

# Local and Foreign Human Resources in Holy Karbala Restaurants A Comparative Study

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**Abstract:** Through the current study, through its sections, the researcher aims to show the impact of human resources management working in local restaurants, including the human resources working in foreign restaurants, and to study the comparison, similarities, and differences between them and what is the reason for the choice of the management of the reviewed restaurants between local and foreign human resources. The study began with a central problem represented by asking what the role played by the human resources that are the research subject and what the reason makes the foreign human resources targeted by the management of the researched restaurants. we dealt with the study from its applied aspect by selecting a group of restaurants in the holy city of Karbala that represents the research community, and the study was chosen from Restaurant management, or their owners (owners) are a sample for the research and in reality, and two main hypotheses for the research emerged. To answer the questions, achieve the study's goal, and test the validity of the study's ideas, the descriptive analytical approach was adopted as a fundamental approach to the research, and the questionnaire was used as an essential tool in all the data and information for the analysis. Several conclusions were reached through the study, the most prominent of which was (most human resources management in restaurants tend to employ individuals. Foreign workers are primarily employed for several reasons mentioned in the research)

**Keywords:** Human resources management, restaurants.

## Chapter one

### The methodological aspect of the research

First: The research problem: The research problem lies in the following points:

1. What is the role of the local human resource and the role of the foreign human resource in restaurants?
2. Which one should be targeted for optimal selection and obtaining a job degree in a restaurant?
3. What justifications make a foreign human resource targeted by the Human Resources Department to attract to the restaurants of Holy Karbala?

Second: Research objectives: The research aims to identify the following:

1. Getting to know several concepts, the most important of which are the concepts of (local and foreign human resources and restaurants).
2. Identify the most critical components of restaurants in Holy Karbala.
3. Study the comparison, differences and similarity between local and foreign suppliers.

Third: The importance of research:

The importance of the research is evident in studying the role of local and foreign human resources in restaurants and why the human resources management or restaurant owners choose a supplier.

Fourth: Research hypothesis: The research deals with a set of two ideas:

1. There is a clear role for restaurant human resources management to choose the most suitable suppliers.
2. There is a clear trend by restaurant owners to choose a foreign human resource instead of a local human resource.

Fifth: Research methodology:

The researcher used the descriptive approach in collecting the information needed for the research and studying scientific phenomena and problems by describing scientifically, to arrive at logical explanations

with evidence and evidence that give him the ability to set specific frameworks for the problem, and this is used to determine the results of the research.

The researcher also used the field statistical survey method by designing a questionnaire that included a set of questions that led to collecting primary data for the research according to the answers of the targeted sample in the study population.

Sixth: Research population and sample:

The study population represents a group of restaurants in the Holy Governorate of Karbala, while the study sample is a group of restaurant departments or restaurant owners. The field survey included (20 restaurants), and (20) questionnaire forms were distributed to the research sample, and they were all collected without neglect—any state.

Seventh: Limits of research:

1. Spatial boundaries: It included the restaurant departments of the Holy Karbala Governorate.
2. Human limits: The sample members included a group of owners and managers of restaurants in Holy Karbala.
3. Time limits: From (7/1/2023) to (7/15/2023) AD.

introduction

The level of progress of any society is determined by the quality of work resulting from the activities and operations of production and service organizations operating in it. The efficiency of performance in these organizations is linked to achieving the optimal use of productive resources, especially human resources, as they are considered the greatest common denominator in all activities of any organization. At the end of the twentieth century, significant interest and increasing recognition of human resources and their management were observed, and they became viewed as the organization's most essential and valuable assets, as they are distinguished from the rest of these assets by their intellectual assets.

Human resources management is one of the most critical functions of management because of its focus on the human element, which is considered the most valuable resource of management and the most influential in productivity. Human resources management and development is an essential pillar in most organizations. It aims to enhance organizational capabilities and enable companies to attract and qualify the necessary competencies to keep pace with current and future challenges. Human resources can contribute enormously to achieving the goals and profits of the organization. Human resources management means using the available and expected human element optimally. The efficiency, capabilities, experience of this human element, and enthusiasm for work depend on the organization's efficiency and success in achieving its goals. Therefore, management scholars are interested in establishing principles and foundations that help make the most of every individual in the organization through human resources management. These foundations start from planning, selection, training, incentives, evaluation, and everything related to the human element.

Local human resources management involves finding, selecting, training, developing, rewarding, and motivating workers. After the restaurant's goal and the work required to accomplish it have been determined. That work, its authorities, and responsibilities have been distributed; it remains to ensure that there is someone to do that work and mobilize it to do it. Whether local or foreign (international worker), according to the goals set to absorb human resources with their various specializations and evaluate the extent of benefit according to practical efficiency and according to the broader, more beneficial, and most appropriate use of the planning drawn up by the human resources department in any restaurant, which will contribute to the development of the restaurant and direct its work in an optimal way to reach the goal. The most important thing is establishing the trade name and competition between other restaurants in the labor market, which are widely spread in all cities and regions.

Chapter Two

The theoretical aspect of human resources

First: Definition and origin of human resources:

Human resources are "the sum of individuals who make up the workforce of an organization, business sector or economy" (Al-Khuzami, 2003: 23).

Some use the term human capital synonymously with human resources. However, human capital usually refers to a narrower view, and other terms sometimes used include (workforce, talent, labor, or simply individuals).

HR was a product of the human relations movement in the early twentieth century when researchers began documenting ways to create business value through strategic workforce management.

HR used to be dominated by day-to-day procedural work, such as payroll and benefits administration, but due to globalization, consolidation of organizations, technical advances, and advanced research, HR now focuses on strategic initiatives such as mergers and acquisitions, talent management, succession plans, industrial or labor relations, and diversity. And inclusion (Thompson, 2004: 44).

Human resources were produced by the human relations movement, which began in the early twentieth century due to the work of Frederick Taylor, where he explained his concept called "scientific management." Later, it was known to others as industrialism, the quest to develop economic efficiency in industrial jobs, and it was linked to a principle in production processes - labor. - Raised the question of workforce productivity, and the movement was later organized by research by Elton Mayo, who incidentally documented through the Hawthorne study how incentives unrelated to financial compensation and working conditions - interest and engagement - resulted in more productive workers. The contemporary work by Abraham Maslow, Kurt Levin, Max Weber, Frederick Heisberg, and David McClelland established the foundation for studies of organizational behavior theory, giving scope for applying human resources (Blog: 2020).

Over time, I found virtual evidence to prove the viability of strategic workforce management. Business changes (Andrew Carnegie, John Rockefeller) and public policy (Sidney Peter Webb, Franklin Roosevelt, and the New Deal) changed the employee-employee relationship. The field became more formalized as "labor relations." "Industrial".

In 1913 AD, one of the oldest organizations specializing in human resources - the Personal Development Institute- was founded in England as a labor welfare organization in the United States. The first institute in the world for graduate studies specializing in studies of the work environment - the Industrial College and Labor Relations - was founded at Cornell University in 1945 AD. (Blog, MS).

During the late twentieth century, union memberships were rejected even though workforce management continued to expand its influence within organizations. "Industrial financial relations" began to refer specifically to collective bargaining problems, and many organizations started to use the "personnel management" function.

In 1948, the largest organization for human resources professionals - the Society for Human Resources Management - was founded, and its name was the American Personnel Management Organization (ASPA) (Intilak, website, 2020).

As the twenty-first century approaches, advances in transportation and communications have greatly facilitated workforce mobility and cooperation. Organizations began to see employees as valuable assets rather than cogs in a machine, so "human resources management" later became dominant in this field - the American Organization for Personnel Management changed its name to the Human Resources Management Organization in 1998. "Human Capital Management" Some It is often used instead of human resources, although human capital refers to a narrower idea than human resources, which is the knowledge each person has that can contribute to the organization. Also, some terms were used to name the field, including "organizational management," "workforce management," "talent management," "personnel management," or simply "people management" (NM: 22).

Human resources have been portrayed in many popular media outlets in the American television series "The Office," such as "Toby Flenderson" in the role of the human resources employee, in which he appeared to be a grumpy person who constantly reminds his colleagues of the organization's rules and government regulations. Also, long ago, the American comedian "Dilbert" portrayed "Human Resources employee policies are often portrayed through a sadistic character called "Cat Burt," "the demonic tendencies of human resources." In addition, "Human Resources Director" is a role for a character in an Israeli film produced in 2010 called "Human Resources Director." The "HR Trainee" was cast in the lead role in the French film "Human Resources" in 1999. Additionally, the BBC produced a sitcom entitled "Ladies' Dinner," in which the main character, "Philippe," played the role of the HR Director.

Second: Human Resources Functions:

Dave Ulrich lists the functional roles of HR as follows: aligning human resources and business strategies, reorganizing and restructuring processes, listening and responding to employees, and managing transitions and changes (Youssef, 1999: 12).

In practice, human resources are responsible for the employee's experience during the entire employment life cycle. It is the primary attraction factor for attracting the right employee through brand owners. The right employee must then be selected through recruitment processes, and the human resources department then works to appoint them and supervise their training and development. During their service with the organization, human resources employees evaluate employees' talents through performance tests and are rewarded accordingly. According to the latter, "Human Resources is sometimes the one who manages salaries and employee benefits, although external sources finance activities and much more. But Human Resources plays a more strategic role. Human Resources is also involved in employee terminations, including resignations." And the chapter on poor performance and staff redundancy.

At the general level, human resources supervise the organization's leadership and culture and ensure that employees adhere to labor laws, which vary according to geographical region. They often overlook employees' health, safety, and security, and if they wish to enter into collective bargaining with the employer, they are legally authorized to do so. Human resources are considered an essential intermediary between the organization and the employee representative, and this usually occurs in trade unions. As a result, human resources, in cooperation with representatives of the industrial sector, usually calls for mobilizing efforts with government agencies to promote their priorities (for example, the United States, the Department of State, The United States Department of Labor, and the National Board of Labor Relations), this field may have been used in mobility management, especially related to expatriates, and human resources also intervened in mergers and acquisitions. Human resources is seen as a support department for the business and helps reduce costs and save... Risks (Hanafi, 2000, 34).

Third: The concept of human resources management

Human resources management is "a set of processes such as planning, organizing, directing and monitoring all aspects related to individuals, to preserve, develop, educate and compensate them without the need for any specialized management" (Al-Alaq: 54, 2004).

Professors Grant and Smith defined it as: "the responsibility of all managers in the facility, and also a description of what human resources specialists in managing individuals do" (Hassan, 1999: 17).

It has been defined as: "It is the management of the workforce of organizations or human resources, and is concerned with attracting employees, selecting, training, evaluating and rewarding employees, and following up on the organization's leadership and organizational culture and ensuring compliance with labor laws. In cases where employees wish to conduct collective negotiations, resource management's human role is to communicate initially with employee representatives (NM: 24).

French defines it as selecting, using, developing, and compensating the organization's human resources.

As for Sikala, it is the use of the facility's workforce, and this includes recruitment processes, performance evaluation and development, compensation and salaries, provision of social and health services for workers, and personnel research (NM: 25)

**Logwick:** It is that function in the organization that is concerned with supplying the necessary human resources, and this includes planning, searching for, operating, and dispensing workforce needs.

As Schroden and Sherman define it, Human resources management includes basic processes that must be performed and rules that must be followed. The main task of the personnel manager is to assist managers in the facility and provide them with the opinion and advice they need to enable them to manage their subordinates more effectively (Al-Nimr, 1994: 41).

Smith J and Grant J: It is the responsibility of all facility managers to describe what human resources specialists in people management do (NM: 44).

It is clear from the previous definitions that human resources management represents one of the essential functions in modern establishments that specializes in using the human element efficiently in establishments of all types.

Fourth: The importance of human resources management:

The importance of human resources management lies in the following (Al-Nimr: M.S., 55):

1. It is concerned with the primary resources in the organization, which are individuals.

2. There is only one organization with human resources management.
3. It develops the skills of individuals working in the organization.
4. Make appropriate plans for training.
5. It studies individuals' problems and addresses them.
6. Select appropriate individuals to fill positions.

Fifth: Objectives of human resources management (Hasan: MS, 30):

There are two types of goals: participation and effectiveness.

1. Participation: It is represented in the following:

- Attracting and selecting human resources capable of achieving the organization's goals.
- Properly introducing the organization so that job seekers want to join the organization.
- Retaining successful individuals in selection processes.
- Stability of the organization's workforce.

2. Effectiveness: which is making the workforce accomplish what is asked of it successfully and with perseverance, and it is linked to several factors, including:

- Motivating individuals.
- Developing their abilities and skills.
- Providing them with new skills and materials to achieve this.
- Help them communicate their desired performance.

Sixth: Human Resources Management Functions (MS: 43):

1. Main functions:

- Work analysis: This job means identifying the activities and tasks that make up the job, determining the responsibilities assigned to it, designing the job appropriately, and determining the specifications of the person who occupies it.
- Workforce planning: means determining the organization's needs in terms of types and numbers of workers. This requires determining the organization's demand for workers, determining what is known and available from them, and comparing them to determine the net deficit and increase in the organization's workforce.
- Selection and appointment: This job is concerned with searching for workers in the labor market and filtering them through recruitment applications, selection, and personal interviews to place the right individual in the right place.
- Designing the wage structure: This function is concerned with determining the value and relative importance of each job, its wage, and the pay grades for the assignments. The process is also concerned with sound management of the wage system so that compensation is guaranteed for the different values and bodies for the other jobs.
- Designing incentive systems: This means granting fair compensation for outstanding performance, and employees can be motivated for their collective performance, so individual and group incentives appear, and there are also incentives for the organization's performance as a whole.
- Designing employee benefits and services systems: The organization is interested in granting certain benefits, such as pensions and insurance for sickness and unemployment. Organizations are also interested in dividing services for workers in the form of financial, social, sports, and legal services, which may extend to housing, transportation, and others.
- Performance evaluation: Almost every organization is interested in evaluating the performance of its employees. This is done through specific methods and often divides direct managers to identify employees' general competence and aspects of development in performance.
- Training: The organization carries out training activities by offering to raise individuals' efficiency, knowledge, and skills and directing their attitudes towards specific activities. The company must determine the needs of subordinates for training, use appropriate methods and methods, and evaluate the effectiveness of this training.
- Career path planning: This job is concerned with planning the various career movements of employees in the organization, especially about transfer, promotion, and training. This requires identifying the individual's strengths and weaknesses.

## 2. Ancillary functions for human resources management

- The relationship with unions: This function is concerned with organizing relations with labor organizations (associations) and addressing issues such as complaints, international disputes, and dismissal from service.
- Security and safety of workers: It is concerned with procedures for maintaining the safety, security, health, and sound psychological attitudes of workers.
- Work hours and schedules: This job is concerned with determining work hours, rest, and vacations according to a system that suits the nature of the organization and developing a system that guarantees the worker's efficiency.

Seventh: Local and foreign human resources (Al-Rikabi, 2006: 18)

1. Definition of local human resources: They are called "national," they work in various fields of life within the national borders of the countries where they were born and live.

2. Definition of foreign human resources: They are called "international" or "external" and are a group of individuals coming to work within the borders of other countries or to work at the international level or beyond the national borders of their lands, and this type of human resources needs to be followed in terms of rules and regulations. International legal and policies are more stringent, such as taxes in the global location of work, business protocols and language requirements, work permits for the local human resource management system, and rules and regulations to be followed regarding local taxes and regular employment-related issues.

## Chapter Three

### The theoretical aspect of restaurants

First: Definition and origin of restaurants:

Initially, it is necessary to define food to add integration to our research. It is "food that contains all the nutritional elements in quantities appropriate to the body's needs according to the person's age, type, activity, digestion, and absorption, and it is ingested by a living organism and absorbed by its cells in an attempt to produce energy and maintain life.", or stimulating growth so that it is balanced. Therefore, a balanced diet must contain essential nutritional elements: proteins, carbohydrates, fats, vitamins, mineral elements, and water (Wikipedia: Food).

As for restaurants, restaurants are considered an essential pillar of the tourism industry. They are also considered one of the main sections within the services that most hotels provide to guests. Restaurants are one of the tourist country's facades, as they attract tourists through the cultural and civilizational diversity they carry. It is a mirror that reflects the image of the country's cultural heritage.

The history of the emergence and development of restaurants globally was almost parallel to the emergence and development of hotels. At the beginning of ancient times, accommodation was provided to travelers without food and drink. Still, with the development of time, accommodation places began to offer a specific type of food and drink and then began to develop until it reached the point it has reached today.

Today, we see significant development in the field of restaurants in terms of diversity in form, design, and service methods. In our current time, restaurants provide sophisticated and distinctive services that reflect the cultural face of the country through their widespread almost everywhere, within cities, villages, tourist sites, airports, passenger facilities, hotels, and cities: some attribute entertainment and all this development to the growth and change in the lifestyle of different societies. Today, we notice a rapid spread of ethnic restaurants, such as Italian, French, Chinese, Indian, and Oriental restaurants, which indicates the passion of people to learn about other cultures without the need to travel, especially since These restaurants are widespread worldwide. The restaurant is expressed as a place where various meals are served, such as breakfast, lunch, and dinner, according to the wishes of the guests and customers. The restaurant is a phenomenon resulting from human activity that aims to serve people within commercial frameworks through selling and service. The complete one. It is also known as a place prepared to sell and provide services related to food and drink for a certain price, with specific health and commercial controls, and according to the conditions required to be met to grant it a certain degree and specialization (Cafi, 2015: 11).

A restaurant is defined as an institution or business where food and drinks of various types are provided to customers for consumption on-site or elsewhere (Bossaf: 15, 2016).

In another definition, it is a place where food and drink are provided to customers for a price. Over time, restaurant services have evolved, including preparing food and transporting it to agreed-upon locations (free delivery services).

A general restaurant is where food and drinks are served to customers. Restaurants were initially operated on the sides of gravel roads so that travelers could stop to rest and regain their vitality. Today, restaurants are everywhere on quiet streets, crowded roads, and in hotels, airports, and bus stations. And trains, as well as in parks, office buildings, and shopping centers. Restaurants constitute the most significant part of the food service industry, and stores that provide food to people outside their homes form features of this industry, including schools, hospitals, factories, and prisons.

Second: Types of restaurants:

There are many types of restaurants and dining places, and we may see many different classifications of restaurants, as they are classified in the world of the restaurant industry according to the menu, its type, method of preparation, or prices. How food is presented to customers also helps determine the kind of restaurant. There are many types of restaurants, including (Salama, 2018: 41).

1. Table service restaurants: In most of these restaurants, there is a restaurant foreman or a waiter host who arranges for customers to sit at the tables, gives them a list of the types of food available, and one of the servers records their orders and serves them the meal. Most of these restaurants are usually family-friendly—primarily different types of food at reasonable prices.

2. Fast food service restaurants: They offer moderate-priced meals and quick service, and many of them offer different types of foods, such as baked potatoes, hamburgers, kebabs, fried chicken, pizza, fish, chips, and sandwiches. These types of restaurants focus on speed of service and cheap prices. The other note is the absence of sets of forks, knives, and ceramic and glass plates from the tables because food is eaten directly from plastic containers or cartons prepared for single use. The account is also paid in advance, and examples of these restaurants are McDonald's, Hardee's, KFC, Burger King, Kudo, Al Baik, Herfy, fast shawarma, broasted and hamburger restaurants.

3. Open buffet restaurants: These restaurants have tables and an informal atmosphere and serve non-fast meals at moderate prices. They provide forks, knives, and dish sets. The menu varies (appetizers, main dishes, desserts), and the account is always paid after the meal. Open buffet restaurants fall under this type. These restaurants include Steakhouse, Chili's, Applebee's, Friday's, Italian Countryside, etc.

4. Home delivery restaurants: These are restaurants that rely on home delivery and only contain kitchens and places to organize and arrange the food to transport it quickly through the means of transportation designated for it to reach the consumer in a short time.

5. Luxury restaurants: A full-service restaurant usually contains a menu or interconnected meals. It has decor and atmosphere that are very important in this type of restaurant. There is usually an experienced chef to manage the restaurant in addition to professional and official servers—for example, hotel restaurants.

6. Coffee places: They are not considered restaurants but rather informal places to serve drinks and some food, especially breakfast meals, and the sandwiches and meals are prepared in advance and not in the same place. The unique thing about these places is that the place allows you to relax and socialize without stressing about the ordering process.

7. Cafeteria: These places serve pre-prepared foods and are displayed in iron containers. Service is carried out by the restaurant worker behind the counter, and usually without tables or chairs, and if there are any, they are high chairs and shared tables. Food types are limited and generally limited to pastries and quick sandwiches. There are many examples here, or what we can call it colloquially (a buffet - with a diminutive of the ya).

Other classifications depend on the type of food served: Indian, Mexican, Japanese, Italian, and others.

Third: Human resource services in restaurants (service jobs) (Al-Sirafi, 2001: 122)

Service jobs in restaurants vary to match the size of the restaurant and the system and level of service provided in it. We may find some restaurants concerned with service under one job title, and other restaurants have many job titles that differ among themselves in the job tasks of each.

Here, we list the most crucial job titles for service jobs in restaurants, and we will also present the most essential main features that distinguish each position from the others:

1. General Supervisor: Chief Host: In his absence, he is the acting lounge manager. He is responsible for the restaurant as a whole in terms of service. He also receives customers and escorts them to their tables.
2. Second Supervisor: Second Chief Steward: He acts as the General Supervisor or Chief Steward in their absence and then carries out their duties.
3. Receptionist: The most crucial thing distinguishing luxury restaurants or so-called five-star restaurants is the presence of a receptionist responsible for answering the phone and the reservations system. He also receives customers, introduces them to the restaurant and its menus, and accompanies them to their tables.
4. Captain: The host: He is responsible for taking orders from customers, then sending them to the kitchen, following up on the food preparation processes, and then working to bring them to the customers. He also directs the assistant hosts, each according to his job duties.
5. Waiter or Waiter: Host Assistant: As is evident from the job title, he assists the host in preparing the tables, bringing food to the customers, and constantly working on their comfort. He also performs the complete duties of the host's job in restaurants and small hotels.
6. Food delivery server: This job is considered one of the most essential service jobs in restaurants, as it is regarded as the link between the kitchen and the hall. He is the one who ensures that: (the orders are prepared, and the dishes are prepared correctly according to the request, that the order is free of any impurities, the addition or decrease of some raw materials. The most important of his duties is bringing food from the kitchen, and he does not directly interfere with the customers in any conversation.
7. Beverage delivery server: As is the case with the food delivery server, the job duties of the beverage delivery server are to deliver drinks to customers and ensure their safety and health according to their request.
8. Waiter Assistant: This job is limited to beginners or those under training, as he assists the waiter in preparing the tables to receive the food and assists the servers in delivering and bringing food and drinks to the tables. He is also considered responsible for removing empty utensils and dishes, cleaning Tables made of leftover food, and preparing to receive new foods.

Fourth: The essential components of the restaurant:

There are a large number of components of any typical restaurant, which are divided as follows (Salama, MS: 67):

1. Food quality: Food quality does not only mean the quality of the final product, but rather, it means quality from the beginning of production to manufacturing and distribution. The foundations on which food quality is evaluated are:
  - Sensory methods: through all the senses (smell, vision, taste, touch, hearing). These methods help significantly in the process of accepting and developing food.
  - Non-sensory methods: are those that use machines to evaluate the properties of food, whether natural or chemical (food quality is by the standards of the International Codex for Food and random tests are conducted on samples of food stocks to determine their suitability for human consumption, and packaging for foodstuffs is suitable for storage and distribution The label explaining the food contents must be clear and in a language appropriate to the consumer, the production date and shelf life must be mentioned, the food materials must be stored under proper clean and safe conditions and free of any chemical contamination, and the necessity of conducting periodic checks to ensure the safety and quality of the food. Therefore, it is necessary to consider food quality through preparation, storage, and handling to avoid diseases or poisoning from its use.
2. Health inspection: Having a valid health inspection certificate is extremely important, as the periodic inspection and follow-up process ensures that the restaurant adheres to food security and health rules, as well as the cleanliness of everything from floors, tables, tools, the toilet, and the cleanliness of the waiter himself and the chef.
3. The general atmosphere of the restaurant: The restaurant is keen to provide a comfortable atmosphere that makes visitors feel comfortable and private. The quality of the surrounding atmosphere is represented by the following:
  - Lighting: The lighting should be appropriate for the general atmosphere, so it should not be dim and should not be too intense to harm the eyes.
  - Cleanliness: The restaurant must maintain a high level of cleanliness because this will reflect on the visitor when he evaluates the quality of the place and the food.
  - Temperature: The temperature inside the restaurant should be moderate, not too hot or too cold.



- Service level: The welcome to the visitor should encourage him to continue his visit to the restaurant. No matter how high the food quality is, the visitor will not come to your restaurant if he receives insufficient service. The story of service speaks about you and your restaurant. Therefore, you must pay attention to how to communicate with the customer and be courteous in responding to any inquiry. His or even a proposal to improve the level of service.
- Menu: The menu must be diverse and suitable for all tastes, and healthy, low-calorie foods must also be considered for those interested in diet and healthy foods.
- Taking care of the dissatisfied visitor: It is possible to encounter a disappointed visitor with the quality of the food or service. Therefore, restaurant workers must be trained on how to deal with these problems and solve them ideally in a way that does not cause any inconvenience to the rest of the visitors. Containing angry visitors is considered a significant challenge for the restaurant owner, but using the art of Skill in dealing with them can convince them to revisit your restaurant. Treating your visitor with care and providing the ideal place to enjoy a delicious meal is part of the reasons for his repeat visit. Like any business, the restaurant will have competitors in the market. Since it is a business that depends entirely on the senses, This gives you one opportunity to prove how good and proficient you are at what you do.
- The art of service: The art of serving customers (customers) is an integral part of the success of restaurants and hotels to attract more of them and create an exceptional reputation for this place passed down from generation to generation. This success is also associated with the senior management or the international restaurant or hotel company, thus gaining worldwide fame. A restaurant or hotel usually gains this fame among its customers as a result of the presence of a group of work and experiences acquired by those working in its service, in addition to the furnishings and furnishings the place provides, serving utensils, linens, towels or napkins, and the art of service is an international language. Service personnel use it with restaurant visitors inside restaurants, hotels, and tourist places. (Rashid, 2010: 5). This global service has a sequence and order from the beginning of receiving the guest, writing and submitting requests, and raising the account to bid him farewell with words of welcome and an invitation to come again. (Hassan, and Al-Sayyid, 2009: 7)

**The fourth chapter**

The practical aspect/comparative study (a study of a sample of restaurant administrations and owners in the Holy Governorate of Karbala)

Testing research variables in the field and applying their hypotheses, in reality, is one of the essential methodological steps in scientific research and studies, as it confirms the accuracy and scientificity of the field of knowledge to which these variables belong.

Using the mathematical method to analyze the results of this scientific test enhances the objectives and directions of the research. The necessary data was collected through a questionnaire and testing the research hypotheses to achieve this.

The practical framework for the research entitled (Local and foreign human resources in restaurants in Holy Karbala - a comparative Study) included designing a questionnaire with one axis, divided into multiple paragraphs. Each paragraph had a scientific question within the research framework and was distributed to the research sample (managements and owners of restaurants in Holy Karbala). Targeting a selection of restaurant managers and owners, the number of which 20) questionnaire forms which were collected and none of them were neglected, using for analysis the tripartite Lickerd scale, which includes analysis of the research variables according to the answers of the study sample in general and as follows:

Analytical presentation of the results of the research sample answers:

This presentation includes simple statistical analysis, using percentages for the questionnaire items and according to the tripartite Lickerd scale, as shown in the following table for the sample investigated:

Members of the total sample	Total percentage	The Scale						Paragraphs
		Percentage	Disagree	Percentage	Neutral	Percentage	Agree	
20	%100	0	0	25%	5	75%	15	X1
20	%100	0	0	0	0	100%	20	X2
20	%100	0	0	50%	10%	50%	10	X3

20	%100	0	0	25%	5	75%	15	X4
20	%100	0	0	50%	10%	50%	10	X5
20	%100	15%	3	25%	5	60%	12	X6
20	%100	0	0	0	0	100%	20	X7
20	%100	0	0	25%	5	75%	15	X8
20	%100	0	0	25%	5	75%	15	X9
20	%100	0	0	0	0	100%	20	X10

.1

Below is an analytical presentation of the results of answering each question in the questionnaire, where each question is indicated in the form of an (X) with the specific question number and my agencies:

- (X1): It was found that the sample members tended to agree (75%) (15) individuals, neutral (25%) (5) individuals, and disagreed by (zero%) for the first question of the questionnaire, which indicates Most people largely agree and prefer the foreign human resource over the local human resource.
- (X2): It is clear that the sample members tend to agree, at a rate of (100%), with (20) individuals for the second question of the questionnaire, which indicates the cheapness of the wage of the foreign human resource compared to the local human resource, and confirms the percentage of the answer to the first question that the salary is One of the essential reasons why restaurant owners and their management resort to employing foreign human resources.
- (X3): The response rate to the third question was divided, with (50%) agreed by (10) individuals and (50%) neutral by (10) individuals, which indicates that there is efficiency in the performance of suppliers—foreign and domestic human beings.
- (X4): It was found that the sample members tended to agree (75%) with (15) individuals, and (25%) were neutral with (5) individuals, which indicates that most foreign human resources do not ask for leaves, breaks, or salary increases.
- (X5): The results show that the sample members tend to agree with a percentage of (50%) by (10) individuals, neutral with a rate of (50%) by (10) individuals as well, and disagree with a percentage of (0%), for the fifth question of the questionnaire, which It indicates that there is a lack of skills and hospitality in the local human resource.
- (X6): The results show that the sample members tend to agree (60%) (12 individuals), neutral (25%) (5 individuals), and disagree (15%) (3) individuals for the sixth question. The questionnaire indicates that most foreign human resources are trained and have experience in their field of restaurant work. There are also trained local human resources, but to a lesser extent.
- (X7): The sample’s answers prove that the working hours of foreign human resources are much longer than the operating hours of local ones, by (100%), by (20) individuals.
- (X8): It was found that the sample members tended to agree (75%) (15) individuals, neutral (25%) with (5) individuals, and disagreed by (zero%), for the eighth question of the questionnaire, which indicates Most people broadly agree that the foreign human resource is committed to working hours compared to the local help.
- (X9): Given the importance of not having a social and family connection to a foreign human resource other than the local human resource, the results of the answer to the ninth question of our questionnaire were (75%) by (15) individuals and neutral by (25%) by (5) individuals.
- (X10): The results for the tenth question show that a percentage of (100%) (20) individuals agree that respecting the foreign human resource’s privacy of work, job affiliation, and non-interference in political, social, and employment affairs makes him accessible to perform his duty thoroughly.

### Conclusions

1. Most restaurant owners and management tend to employ foreign human resources to a large extent for many reasons, the most important of which are: (low salary, experience, efficiency, complete emptiness, and lack of social and family ties).
2. Local human resources are not desirable to employ in high proportions because they do not possess the foundations and principles of hospitality, in addition to local connections, lack of experience, demands for leaves and vacations, and increases in salaries, which affects the stability of the restaurant’s performance

and thus disrupts the atmosphere of local competition.

3. Foreign human resources are foreign to the host country. Most of them do not have fluency in the Arabic language, which keeps them away from interference in internal political, social, and other affairs and is only rarely affected by them, which allows them to devote themselves entirely to their work and professional affiliation, and this is what we do not find in Local human resources, where they are directly affected by any social or political event or problem. Thus, their interruption or interference leads to a disruption in the performance and work of the restaurant.

### Recommendations

1. Institutes and colleges create scientific branches or departments to teach restaurant management and train local human resources to become experienced, highly efficient, and qualified to compete with foreign help.
2. Opening courses to qualify local human resources in hospitality, etiquette, and good reception, as this is the basis for increasing the restaurant's attraction while keeping the rest of the restaurant's components constant, in addition to urging unemployed youth to take responsibility for reducing the salary, enduring long working hours, and respecting the local environment.
3. Legislating laws and regulations and issuing instructions that protect the local human resources in exchange for the facilities granted to foreign aid.

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Dear brothers, owners, and managers of restaurants in Holy Karbala  
m/questionnaire

Greetings.. and may God accept your work.

The researcher intends to conduct a study entitled (Local and foreign human resources in restaurants in Holy Karbala - a comparative study) to obtain a technical diploma in tourism guidance.

Therefore, we ask you, Your Honor, to answer the paragraphs of the questionnaire to ensure the accuracy and validity of the results that the researcher aims to achieve to support scientific research in our beloved Iraq, knowing that your respected answers are treated with absolute confidentiality and for pure research purposes.

We offer you our sincere appreciation for your cooperation.

#### Note:

The definition of human resources is “the sum of individuals who make up the workforce of an organization, business sector, or economy.”

Definition of human resources management: It is “a set of operations such as planning, organizing, directing, and monitoring all aspects related to individuals, to preserve, develop, educate, and compensate them without the need for any specialized management.”

- Definition of a restaurant: It is an institution or business where food and drinks of various types are provided to customers for consumption on-site or elsewhere.

#### Questionnaire:

Disagree	Neutral	Agree	Question	ت
			Do you prefer a foreign human resource over a local human resource?	.1
			Cheaper wages for foreign human resources compared to local human resources?	.2
			Performance efficiency of the foreign human resource compared to the local human resource?	.3
			Does the foreign human resource not demand vacations, breaks, or a salary increase?	.4
			Lack of local human resource skills and hospitality?	.5
			Most foreign human resources are trained and have experience in their field of work in restaurants.	.6
			Foreign human resources working hours are much longer than local working hours.	.7
			Is the foreign human resource’s absolute commitment to working hours compared to the local help?	.8
			Lack of social and family ties to the foreign human resource other than the local one?	.9
			The foreign human resource respects the privacy of its work, job affiliation, and non-interference in political, social, and employment affairs, which makes it available to perform its duty fully.	.10