and determination of whether and how the performance can be bettered. As a control technique, effective performance appraisal requires standards, information, and corrective action. The standard in performance evaluation is previous specification of acceptable levels of job performance. Information must be available to measure actual job performance in comparison to standard job performance. Finally, directors must be able to take corrective action to restore any imbalance between actual and standard job performance

2.2.3.1.4 Benefits and Compensation
 reported that compensation is the total package of financial and non-financial rewards given to management and non-management employees in return for the work they do the same author divided compensation into:

- Direct financial compensation: when many staff members think of compensation, they often think about the salaries and wages they are paid. These are examples of direct financial compensation, which also includes bonuses and/or commissions. While these are typically the most significant forms of compensation,
- Indirect financial compensation: fringe benefits can also be significant, including employer-provided rewards and services other than wages and salaries. Examples include life and health insurance, paid vacation, and employer-provided meals. Sometimes simply called "benefits."

2.2.3.1.5 Training and development

Training is critical to business success. Training and development needs can be identified at organizational. Training is generally associated with operating employees; development is associated with managerial personnel Management development refers to the process of educating and developing selected personnel so that they have the knowledge and skills needed to manage in future positions.

Without the training, the organization cannot carry out its mission, achieve its strategic goals, or function effectively, the identification of organizational requirement, technique, and process from various industrial viewpoints is what

mentioned that training focused on developing the employee's skills and ability to do the job to which he or she is assigned. Training is also necessary when new processes or procedures are introduced, new products are added, or new services are offered to guests. Employees who must become familiar with those must be given the opportunity to master the necessary knowledge or skills. When a new employee is introduced to the hospitality organization, several training needs are triggered, including the need for skills and knowledge required to do the assigned job.

Training is one of the HRM activities that employees view as a gift, according to numerous research on the issue

highlighted and analyzed to show that employee training and development is one of the crucial components of human resources management.

2.2.3.1.5.1 Reasons of Conducting Training

indicated that, the reasons to conduct training are:

1. Low productivity
2. Grievances and high turnover
3. Guests' complaints

illustrated that training may be demanded simply to maintain the employer's position in the market. still, there are some useful signs or symptoms that may indicate a need for training. These signs include

1. Failure to attain targets similar as gross profit and net profit
2. displeased guests
3. Slow service.
4. High labor development and low morale
5. disunion between departments similar as eatery and kitchen.
6. High accidents, breakage and destruction rates
7. Staff unfit or unrehearsed to acclimatize to changes.

2.2.3.1.5.2 Determining Training and Development Needs

illustrated that the first step in the T&D process is to determine specific T&D needs. Training and development needs may be determined by conducting analyses on several situations.

1. Organizational analysis from an overall organizational perspective, strategic mission, pretensions, and commercial plans are studied, along with the results of human resources planning.

2. Task analysis. The coming position of analysis focuses on the tasks needed to achieve Job description is important data sources for this analysis position.

3. Person analysis. Determining individual training requirements is the final position.

2.2.3.1.5.3 Objectives of Training

indicated that training is generally necessary for new and current workers. Training may be used to educate or improve job skills, broaden knowledge, service effectiveness and productivity, and develop attitudes. New workers must be given training to bring them to the position and actions of competency of others in similar positions.

1. To improve performance
2. To shorten the length of training time
3. To obtain better employee retention
4. To increase workers loyalty
5. To improve the image of the hotel in the outside world.
6. To reduce labor turnover.
7. To reduce stresses on operation
8. To improve workers work quality
9. To promote team work
10. To increase workers job satisfaction
11. To increase hand on the job skills
12. To develop workers competences

2.2.3.1.6 Recruitment
2.2.3.1.6.1 definition

Edwin B. Flippo defined the process of looking for potential employees and encouraging them to apply for jobs in the organization as the process of discovering the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower

in adequate numbers to facilitate effective selection of an efficient work force.

2.2.3.1.6.2 Objectives of Recruitment

1- To draw candidates with a variety of skills that complement current and future organizational plans.
2- To appoint outsiders with fresh viewpoints as firm leaders.
3- To inject new energy into the organization at all levels.
4- To create an organizational culture that draws capable individuals to the business.
5- To look for, head hunt, or head pouch individuals whose skills align with the values of the firm.
6- To look for talent outside of the firm, not simply locally.
7- To select candidates in advance for roles that do not yet exist

2.2.3.1.6.2 Sources of Recruitment

Sources of Recruitment

Internal
Promotion
Transfers
Upgrading
Demotion
Retired Employees
Retrenced Employees

External
Advertisements
Campus Recruitment
Placement Agencies
Outsourcing/ Consultancies
Employment Exchanges
Labour Contractors

Figure (2): Sources of Recruitment

2.2.3.1.7 Selection

2.2.3.1.7.1 Definition

Dale Yoder defines selection as the process by which job applicants are split into two groups: those who will receive job offers and those who won't. The term "selection" refers to a procedure wherein qualified candidates from among those who apply to work for the organization are chosen.

2.1.3.2 Managerial function

Osedo, O. A. (2012)

2.2 Human Resources Management Practices

2.2.1 Introduction

Human resource management (HRM) refers to the practices, systems, and policies that influence the behavior, performance, and attitudes of employees Human resource practices include selecting human resource needs, screening, recruiting, training, rewarding, appraising as well as attending to labor relations, safety and health, and fairness concerns.

The recent years has shown a growing interest in the management of knowledge Based organizations

The effective implementation of HR practices in organizations is a key source of competitive advantage and has a positive relationship with organization performance

2.2.2 Organization performance

One of the main discussions in this study focuses on the determinants of organization performance. Scholars from different backgrounds have explained organization performance and identified the sources of interorganizational performance differences

Organization performance is determined by measuring the actual outputs of an organization against its intended outputs (i.e., goals or objectives).

organization performance comprises three areas of company outcomes, namely, financial performance (return on assets, return on investment, and profits), product market performance (sales and market share), and shareholder return.

2.3 Performance Appraisal

Performance appraisal involves the formal evaluation of an individual's job performance. It includes feedback to the individual and determination of whether and how the performance can be improved. As a control technique, effective performance appraisal requires standards, information, and corrective action. The standard in performance evaluation is prior specification of acceptable levels of job performance. Information must be available to measure actual job performance in comparison to standard job performance. Finally, managers must be able to take corrective action to restore any imbalance between actual and standard job performance

2.3.1 Performance Appraisal Concept

Performance evaluation or appraisal- a way of comparing an employee's performance with the standards of behavior stated in the job description and making plans for training and development of the employee

Dessler stated that performance appraisal means evaluating an employee's current or past performance relative to the person's performance standards. Appraisal involves:

(1) Setting work standards
(2) Assessing the employee's actual performance relative to these standards
(3) Providing feedback to the employee with the aim of motivating that person to eliminate deficiencies or to continue to perform above par

Stutts and **Wortman** stated that performance evaluation, also called performance appraisal, is the systematic review of the strengths and weaknesses of an employee's performance. The major difficulty in a performance appraisal is quantifying those strengths and weaknesses. The performance of some jobs is easy to quantify, while for others it is more difficult. An important part of the appraisal process is a well-established job description, so that the employee and the supervisor have similar expectations.

2.3.2 Performance Management

Riley indicated that performance management is based on the simple proposition that when people know and understand what is expected of them, and have been able to take part in forming those expectations, they can and will perform to meet them. The overall aim of performance management is to establish

a culture in which individuals and groups take responsibility for the continuous improvement of business processes and of their own skills and contribution. Within the realm of human resource management there is an implicit and sometimes explicit model of the process of performance management and measurement. This breaks down into three main processes:

1. Setting the objectives
2. Managing performance to objectives
3. Measuring performance against objectives

Pilbeam and **Corbridge** illustrated that performance management does not consist solely of the appraisal of performance. It is a holistic process which encompasses the definition of organizational aims, the development of team and individual objectives, effective processes for measurement and assessment, the integration of reward strategies, constructive feedback and support for employees to develop and acquire the skill needed to contribute to organizational success.

Performance management is about getting better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competing requirements

2.3.3 The Role of HRM in Performance Evaluation Process

Byars and **Rue** reported that performance appraisal systems require a coordinated effort between the human resource department and the managers of the organization who are responsible for conducting performance appraisals.

The responsibilities of the human resource department in performance appraisal are to:

1. Design the formal performance appraisal system and select the methods and forms to be used for appraising employees.
1. Train managers in conducting performance appraisals.
2. Maintain a reporting system to ensure that appraisals are conducted on a timely basis.
3. Maintain performance appraisal records for individual employees.

Byars and **Rue** added that the responsibilities of managers in performance appraisals are to:

1. Evaluate the performance of employees.
2. Complete the forms used in appraising employees and return them to the human resource department.
3. Review appraisals with employees.

2.3.4 The Performance Appraisal Process

Dessler stated that the performance appraisal process contains three steps: define the job, appraise performance, and provide feedback.

1. <u>Defining the job</u>: means making sure that you and your subordinate agree on his or her duties and job standards

2. <u>Appraising performance</u>: means comparing your subordinate's actual performance to the standard`s that have been set; this usually involves some type of rating form.

3. <u>Providing feedback</u>. performance appraisal usually requires one or more feedback sessions. Here the two of you discuss the subordinate's performance and progress, and make plans for any development required.

The starting point for the PA process is identifying performance goals. Next, this ongoing cycle continues with communicating the goals to those concerned and establishing performance criteria. Then decisions are made regarding who will be responsible for the appraisal, the appraisal period, the appraisal methods to be used, and the role of computer software. The final step involves discussing the appraisal with the employee, setting tentative goals, and the cycle repeats.

Boella and **Goss-Turner** mentioned that there are three main steps in conducting appraisals correctly:

1. Having an up-to-date and objective job description, and performance targets or performance contracts.
2. Comparing the person's performance with the job description and targets or performance contracts.
3. communicating and discussing the supervisor's and the person's views regarding his or her performance, and recording both the supervisor`s and the subordinate's views.

2.3.5 Performance Appraisal Objectives

Spears and **Gregoire** illustrated that the primary objectives of a performance appraisal program are:

[1] To provide employees with the opportunities to discuss their performance with the supervisor or manager

[2] To identify strengths and weaknesses of the employee's

performance

[3] To suggest ways the employee can meet performance standards, if they have not been met.

[4] To provide a basis for future job assignments and salary recommendations.

2.3.6 Uses of Performance Appraisal

Ivancevich agreed with **Mondy** *et al* that for many organizations, the primary goal of an appraisal system is to improve individual and organizational performance. Yet, a properly designed system can help achieve organizational objectives and enhance employee performance. In fact, PA data are potentially valuable for virtually every human resource functional area.

1-Human Resource Planning

In assessing a resort's human resources, data must be available that describe all employees. A well-designed appraisal system provides a profile of the resort's human resource strengths and weaknesses to support this effort.

2- Recruitment and Selection

Performance evaluation ratings may be helpful in predicting the performance of job applicants. These data may then provide benchmarks for evaluating applicant responses obtained through behavioral interviews, determination of the selection test's validity would depend on the accuracy of appraisal results

3- Training and development

A performance appraisal should point out an employee's specific needs for T&D. By identifying deficiencies that adversely affect performance and human resource, line managers are able to develop T&D programs that permit individuals to build on their

strengths and minimize their deficiencies. An appraisal system does not guarantee properly trained and developed employees. However, determining T&D needs is more precise when appraisal data are available.

4- Career planning and development

Career planning and development may be viewed from either an individual or organizational viewpoint. In either case, performance appraisal data are essential in assessing the employee's strengths and weaknesses and in determining the person's potential. Managers may use such information to counsel subordinates and assist them in developing and implementing their career plans.

5- Compensation programs

Performance appraisal results provide a basis for rational decisions regarding pay adjustments. Most managers believe that you should reward outstanding job performance tangibly with pay increases. Rewarding the behaviors necessary for accomplishing organizational objectives is at the heart of a resort's strategic plan. To encourage good performance, a resort should design and implement a reliable performance appraisal system and then reward the most productive workers and teams accordingly.

6- Internal employee relations

Performance appraisal data are also frequently used for decisions in several areas of internal employee relations, including promotion, demotion, layoff, and transfer. For example, an employee's performance in one job may be useful in determining his or her ability to perform another job on the same level, as is required in the consideration of transfers. When the

performance level is unacceptable, demotion or even termination may be appropriate.

2.3.7 The Appraisal Form

As reported by **Boella** and **Goss-Turner** , the contents of the form therefore should be dependent upon the purpose of the appraisal scheme and the nature of the approach. One concerned with "inputs" would include the following types of information:

1. Personal details, e.g. nature, length of service, job
2. Performance report covering
   - knowledge
   - application
   - initiative
   - expression – written and spoken
   - ability to plan and to organize
   - ability to work with others
   - ability to direct others
   - specific job targets or objectives and the measure of achievements
3. Training needs in present job
4. potential
5. Training or development needs if promotable
6. General salary recommendation
7. Employee's comments

2.4 Restaurant

2.4.1 Different Types of Restaurants

2.4.1.1 Fast Food Restaurants (QSR)

Fast food restaurants are the original quick Service restaurant. In the industry, they are often just referred to as QSRs.

A defining factor of fast-food businesses is that the menu can be prepared very quickly, usually taking only minutes. Many ingredients are precooked or frozen and only need to be reheated. Orders are served packaged in disposable food wrap and takeout boxes. This style of mass. produced cuisine is called "fast food".

Here are some common characteristics of fast. Food restaurants:

- Service Style. Counter service and/or drive. Thru service
- Menu. Limited menu options like burgers, sandwiches, fries, and soft drinks
- Interior. Casual, functional dining spaces that are easy to clean
- Examples. Burger King, McDonald's, Taco Bell

2.4.1.2 Casual Restaurants

A casual restaurant offers full. Service dining, where guests are seated and waited on by the server staff. But unlike more formal dining rooms, casual restaurants provide roomy, comfortable seating and a laid. Back atmosphere. Menus contain comfort foods and items that are tried and true. You won't find experimental cuisine and trendy decor at a casual restaurant. Diners, mom.and. pops, and many popular chain restaurants are considered casual dining restaurants.

You can expect these characteristics from a casual restaurant:

- Service Style. Full service
- Menu. Classic menu items, comfort foods, large portions
- Interior. Neutral decor, comfortable booth seating

Examples. Olive Garden, Red Lobster, Applebee's

2.4.1.3 Fast Casual Restaurants

Fast. Casual eateries combine the quick service of a fast. Food joint with an elevated menu of healthier, less processed food options. Build your own menus are a common fast. Casual concept, featuring sandwiches, wraps, or burritos that are prepared fresh to order. Ordering, payment, and food pickup are all performed at the counter. Self. Serve drinks and coffee stations are common. Some fast casuals may perform limited table service by delivering orders, but there is no serving staff. Most fast. Casual restaurants have the following characteristics:

- Service Style. Counter service or limited table service
- Menu. Sandwiches, subs, salads, wraps, or burritos
- Interior. Contemporary but casual
- Examples. Panera Bread, Chipotle, Sweetgreen

2.4.1.4 Contemporary Casual Restaurant

Contemporary casual restaurants offer sit. Down table service just like a casual eatery, but they have an elevated theme, a trendy menu, and picture. Worthy decor. Many contemporary restaurants feature global or fusion cuisine, gluten. Free and vegan options, and Eco. Friendly practices. These upscale casual restaurants are independently owned or part of a small regional chain. For

younger generations, a contemporary casual restaurant is usually a top choice when dining out.

- Service Style . Table service, mobile order and pay, QR code menus
- Menu . Trendy cuisine, farm to table, global flavors, diet inclusive options
- Interior . Thoughtful, vibrant decor that stands out in a photo
- Examples . Seasons 52, Earls Kitchen + Bar, Iron Hill Brewery #

2.4.1.5 Fine Dining Restaurant

Fine dining restaurants occupy the peak position when it comes to formality and price. The style of fine dining service is an age. Old tradition with many rules and nuances. There are extra little touches that you won't find in any other type of restaurant, like when a server "crumbs" the table to remove any crumbs from the tablecloth. Even guests are expected to follow a dress code when dining out at an upscale establishment. This gives fine dining an exclusive feel and makes it a treat reserved for special occasions, such as an anniversary, a birthday, or a wedding. A fine dining menu will feature items that you wouldn't eat every day, like caviar, steak tartare, or foie gras.

These are common characteristics of a fine dining restaurant:

- Service Style . Full table service with strict etiquette rules
- Menu . Pricey, exclusive items and prix fixe menus
- Interior . Elegant, sophisticated decor
- Examples . Ruth's Chris Steak House, The Melting Pot, The Capital Grille

2.4.1.6 Cafe or Coffee Shop

Coffee shops and cafes occupy a special place in the hearts of many consumers. They're often associated with rituals like buying that first cup of coffee on the way to work, gathering with friends to chat, or waiting for the return of a beloved seasonal drink. Many cafes are now co. Working spaces too, so remote workers can enjoy their favorite coffee drink while working on their laptops. Cafes and coffee shops feature a drink. Heavy menu that focuses on coffee and tea, but they may also have a bakery case and offer small, easy to prepare breakfast and lunch items.

Cafes and coffee shops have the following attributes:

- Service Style . Counter service and/or drive. Thru service
- Menu . Coffee, tea, and small menu items
- Interior . Small seating areas, trendy decor, relaxed atmosphere
- Examples . Starbucks, Tim Hortons, Dunkin'

2.4.1.7 Specialty Drink Shops

Specialty drinks shops that sell bubble tea, smoothies, or fresh juices are becoming more popular and widespread. The beverage industry is growing, and coffee and tea aren't the only drinks in the spotlight anymore. Smoothie shops and bubble tea shops offer a menu of customizable drinks with many flavors, toppings, and add. Ins to choose from. These types of restaurants usually occupy a small storefront with little to no seating. Customers place their orders at the counter and drinks are prepared with specialty beverage equipment.

There are also franchise opportunities that allow you to take advantage of an established business model.

- Service Style . Counter service and/or drive. Thru service
- Menu . Coffee, tea, and small menu items

- Interior . Small seating areas, trendy decor, relaxed atmosphere
- Examples . Tropical Smoothie, Jamba Juice, Kung Fu Tea

2.4.1.8 Food Trucks

Food trucks started as a trend, but they've become a mainstay in the foodservice industry. What's not to love about mobile restaurants that can bring popular foods to businesses, events, parks, and even residential neighborhoods? Food trucks are compact kitchens on wheels. They offer a select menu that usually focuses on one type of cuisine, but they do it well. Guests order and pay at the window, then pick up their meal when it's ready. Busy food trucks might use online and mobile order and pay options to speed up their service.

Many food trucks share the following characteristics:

- **Service Style**. Window service
- **Menu**. Small menus with a theme
- **Interior**. Small kitchen spaces with select pieces of equipment
- **Examples**. Gilly Cheese, Fired Up Grill, Nacho Average BBQ

2.5 Labor Legislations

2.5.1 The Egyptian labor law 12. year 2003

- **Content of the Labor Contract**

1. Name of the company – address – Telephone
2. Name of the employer
(Himself or representative).
3. Name of the employee.
4. Personal information of the employee
(Name, address, date of birth, place of birth, ID).
5. Position occupied by the employee.

6. Compensation

(*Salary, bonuses, benefits….*).

7. Duration of the contract.

8. Renewal regulations.

Working hours

10. Days off

11. Leaves

12. Annual raises

13. Confidentiality agreements

14. Training agreements

15. Probation period, Code of ethics if found

16. Regulations of termination of contract

- **Working Hours**

• Employees should not work more than eight hours a day or 48 hours over a six. Day working week.

• Most private sector employees work 5 days a week, usually Sunday to Thursday. The number of working hours may be increased to 9 hours a day in certain circumstances. Employees are entitled to one whole working day off each week, at least.

• Certain exceptions apply when work is intended to prevent a serious accident or to cope with a heavy workload. In such situations, the employee must be paid overtime.

• For every hour overtime at day time 35% in addition to normal payment per hour and 70% for night hours.

• If employees are required to work during official holidays, the employees are entitled to overtime (paid at triple their normal rate 1+2).

- **Leaves**
- Annual Leaves
- Accidental Leave
- Sick Leave
- Official Leaves (Public Holidays)
- Performing Pilgrimage or Visiting Jerusalem
- Maternity and Child Care Leave

- **Annual Leaves**

• An employee is entitled to a minimum annual paid leave of 21 days every one full year of service and proportionally if his period of service is less than one year.

• This annual leave is increased to one month after the employee has worked for 10 consecutive years or is over 50 years old.

• The annual leave includes the accidental leave.

• The weekly days off and the official holidays shall not be counted as part of the annual leaves.

- **Accidental Leave**

• Accidental leave is the leave taken by an employee, as a result of unexpected circumstances, in which he has no choice except desisting from work, after that he should inform the employer of the reasons of desisting.

• Article No. 51 of the Labor Law states that desisting from work with accidental reason should not exceed six days per year with a maximum of two days each time, and this leave will be counted from the annual leave of the employee.

• The employer has the right to evaluate the reason of the accidental leave.

- **Sick Leave**

• The Labor Law provides that an employee whose sickness is established and determined by the concerned medical

responsible is entitled to sick leave, and shall be compensated according to the Social Insurance Law (up to six months of paid sick leave annually at between 75% and 100% of the employee's).

• An employee shall be entitled to benefit from his /her accumulated annual leaves in addition to leaves of sickness and shall also have the right to request his leaves of sickness to be transferred to the annual leave balance.

• An employer shall not terminate the employee's service due to sickness unless the employee has utilized the above. Mentioned period.

- **Official Leaves (Public Holidays)**

According to ministerial decree No. 112/2003, 49/2009 re identification of the official leaves and the followed amendments, which are fully paid, are as follows:

. The 1st day of Moharam (Islamic New Year).

. The 12th day of Rabie the first (Prophet Mohamed's birthday).

. The 1st and 2nd days of Shawal (1st Bairum).

. The 9th, 10th, and 11th days of Zoelhega (2nd Bairum).

. The seventh day of January (Eastern Christmas).

. The 25th of January (Police Day).

Spring day (Sham El Nessim)

. The 25th of April (Sinai Liberation Day)

. The 1st of May (Labor Day)

. The 23rd of July (Revolution Day)

. The 6th of October (Armed Forces Day)

In addition, every employee is entitled to full pay for official holidays designated by the Ministry of Manpower and Immigration, not to exceed 14 days a year. If employees are

required to work during official holidays, the employees are entitled to overtime (paid at triple their normal rate 1+2).

- **Performing Pilgrimage or Visiting Jerusalem**

Regarding religious respects, Article No. 53 of the new Labor Law stated that an employee who has spent five consecutive years in the service has the right to a full paid leave for a period not exceeding one month for performing pilgrimage or to visit Jerusalem and such a leave shall be enjoyed only once during the period of service.

- **Maternity and Child Care Leave**

A female having spent 10 months in the service of an employer shall be entitled to a maternity leave of 90 days with full wage payment including the period preceding giving birth. The female employee is not entitled to this maternity leave for more than triple during her working period (according to the child law).

During the 24 months following the date of childbirth, she has the right to two periods of rest daily (30 minute each) for breast.feeding her child, with the option to combine both periods in one.

.The female employee shall not addressed by any additional work after her six month of pregnancy.

. She can have a child care leave two times during her work period; each one is 24 unpaid months.

- **Employees Obligations & Duties**

Employees are obliged to the following duties:

. To carry out all duties and responsibilities handed to the employee by his own self in an appropriate time and to perform those duties meticulously and honestly.

. To be committed to all agreements and concessions stated by law, regulations and the contract.

. To carry out all orders and duties as requested by the employer within the frame of the position and tasks assigned to the employee and in respect to ethical and legal regulations.

. To respect working hours.

. To keep with care all instrumentation, documents and equipment received from the employer by him/her.

. To respect and cooperate with all fellow colleagues and subordinates and supervisors.

To well represent the organization.

. To take care of the organization and the work premises safety.

. To keep confidentiality and secrecy of information belonging to employer and organization.

. To provide true information – personally and professionally to the work place.

. To follow development procedures and training requirements as stated and planned by the employer.

All employees are prohibited from performing the following through their behalf, on behalf of others or through others:

Keep the original document that belongs to work.

Working for another employer with or without salary, if this job will jeopardize the welfare of the main employer, or causes his / her ability to perform the original job properly, causes ethical harm or disgrace to the original employer or organization, or may help others to obtain classified information or competes with the employer interest.

Accepting gifts or givens related to performing normal duties of the work.

Collecting money, donations, signatures, disseminate flyers, magazines, or conduct meetings during working hours or in the work place.

- **Dismissal and Termination**

•Completion of the duration

• Dismissal

• Resignation

- **Termination of Contract**

•The definite time contract is terminated by completion of its duration.

•In case the duration is completed while the two parties are still in the work relation, it is considered renewal for indefinite time.

•The renewal is done by agreement of both parties for a similar duration or longer.

•If the contract was released according to the completion of certain task, the contract ends by completion of this task, if the task required needs more than 5 years, the employee cannot terminate the contract on his behalf.

•If the conditional contract is ended according to completion of the work required, while the two parties are still in the work relation, it is considered renewal for indefinite time.

- **Termination Notices**

• Any of the two parties may terminate the contract at any time in case the contract is indefinite, taking into consideration proper notice time, proper working conditions, stating reasons whether on the employer's or employee's behalf

• The employer may not dismiss the employee unless due to reasons as stated in the provisions of the article number 69

- **Dismissal**

Employers are subject to termination according to the following serious misconducts:

• Submission of wrong or misleading information personally or professionally during the work contract.

• Committing a professional or technical fault causing serious damage to the employer, the employer should notify the concerned authority within 24 hours

• carelessness regarding the safety of the workplace or fellow colleagues, taking into consideration that the safety regulations are shown in a clear place seen by all employees and should be after a previous warning.

• Unjustified Absenteeism for more than 20 scattered days a year or 10 consecutive days, taking into consideration that the employee is delivered a formal termination notice after 10 days in the first case and 5 days in the second case

Leaking or transfer of confidential information that caused serious damage to the institution or the employer

•Practicing and competing the employer in a similar profession

•Drunk or drug affected during working hours

•Assault or physical attack towards the employer or serious attack to his supervisors or colleagues during or because of the work relationship.

- **Resignation**

The resignation should be written and signed in the employee's hand writing. If the employee withdraws the resignation within one week of submission to the employer, the resignation in this case is cancelled

Employment should not be terminated due to any of the following reasons

• Color, religion, ethnicity, belief, political ideas, pregnancy or social commitments

• Affiliation of the employee to a syndicate or employees community activities as agreed by the law

• Joining elections for the position of employee's representative or occupying this position

• Raising complaints against the employer

• Using the employee of the rights for taking vacations

• Sickness, unless the employee has used all of the leaves credit

Governing Laws and Decrees:

Employment matters in Egypt are primarily regulated by the following legislative sources:

Law No. 47 for the year 1978 governing civil servants

Law No. 48 for the year 1978 governing public sector employees

Law No. 203 for the year 1991, addressing special requirements for employees working in the public commercial (business) sector of the State

Law No. 12 for the year 2003, regulating relationship between employers and employees in private sector

In addition to the Labor Law, several ministerial decrees are considered complimentary to the Labor Law. In cases where no specific rules are applicable for a given matter in employment relationship, the provisions of the Egyptian Civil Code are applied to the employment contract.

Minimum Wage

The minimum obligatory annual increase is set at no less than 7% of the basic salary which is the basis for calculation of social insurance.

The minimum premiums are set at 35% of the normal pay for overtime work during daylight and 70% for work at nighttime; 100% for work performed on days off and

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1.1 Background	
1.2 The research problem	
1.3 The research aims and objectives	
1.4 The research hypotheses	
1.5 The structure of the thesis	
Chapter One: Literature Review	
2.1 Human resources management	
2.1.1 HRM definition	
2.1.2 Importance of HRM	
2.1.2.1 Importance HRM for the organization	
2.1.2.2 Importance HRM to staff members	
2.1.2.3 Importance HRM for society	
2.1.3 Function of human resources management	
2.1.3.1 Operative function	
2.1.3.1.1 Personnel management	
2.1.3.1.2 Ensuring legal compliance	
2.1.3.1.3 Performance appraisal	
2.1.3.1.4 Benefits and compensation	
2.1.3.1.5 Training and development	
2.1.3.1.6 Recruitment	
2.1.3.2 Managerial function	
2.1.3.2.1 Controlling	
2.1.3.2.2 Directing	
2.1.3.2.3 Organizing	
2.1.3.2.4 Planning	
2.1.3.2.5 staffing	
2.2 Human resources management practices	
2.2.1 Introduction	

2.2.2 Organization performance	
2.2.3 Recruitment and selection	
2.2.4 Training and development	
2.3 Performance appraisal	
2.3.1 Performance appraisal concept	
2.3.2 Performance management	
2.3.3 The role of HRM in performance evaluation process	
2.3.4 The performance appraisal process	
2.3.5 Performance appraisal objectives	
2.3.6 Uses of performance appraisal	
2.3.7 Performance appraisal methods	
2.3.8 The appraisal form	
2.3.9 Characteristics of an effective appraisal system	
2.3.10 Common mistakes in evaluations	
2.4 Local restaurants	
2.4.1 Different types of restaurants	
2.4.1.1 Fast food restaurants (QSR)	
2.4.1.2 Casual restaurants	
2.4.1.3 Fast casual restaurants	
2.4.1.4 Contemporary casual restaurant	
2.4.1.5 Fine dining restaurant	
2.4.1.6 Cafe or coffee shop	
2.4.1.7 Specialty drink shops	
2.4.1.8 Food trucks	
2.5 Labor legislations	
2.5.1 The Egyptian labor law 12. year 2003	