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REGULATION OF LABOR AS A TECHNOLOGY OF PERSONNEL MANAGEMENT IN RESTAURANT INDUSTRY ESTABLISHMENTS

РЕГЛАМЕНТАЦІЯ ПРАЦІ ЯК ТЕХНОЛОГІЯ УПРАВЛІННЯ ПЕРСОНАЛОМ У ЗАКЛАДАХ РЕСТОРАННОГО ГОСПОДАРСТВА

The study indicates that the regulation of labor in restaurants is key to ensuring safety, service quality, and efficiency. It establishes rules regarding working hours, hygiene, food safety, and service standards, contributing to customer satisfaction and providing comfortable conditions for employees. In the scientific literature dedicated to management organization issues, there are no complete classification schemes for labor regulations. The analysis of labor regulation forms proposed in the study encompasses a set of characteristics that correspond to the goals of achieving the most comprehensive coverage of regulation forms, their organization, and the definition of their features. The labor regulation of a restaurant enterprise includes a series of rules, procedures, and requirements regarding the organization of the work process, safety at work, quality control of products, customer service, etc. It may cover aspects such as staff work schedules, procedures for receiving and issuing orders, sanitary standards, staff requirements, labor safety instructions, work safety rules, and other important aspects of restaurant functioning. Given the diversity of restaurant enterprises and the legislative requirements of the country, regulations may vary, but the general principles remain similar. The analysis of the methodology for labor standardization allows for the following conclusions: all methods of labor standardization for managerial staff are based on the study of working time expenditures; the number of managerial staff is calculated according to norms and time standards. Problems in the management organization system are solved using various methods. The functional division of labor in a restaurant is best determined by the expert method, while the parametric approach most fully justifies itself for establishing staff numbers. Orientation towards different approaches allows to a certain extent to determine the desired level and quality of regulatory documentation. The arsenal of methods for quantitative assessment of personnel activity is quite broad. Each of the methods listed above has its advantages and disadvantages. The choice of method depends on the tasks set, the necessary accuracy, and the possibilities.

Key words: restaurant industry establishment, method, personnel, labor regulation, personnel management.

У дослідженні зазначено, що регламентація праці у закладах ресторанного господарства є ключовою для забезпечення безпеки, якості обслуговування та ефективності. Вона визначає правила щодо часу роботи, гігієни, безпеки їжі та стандартів обслуговування, сприяючи задоволенню клієнтів і забезпеченню комфортних умов для працівників. У науковій літературі, присвяченій питанням організації управління, відсутні повні класифікаційні схеми регламентів праці. Аналіз форм регламентації праці, запропонований у дослідженні, містить у собі сукупність ознак, що відповідають цілям реалізації найбільш повного охоплення форм регламентації, їхнього впорядкування й визначення їхніх особливостей. Регламентація праці у закладах ресторанного господарства включає в себе ряд правил, процедур і вимог щодо організації робочого процесу, забезпечення безпеки праці, контролю якості продукції, обслуговування клієнтів тощо. Вона може охоплювати такі аспекти, як графік роботи персоналу, процедури прийому та видачі замовлень, санітарні норми, вимоги до персоналу, інструкції з безпеки праці, правила охорони праці та інші важливі аспекти функціонування ресторану. Враховуючи різноманіття закладів ресторанного господарства та законодавчі вимоги країни, регламентація може відрізнятися, але загальні принципи залишаються схожими. Аналіз методології нормування праці дозволяє зробити наступні висновки: всі методи нормування праці управлінського персоналу засновані на вивченні витрат робочого часу; чисельність управлінського персоналу розраховується по нормам і нормативам часу. Проблеми в системі організації управління піддаються вирішенню із застосуванням різних методів. Функціональний поділ праці у

закладі ресторанного господарства найкраще визначається експертним методом, тоді як для встановлення чисельності персоналу найбільш повно виправдовує себе параметричний підхід. Орієнтація на різні підходи дозволяє у певній мірі визначити бажаний рівень і якість регламентуючої документації. Арсенал методів кількісної оцінки діяльності персоналу закладу ресторанного господарства досить широкий. Кожний з методів має свої переваги й недоліки. Вибір того чи іншого методу залежить від поставлених завдань, необхідної точності й можливостей.

Ключові слова: заклад ресторанного господарства, метод, персонал, регламентація праці, управління персоналом.

Problem statement. Among the most important tasks posed by the realities of the national economy, a special place is assigned to a complex of measures regarding the development and improvement of personnel management systems. These issues are equally relevant for enterprises of any sphere of activity, including establishments in the restaurant industry. The starting point for solving these tasks is the necessity to regulate the labor activity of the personnel.

Despite active research in the theory and practice of labor regulation, many issues remain unresolved. This concerns the problems of establishing the boundaries of labor regulation, determining the rational composition of regulations, calculating the assessment of quantitative indicators of personnel labor activity, the methodology of designing regulatory documentation, and a number of other issues. This necessitates the search, formation, and development of issues that have not found their resolution in scientific research. These include: ordering and classification of labor regulations from the perspective of a comprehensive coverage of all links of the socio-economic system, determining quantitative and qualitative indicators of personnel labor activity, organizational forms, and methods of managing the process of labor regulation of the organization's personnel.

The relevance of solving these issues and the limitation of scientific-applied research in this area have determined the choice of this research topic.

Analysis of recent research and publications.

Despite a large number of scientific works on the topic of labor regulation in restaurant industry establishments to date – there is no generally accepted methodology for evaluating the organization of labor activity and standards that establish normative values of indicators for restaurants. Therefore, to characterize the level of organization of labor activity in a restaurant, scientists use various approaches based on the assessment of the effectiveness and efficiency of labor activity. Among domestic and foreign scientists, the works of the following scientists can be highlighted: P. Buryak, S. Butkevich, M. Hryhoryeva, O. Diakiv [2], A. Kravchenko, T. Mostenska, O. Ovsienko, V. Rulev [5], V. Samoday [4], O. Skoryk [6; 7], O. Shubaliy [9], J. Hentze [11], A. Kammel, and others.

The purpose of the article is to conduct a comprehensive research and analysis of personnel management technologies in restaurant industry establishments through the regulation of labor activity.

Presentation of the main material. Labor regulation is a comprehensive key issue in improving personnel management, and one of the important levers for increasing efficiency in establishments within the restaurant industry.

The concept of "regulation" is considered as: 1) a set of rules and provisions that define the order of operations for enterprises; 2) the procedure for conducting meetings, conferences, congresses.

The term "regulation" reflects the static process of establishing the order of activity for an organization or a specific individual, while the term "regulation (regulating)" defines the dynamics of this process [5]. In general form, regulation is the process of establishing regulations.

Regulation governs the activity of structural units and individual employees. Structuring work means establishing certain frameworks for its activity, as well as developing a set of rules that define the order of its (work) execution.

Labor regulation in a restaurant includes establishing rules and standards that regulate employment, working conditions, working hours, payment for labor, labor protection, and other aspects of the restaurant staff's work. The main documents defining these rules may include labor law, collective agreements, restaurant regulations, internal rules, and other documents regulating labor relations.

The main issues that can be regulated in the labor regulation of a restaurant include [6; 7]:

1. Employment procedure: requirements for candidates, selection procedure, conclusion of the employment contract.
2. Working hours and work schedule: determining the duration of the working day, distribution of working time, overtime work, breaks, and rest between shifts.
3. Payment for labor: determining the payment system for labor, salary size, bonuses, allowances, and other social payments.
4. Working conditions: norms regarding safety and hygiene at work, the use of protective equipment, working conditions in the kitchen and dining area.
5. Rights and duties of employees: defining the rights and duties of restaurant employees, prohibition of actions, disciplinary responsibility.
6. Professional development: opportunities for training, qualifications enhancement, professional development of employees.

7. Procedure for handling complaints and conflict situations: procedure for handling complaints.

Restaurant establishments provide their visitors with food services. Administrative and management staff control the menu, delivery of necessary raw products, distribute tasks among the service staff, control the quality of finished products and service, etc. For all these processes, certain rules – regulations are established. Some of the mentioned tasks are standardized. However, due to the issue of formalization (standardization) of labor remaining a problematic and contentious issue, in restaurant establishments, quantitative indicators of labor activity are associated with regulation [10].

Labor standardization is the establishment of norms for working time expenditure on the production of any product or on performing a certain task while adhering to technological feasibility, economic efficiency, and the required quality of work. The specificity of applying this term in labor activity is associated with a particular set of components of labor processes.

Regulation in personnel management is manifested in two aspects – in statics and dynamics. Regulation in statics determines: the status of the position held; goals and tasks of each employee; relationships with other employees (for example, job descriptions). Regulation in dynamics allows determining the use of working time or the flow of work processes over time. Regulations for performing individual functions, procedures in the work process, workday schedule, etc., are mainly dynamic [9].

In the personnel management system, regulation is considered in the following directions: organizational-legal; economic; socio-psychological.

Organizational-legal forms of regulation find their specific expression in documents that have: a normative nature (for example, job descriptions, schemes of salary scales); the nature of an administrative directive addressed to specific individuals (for example, orders, directives, instructions); a recommendatory nature (workday schedule for the manager, etc.).

Economic directions and forms of regulation define the boundaries and order of economic relations in the work process.

Socio-psychological relations are conditionally attributed to the forms of labor regulation. This is one of the directions of regulation, the use of which establishes a certain order of socio-psychological relations in the work process and contributes to the strengthening and clear use of organizational-legal and economic forms of labor regulation. Hentze I. [11] highlights among them: motivation of labor results and staff behavior; legal and informational support of the personnel management process, etc.

Within the framework of developing a labor regulation system, its main goal, primary objectives and tasks,

as well as the necessary actions (practical measures) for their achievement are determined.

Thus, working hours and the work schedule in restaurant establishments are compiled based on labor legislation (articles 50-65 of the Labor Code of Ukraine (hereinafter – LC of Ukraine) [3].

Specific labor duties of individual categories of employees are stipulated by special statutes, regulations, and instructions.

The employment procedure in a restaurant encompasses the stages of selection and recruitment of staff. Particular attention is dedicated to the selection and recruitment of waiters and chefs, as they fulfill crucial roles: a waiter significantly shapes a guest's perception of the restaurant; a chef professionally satisfies the gastronomic needs of a guest, which is aligned with the mission of the establishment.

The development of labor regulations for a specific restaurant establishment is carried out by the experienced administrative and management staff of the enterprise (restaurant manager, managers, administrators). Following their development, they are implemented in the enterprise, entailing multi-level training of personnel and their testing based on the results of various training sessions.

In the restaurant, standards and procedures are developed (service standards for visitors, standards for dish presentation (speed), standards for organizing workspaces, etc.), training and control methods, reporting systems, and communication. The HR policy involves the development of regulations and standards for selection and training of personnel, their motivation, development, disciplinary policy, and personnel documentation [8].

Due to the ambiguity in interpreting the main definitions and the composition of labor regulation forms, regulations have been classified and presented in Table 1.

The classification of labor regulation forms presented in Table 1 encompasses a set of characteristics that meet the goals of achieving the most comprehensive coverage of regulation forms, their organization, and the identification of their features.

Thus, from the analysis of the substantive aspect of the concept of "regulation," it emerges that this process, dynamically, presupposes the development of quantitative (as opposed to the standardization of labor) and qualitative parameters of labor processes. Standardization is an integral part of regulation, and regulation, in turn, is a broader concept of rationalization and organization of labor activity, including elements of standardization.

The main goals and objectives of the labor regulation system have a direct and reverse connection with the subsystems of the personnel management system.

Management of restaurant establishments is built along the following main directions: production and ser-

Classification of labor regulation forms in restaurant establishments

Management System Elements	Type of Regulation
Management Functions	Diagram of functional interconnections between units and individual employees
	Functional matrix for the distribution of labor in establishment units
	Distribution of tasks by function among management levels (calculation of the centralization coefficient)
	Distribution of tasks for performing functions among different units at the same management level (calculation of the specialization coefficient for management functions)
Management Structure	Typical management structures (definition of the composition and number of units in the management apparatus, their interconnection, and subordination for each group)
	Norms for staff numbers
	Manageability norms
	Service norms
Management Technology	Consolidated map of procedures (complete list)
	Process operation program (establishes the sequence of operations for a given procedure with specific executors indicated)
	Process organogram (establishes the distribution of powers among management bodies in the process of performing a certain function (procedure))
	Process documentogram (establishes the route of a specific document through the management links with timelines indicated)
	Logical-information diagram
	Standardization of labor processes
	Determination of the process organization level (coefficient of process parallelism)
	Determination of the process regulation level (process regulation coefficient)
Information	Information flows
	Documentation flow scheme in the management system
	Coefficient of direct flow of document flow (КПД)
	Coefficient of effective use of information (Ке)
	Standardization coefficient for management documentation (Кс)
Personnel	Staff roster
	List of requirements for the unit manager of the establishment
	Worker assessment form of the organization
	Labor agreement
	Contract with a worker, officer, specialist
	Application form for job application and interview process
	Career plan
	Concept of the organization's personnel policy
Qualification directory of positions for managers, specialists, and officers	
Technical Means of Management	List of the complex of technical means
	Plan for the placement and planning of the management system units
Methods of Management Organization	International and national standards (establish unified norms and rules, requirements for activities)
	Establishment charter
	Regulations on structural units
	Job descriptions
	Daily schedule of the manager or specialist
	Methodology for determining the management style by the labor collective
	Methodology for determining the intelligence quotient for self-assessment and competitive testing during job application or admission to educational institutions
Comprehensive methodology for evaluating the business and personal qualities of management personnel at any level of management	
Decisions	Orders

Source: developed by the author based on [2; 4]

vice (operational management subsystem); supply and sales (external business relations management subsystem); finance (economic management subsystem); engineering (technical management subsystem); personnel (personnel management subsystem) [1].

Administratively, all the above subsystems are headed by the organization's management, including the top management, managing director, as well as the administrator and chef. This staff constitutes the linear management subsystem.

The labor regulation subsystem for linear managers, to perform their functions, must be appropriately organized.

The set of methods is grouped based on two key features: by the individual organization of design (designing the management system of a specific object). This group includes experimental and expert methods; by the modular organization of design (forming typical blocks of the management system and using them in determining a specific project, taking into account the peculiarities of the control object). This group includes the method of parametric dependencies and the modeling method.

The analysis of the mentioned labor regulation methods allows concluding that in their "pure" form and detached from the entire system of methods, none of them yields the desired results. Problems in the management organization system are solved using various methods. The functional division of labor is best determined by the expert method, while the parametric approach most fully justifies itself for establishing staff numbers. Orientation towards different approaches allows to a certain extent to determine the desired level and quality of regulatory documentation.

The best quality of enterprise management organization projects is achieved when a system of methods is applied in a complex. Some of them are effective at the pre-project stage, others at the design and implementation stages. The application of a system of methods allows assessing the design object from all sides and avoiding miscalculations. The classification of labor regulation methods by stages of organizational design of management improvement measures is presented.

Conclusions. The relevance of regulating the labor activity of personnel in restaurant industry establishments is determined by the need to improve the personnel management system as one of the important factors in increasing the overall efficiency of restaurant business activities.

The analysis of the conceptual apparatus in this area allows classifying regulation as one of the key issues in improving personnel management. The term "regulation" signifies the development not only of quantitative (as opposed to the standardization of managerial labor) but also of qualitative parameters of labor processes. Standardization can be considered an integral part of regulation, and regulation, in turn, a broader concept of rationalization and organization of management activity that includes elements of standardization.

It has been established that the following aspects of personnel labor activity in restaurant business enterprises are subject to regulation: employment procedures; working hours and work schedules; compensation and working conditions; rights and obligations of employees; the process of professional development; the procedure for handling complaints and conflict situations. The presence of regulation increases staff accountability for their work, helps to avoid mistakes, and provides the right to demonstrate sensible initiative and business acume.

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