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SUMY NATIONAL AGRARIAN UNIVERSITY
ECONOMICS AND MANAGEMENT FACULTY

Public management and administration Department

QUALIFICATION WORK

Education Degree - Master

on: **Improvement of employee incentive management**

Completed:

student of
2201 «Management» (EP «Administrative
Management»)
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Faculty
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Economics and Management
Public management and administration

Education degree
Field of Study

«Master»
«Management» (EP «Administrative Management»)

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TASK

on qualification work for student

Zhang Meiyan

**1. Theme of Improvement of employee incentive management
Qualification
work:**

Supervisor Tetiana Kharchenko, PhD., Associate Professor

approved by the university from

2. Deadline for student completed project (work)

March 8 2024

3. Background to the project (work):

educational methodical manuals, monographs, textbooks on the subject of research, scientific publications, economic and financial statements for the period of 2022-2023

4. Contents of settlement and explanatory notes (the list of issues to develop):

Learning the modern theoretical concept, analyze the basic situation of the company, analysis of the organizational structure of the company, analyze the composition of personnel, analyze business situation, designing employee questionnaires, developing an incentive system and implementing the process, summarize and analyze the incentive program.

5. Date of assignment:

CALENDAR PLAN

№	Title the stages of the degree project (work)	Date of performance project stages	Note
1	Definition and approval of the thesis, preparation of the plan - schedule of work	December 2022	done
2	Selection and analysis of literary sources, the preparation of the first theoretical chapter	December 2023	done
3	Preparation and presentation of draft of the first chapter of the thesis	January 2024	done
4	Collection and processing of factual material, synthesis analysis of application issues in the enterprise	February 2024	done
5	Making the theoretical part of the thesis, summarizing the analytical part	February 2024	done
6	Design options improve the research problem	March 2024	done
7	Completion of the project part of the thesis, design chapters	March 2024	done
8	Previous work and its defense review	March 2024	done
9	Checking the authenticity of the thesis	March 2024	done
10	Deadline for student completed the thesis	March 2024	done
11	Defense of the thesis	March ,22 2024	done

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SUMMARY

Zhang Meiyang. Improvement of employee incentive management.

Master's thesis in the specialty 073 «Management», EP «Administrative Management» SNAU, Sumy-2024 - Manuscript.

Among all company, the catering industry is a typical labor-intensive industry with poor working environment and high intensity in general. Compared with other industries, the wage level, welfare benefits and social status of employees in the catering industry are relatively low, and the high staff turnover rate and fast turnover of employees have become significant industry characteristics of the catering industry. A large number of staff turnover will not only increase the recruitment pressure of company and bring difficulties to management, but also lead to increased costs, lower productivity and service quality, thus affecting the number of customers and leading to lower revenue, which seriously restricts the development of the company. Therefore, paying attention to the effective motivation of employees, establishing, and implementing effective motivation programs, and improving employee incentives can effectively reduce labor losses, thus achieving the purpose of controlling human resources costs and further improving economic efficiency in relative terms.

The core element of catering company development is service, which can only be achieved by reducing turnover rate, improving employee satisfaction and enthusiasm, and increasing work motivation. Therefore, by combining the overall goal of the company with the personal goal of the employees, we can achieve a win-win situation in terms of enhancing the competitiveness of the company and improving the personal ability of the employees by providing targeted incentives to the employees in both material and spiritual aspects. In general, it is important to study the incentive mechanism of catering industry and improve the staff incentive management. By implementing a scientific and reasonable staff incentive plan, it can help realize the unity of staff and company development goals, activate the staff demand to a certain extent, maximize the staff's efforts, and inject new energy into the improvement of the company's business condition, by reducing the staff By reducing the turnover rate of this company and improving the efficiency of the employees, it promotes the long-term stable development of the company and achieves the purpose of common development of the company and the employees, so that the company can win a stronger competitive position in the market economy.

Keywords: Catering Chains, Employee Motivation, Incentives, Improvements.

АНОТАЦІЯ

Чжанг Мейянь. Удосконалення системи стимулювання працівників. Магістерська робота зі спеціальності 073 «Менеджмент», ОП «Адміністративний менеджмент» СНАУ, Суми-2024 р. – Рукопис.

Серед усіх компаній галузь громадського харчування є типовою трудомісткою галуззю з поганими робочими умовами та високою інтенсивністю в цілому. Порівняно з іншими галузями, рівень заробітної плати, соціальні виплати та соціальний статус працівників у сфері громадського харчування відносно низькі, а висока плинність персоналу та швидка плинність працівників стали важливими галузевими характеристиками галузі громадського харчування. Велика плинність персоналу не тільки збільшить тиск на роботу в компанії та спричинить труднощі з керівництвом, але також призведе до збільшення витрат, зниження продуктивності та якості обслуговування, що вплине на кількість клієнтів і призведе до зниження доходу, що серйозно обмежує розвиток компанії. Таким чином, приділяючи увагу ефективній мотивації працівників, створюючи та впроваджуючи ефективні програми мотивації та вдосконалюючи стимули працівників, можна ефективно зменшити втрати праці, таким чином досягаючи мети контролю над витратами на людські ресурси та подальшого підвищення економічної ефективності у відносному вираженні.

Основним елементом розвитку кейтерингової компанії є сервіс, якого можна досягти лише за рахунок зниження плинності кадрів, підвищення рівня задоволеності та ентузіазму працівників, підвищення мотивації до роботи. Таким чином, поєднуючи загальну мету компанії з особистою метою співробітників, ми можемо досягти безпрограшної ситуації з точки зору підвищення конкурентоспроможності компанії та покращення особистих здібностей співробітників шляхом надання цільових стимулів співробітникам як в матеріальному, так і в духовному аспектах. Загалом актуальним є вивчення механізму стимулювання підприємств громадського харчування та вдосконалення системи стимулювання персоналу. Впроваджуючи науковий та обґрунтований план стимулювання персоналу, це може допомогти реалізувати єдність персоналу та цілей розвитку компанії, певною мірою активізувати попит на персонал, максимізувати зусилля персоналу та влити нову енергію в покращення умов бізнесу компанії, шляхом скорочення персоналу. Зменшуючи плинність цієї компанії та підвищуючи ефективність співробітників, це сприяє довгостроковому стабільному розвитку компанії та досягає мети спільного розвитку компанії та співробітників, щоб компанія могла завоювати сильнішу конкурентну позицію в ринковій економіці.

Ключові слова: Мережі громадського харчування, мотивація співробітників, стимулювання, покращення.

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INTRODUCTION

Relevance of the topic. As an important part of the national economy, the catering industry plays an important role in boosting national economic growth and solving labor force employment. Due to the lack of scientific and reasonable incentive mechanisms, employees lack confidence in their career development prospects and are generally less motivated to work, which is not conducive to the long-term development of catering company. Therefore, it is strategically important to optimize the incentive mechanism of restaurant employees to strengthen the bonding relationship between company and employees to create mutual value and promote the sustainable development of company and the ecological evolution of the industry.

In this research, we choose to analyze the employee incentives of a catering company with a case study of HDL Catering Company, a famous catering company that operates hot pot in China. The company under the influence of the new crown pneumonia epidemic, it has entered a difficult stage of development, and the business situation has declined. Although the turnover is still increasing year by year, the market share is shrinking and the labor cost is rising, which makes the operating profit of the company decrease. Facing the human resource problems of difficult recruitment, difficult employment, high labor cost and low incentives of employees, the company managers found that the problem of industry incentive management is the most urgent problem to be solved in the current operation and management and hope to change the current predicament through a series of measures.

The purpose and objectives of the study. The purpose of the study is through specific analysis and design of company problems and formulates detailed improvement programs in terms of spiritual and material incentives according to the actual needs of different groups and individuals. The main contents of incentive include salary, welfare, training, performance, promotion, and corporate culture, such as:

- Analyze the basic situation of the company;
- Analysis of the organizational structure of the company;
- Analyze the composition of personnel;

- Analyze business situation;
- Designing employee questionnaires;
- Developing an incentive system and implementing the process.

The object of study is organizational and economic relations that arise in connection with the process of HDL employee incentive management.

The subject of the research is theoretical, methodological, and practical provisions of the process of HDL employee incentive management.

Elements of scientific novelty of the obtained results of work are : through specific analysis and design of company problems, and; Developing management strategies to formulates detailed improvement programs in terms of spiritual and material incentives according to the actual needs of different groups and individuals that will guide HDL Catering's and other businesses.

The practical significance of the obtained results is to provide an implementation basis for improving the incentives for service employee in HDL catering companies; and to provide an institutional framework for solving the problem of employee motivation; to provide practical guidance for the human resource management system and the cultural management system of the catering company; to promote the long-term and stable development of HDL Catering Company by reducing the employee turnover rate and improving the efficiency of the employee, so as to achieve the common development of the company and the employee.

Methodological basis of the study there are scientifically substantiated interpretations of processes and human resources incentive management, dialectical, logical, and systemic approaches to their consideration. During the research general scientific methods of analysis and synthesis, theoretical generalization and comparison, statistical and graphical analysis and grouping. The Chinese Division of Haidilao Catering Company, a well-known Chinese catering company, was selected as the research object, providing field investigation visits to obtain first-hand information about the actual effect of the company's employee incentive model and employee satisfaction, summarizing the advantages and disadvantages of the company's current employee incentive model, and combining the human resource management

experience of domestic and foreign chain catering company to put forward a feasible optimization plan.

The database includes scientific research achievements of scientists at home and abroad in problem areas, national statistical report data, world statistical report data, publication of official and scientific journals, report information of enterprise manufacturers, and information of international and Chinese science time conferences.

Personal Achievements:

1 Zhang Meiyan UNIVERSITIES IMPROVING THE MANAGEMENT OF EMPLOYEE INCENTIVES Матеріали науково-практичної конференції викладачів, аспірантів та студентів Сумського НАУ (25-28 квітня 2023 р.). Суми, 2023. С. 380.

2 Zhang Meiyan, Kharchenko Tetiana BASIC ELEMENTS OF THE IMPROVING THE MANAGEMENT OF EMPLOYEE INCENTIVES. Економіка підприємства: сучасні проблеми теорії та практики: Матеріали дванадцятої міжнар. наук.-практ. конф., 8 вересня 2023 р. Одеса: ОНУ, 2023. С. 375 - 377.

The structure and scope of work. Qualification work consists of an introduction, three chapters, conclusions and suggestions, a list of references, which consists of 52 titles. The main text is placed on 64 pages of computer text, the work contains 16 tables, 9 figures.

CHAPTER 1

RESEARCH THEORIES OF EMPLOYEE INCENTIVES

Dr William James of Harvard University analysed the theory of employee motivation in depth and suggested that if an individual does not enjoy external motivation, he or she can only use 20-30% of his or her talents, but if he or she is motivated by an effective external motivation, he or she can use 80-90% of his or her talents or even all of them, in other words, motivation has 3-4 times the impact on an individual than if he or she is not motivated [1]. Guest et al. (2014) propose a strategic analysis of the existence of targeted analytical solutions by analyzing the policies related to human resource management and suggest that many of the human resource management solutions currently implemented by companies have a certain dimension on the current enthusiasm of the employees [2] .

Psychological dimension of motivation for employees, thus creating a good working environment for employees [3]. Leigh L. Thompson (2011) argues that employees are properly motivated to achieve certain gains, which will enhance their identification with the company [4]. DavidKath (2014) suggests that in the process of employee motivation, the practice of the expectations, the effect of the better, incentive fairness is an issue that must be considered in a holistic and comprehensive manner [5].

The main effects that motivation can produce contain:

- Motivation stimulates motivation and creativity.
- Motivation can encourage people to play their active role.
- Motivation reaches to explore the potential ability of employees and improve work efficiency.
- Motivation facilitates cohesion within an organization.

ERG theory is a management professor from Yale University, Alderfer, based on Maslow's hierarchy of needs theory, conducted extensive experimental research, and finally formed a set of motivation theory. In his 1969 paper "An Empirical Test of a New Theory of Human Needs", he pointed out that the following three types of

employee needs are reasonably effective in management practice: the need for survival, the need for interrelationships, and the need for growth and development [6].

Fredrick Herzberg (1959) proposed the two-factor theory, which suggests that the factors affecting an individual's needs are divided into incentives and health. Incentive factor is that people can be motivated by the industry and position they are engaged in; if they are satisfied with what they are doing and the nature of the work itself, they will be very happy with their work. But if there is no incentive factor, people will not be dissatisfied with their own work [7]; health factor refers to the company's working environment and the relationship between employees and colleagues, if the health factor is not satisfied, people will be very dissatisfied with their work, then no matter how attractive the content of the work, the work of the people how challenging, the role of incentive for employees will not be played out.

According to Maslow, the basic needs of human beings are hierarchical and divided into five categories according to the vertical hierarchy, with the two basic needs - physiological needs and safety needs - at the bottom, the two types of ego and social needs - emotional needs and the need for respect - in the middle, and the need for self-actualisation at the top [8]. When people's lowest needs are satisfied, they will pursue higher needs.

Catering industry as an important part of the service industry, and other industries compared to the existence of their own obvious industry characteristics and other industries compared to the employees, most of the employees in the catering industry have the following characteristics:

Job responsibilities. The main responsibility of employees in the catering industry is to provide quality food and services to meet the needs of customers. They need to understand the process and techniques of preparing dishes on the menu, as well as the operational procedures and service standards of the restaurant. In addition, they need to maintain the hygiene and safety of the work area and assist other employees with daily tasks

Skills Required. Preparing food, greeting customers, ordering service, recommending dishes and handling complaints are some of the skills that restaurant employees must master. In addition, they are required to possess certain verbal skills,

communication skills and interpersonal skills. Skills such as using the cash register system and maintaining restaurant equipment are also essential.

Communication Skills. Restaurant employees need to communicate well with customers in order to understand their needs and solve their problems. They need to greet every customer with friendliness, patience and warmth at the same time, mutual communication and collaboration between employees is also key to ensure the smooth operation of the restaurant.

Service Attitude. Catering staff need to have a good service attitude and always put the customer first in order to provide excellent service. They need to take the initiative, enthusiasm, patience and meticulous customer service good service attitude can not only improve customer satisfaction but also for the restaurant to establish a good image.

Hygiene and Safety Awareness. Catering staff need to follow strict health and safety regulations to ensure the health and safety of customers. They need to have knowledge of food hygiene and safety practices and follow the regulations. In addition, they need to keep their work area clean and tidy to ensure a hygienic environment in the restaurant

Flexibility. Employees in the restaurant industry need to have the ability to be flexible and adaptable in order to cope with different unexpected situations. They need to know how to respond to various emergencies and be able to calmly and quickly take steps to solve problems when they encounter them to ensure the normal operation of the restaurant.

Sales Skills. Catering employees need to have certain sales skills to increase the turnover and profit of the restaurant. They need to understand the restaurant's menu and promotional activities, master sales techniques and be able to take the initiative to sell to customers. They also need to be market-sensitive, paying attention to customer needs and changes in the market to help the restaurant develop sound sales strategies.

Work Experience. Catering staff with a certain amount of work experience will be more conducive to the operation and development of the restaurant. They need to understand the basics of the restaurant industry and business processes, and have

relevant work experience to better adapt to the requirements of the job, improve efficiency and quality of work.

Team Spirit. Employees in the catering industry need to be team players in order to assist and support other employees in completing their work tasks. They need to actively co-operate with their colleagues in the workplace, utilize their respective strengths and work together to solve problems and improve efficiency and quality of work. The establishment of team spirit helps to enhance the cohesion and centripetal force of employees and improve overall performance.

Learning Ability. Employees in the catering industry need to have the ability to learn and continuously improve their quality and working ability. They need to actively learn and master new knowledge and skills, pay attention to industry dynamics and technological development to constantly update their knowledge structure, in order to adapt to the changing market demand.

Comply with the system. Catering employees need to strictly comply with the restaurant's systems to ensure the normal operation and management of the restaurant. They need to understand and comply with the food safety law, health regulations and other relevant laws and regulations as well as comply with the internal rules and regulations of the restaurant, such as the attendance system, workflow and so on. Staff who comply with the system can improve the efficiency and quality of work and ensure the normal operation of the restaurant.

Hardworking Spirit. In the catering industry, employees need to have a hardworking spirit to cope with intense work pressure and working environment. They need to be able to withstand long hours of standing, walking and heavy workloads, while maintaining a positive attitude and optimism. Hard-working employees improve the efficiency and quality of their work, as well as boosting the morale of the entire team.

Image quality. The image and temperament of employees in the catering industry is crucial to the image of the restaurant. They need to maintain good personal hygiene and cleanliness, but also need to have a good professional image and temperament. A good image and temperament can improve customer recognition and satisfaction, and establish a good image and brand value for the restaurant.

Honesty and trustworthiness. Honesty and trustworthiness are important qualities that employees in the restaurant industry must have they need to treat customers and work honestly and trustworthy, keep promises and commitments, maintain a high degree of credibility and trust. Honest and trustworthy employees can increase customer satisfaction and trust, and establish a good corporate image and brand value.

Co-operation skills. Catering employees need to be able to co-operate with each other in order to work together to get things done. They need to understand the importance of teamwork and actively co-operate with their colleagues, share information and resources, and work together to solve problems. The ability to co-operate helps to improve the efficiency and quality of work, and enhance the cohesion and centripetal force of the team.

Innovation Ability. In the catering industry, employees need to be able to be innovative in order to adapt to changing market demands and consumer needs. They need to be able to come up with new ideas and methods to improve work deficiencies and efficiency, creating more business value for the restaurant. Innovative employees can inject new vigour and dynamism into a restaurant and drive it to grow and develop.

Loyalty. Employees in the restaurant industry need to be loyal and show a high level of commitment and support for the restaurant and the workplace. They need to be able to work consistently over a long period of time, be actively involved in the development and operation of the restaurant, and be willing to contribute to the success of the restaurant. The demonstration of loyalty enhances an employee's sense of belonging and responsibility and helps to improve the cohesion and centripetal force of the entire team.

Overall quality of staff. As a labor-intensive industry, the catering industry has a low entry threshold and does not require much in terms of knowledge and skills, resulting in the overall low knowledge structure of service personnel. Coupled with the fact that most of the catering employees are migrant workers and most of them come from relatively backward areas, they have a poor understanding of the nature of work, backward employment concepts, and low stability of personnel.

Social Status. The work content of the catering industry is mostly simple and repetitive manual labour with low technical content, and under the influence of traditional concepts catering service work is regarded as a low-end industry and is subject to certain discrimination. As a result, the catering industry is not a popular choice for the general public, and people prefer to choose a decent career.

Working Environment. The work of catering service staff is mostly cleaning and providing services to customers, which is mostly physical labour, and the workload is very heavy, and they may also be complained by customers, which is very stressful both physically and mentally. Especially frontline staff will choose to work in other industries after working in the catering service for a period of time.

Employee Situation Analysis in the Catering Industry:

(1) Employee turnover:

There are obvious regionalised differences in China's economic development, with the eastern region being more developed, with more employment opportunities and higher salary levels, so a large number of labourers flock to the economically developed regions, resulting in a regional imbalance in employment. Around the Spring Festival every year is the peak period of staff turnover in the catering industry, especially on the eve of the Spring Festival. As the service industry still needs to operate normally during holidays, it needs to ensure that there are sufficient staff on duty. The Chinese New Year is of great significance to Chinese families, and for most frontline service workers from outside China, they prefer to go home to their families after a year's hard work outside China. In addition, the catering industry has broad requirements for frontline service workers, so they can still find a similar job after the Chinese New Year. The stability of frontline service staff in the catering industry is relatively poor. After entering the company, employees are very prone to turnover due to lack of adaptation to the work, dissatisfaction with the salary, and unsoundness of the company's system. The turnover rate is higher within one year after the employees join the company. Staff turnover in the catering industry has a group nature. The catering industry has a large demand for service personnel, and most of the catering service personnel do not have a clear career plan for themselves, therefore, some

restaurant managers will take away a large number of service personnel from the previous company after they leave the restaurant and take up a job in a new company.

(2) The level of education received by employees:

It can be found from the recruitment information of the catering, the educational requirements for front-line employees are basically concentrated in the high school and junior high school level. Some large restaurant chains require the education of restaurant managers to reach the college level, and a few high-end restaurants require a bachelor's degree level. Although the gap in education is not the same as the gap in ability, but the gap in education is almost the same as the gap in the height of the vision and thinking problems, the significance of higher education is also in this. College education as an investment, the return is the ability to think and the strength of will, and these two are the tools to create a better life.

The tools to create better value in life. The low education level of front-line catering employees limits their thinking to a certain extent, and their attention to needs is often limited to physiological and safety needs. They do not pay attention to respect and self-fulfilment needs like highly educated knowledge-based employees do, and the satisfaction of physiological and safety needs can make them stable in their current jobs. Therefore, some visible and tangible incentives are more likely to stimulate the catering frontline staff to meet their needs.

(3) Wide age range

China's standard for child labour is under the age of 16, so you can join the workforce at the age of 16. On the one hand, the catering industry's low requirement for educational qualifications has lowered the lower age limit for the workforce. On the other hand, the difficulty in recruiting staff has prompted catering companies to recruit older frontline staff. 40-50 year old frontline catering staff are no longer only working in the kitchen, but also in the front office during peak hours to participate in the service, food delivery, reception and other work, and it has even become the norm for mid-range and low-end catering companies to use senior service staff in the front office. With the adjustment of the national social security and tax policies, the employment cost of catering company has been rising year by year, and most catering company have been accustomed to employing female frontline staff over 50 years old. Nowadays,

it is the norm for catering company to employ frontline staff aged between 16 and 50 years old or even older, and the future may see the development of age polarisation. Catering frontline management positions are still attractive to the strong and experienced labour force aged 25-35, while the attraction of catering frontline service positions and chef positions is gradually diminishing.³ The rising labour costs have made catering company not only increase the age range of their frontline staff, but also increase the age range of their frontline staff, so that they will not only employ more female staff, but also increase the age of their frontline staff. The rising labour costs have led catering companies not only to increase the age span in hiring frontline staff, but also to require staff to take on more responsibilities, which is particularly prominent in the fast food chain sector. McDonald's an experienced kitchen staff need to do burgers, french fries, grilled chicken wings, do ingredients all proficiency, in the words of the industry called "through the post". A chain of fast-food front-line managers not only to manage the electrical service proficiency, the front office and kitchen of each workstation is to be proficient in the actual operation. Catering industry on the front-line staff skills requirements gradually tend to all-round standards, wearing several "job" is becoming a front-line staff work requirements.

Another situation is wearing several "work", in recent years in the catering industry, a buzzword is "flexible labour". This is actually the use of hourly workers. An employee may work in a number of catering company, each catering company to work 3 to 4 hours. This is a win-win model for catering companies to reduce labour costs and for frontline employees to get more remuneration for their work. This mode of doing several jobs requires a sense of fairness, as frontline staff will compare the salary levels of various catering company when they can choose from a wide range of catering company.

(4) Increasing expectations of remuneration packages

The more economically developed a region is, the more developed the catering industry is, and the more catering brands and catering frontline employees there are. Frontline employees in the catering industry are mostly migrant workers who hope to change their lives by working in big cities. Salary package is an important job security, which includes normal work income and welfare benefits. The overall improvement of

national income makes the catering frontline staff's expectation of normal work income is also higher and higher on the other hand, "new urbanisation" in the implementation of the process of urban and urban, urban and rural areas between the leveling of the gap gradually reduced, willing to engage in the catering frontline manual labour employees are fewer and fewer. However, the catering industry is entering an era of blossoming, new catering models and catering brands emerge one after another, the demand for frontline staff is growing, and employees have higher and higher expectations for their income.

When looking for a job, frontline catering employees are not only concerned about normal work income, but also accommodation, working meals, social insurance, provident fund, transport allowances and other benefits. In big cities, accommodation, working meals and social insurance have basically become the necessary conditions for the recruitment of front-line catering staff.

(5) Increasing expectations of the working environment

The post-90s are becoming the main labour force in the catering industry, and the main characteristics of this group are strong innovativeness in keeping up with the pace of the times, deviation in psychological quality, and over-optimism towards life. When looking for a job, they are concerned about the size of the brand, the distance to work, the intensity of the work, and the management style of the leadership.

The working environment has an important impact on these young frontline catering employees. For example, they care about the size of the kitchen, facilities and equipment, they are sensitive to the smell of fumes, they value the leadership level of their superiors, and even compare them with each other; they have a greater sense of belonging when they are recognised by other partners in the team. Post-90s frontline staff in catering are more likely to leave their jobs because of arguments with superiors or colleagues, or because of a customer complaint. Factors closely related to the working environment, such as a clean and hygienic environment, effective leadership, and a harmonious team atmosphere, are having an increasingly positive effect on today's frontline restaurant workers, especially the younger ones. Some large restaurant chains will recruit some interns from colleges and universities every year to make talent reserves for future restaurant frontline management teams, which come from a variety

of professions, with most of them being general and management majors. Through the internship in the front line of the restaurant, interns can practice and improve interpersonal communication skills, stress resistance and team awareness, in order to prepare for the future career choice.

(6) Considering the catering sector as a stepping stone

When migrant workers want to establish themselves in a new city, the first thing they need to do is to solve the problem of work. Catering line jobs have a low threshold and can guarantee a regular income for employees, and most catering companies also provide accommodation. For migrant workers, catering frontline jobs can provide livelihood security and job security. Many front-line employees will temporarily regard a catering company as a springboard for longer-term planning for future work.

CHAPTER 2.

INVESTIGATION AND ANALYSIS OF THE CURRENT STATUS OF EMPLOYEE INCENTIVE AT HAI DI LAO HOT POT CATERING COMPANY

2.1 Background and Business status of Hai Di Lao Hot Pot Catering Company

While China is known for its rich culture and cuisine, with a population of 1.2 billion people, food consumption has dramatically changed from meeting basic physiological needs to an lifestyle or enjoyment. The rapid development of the restaurant industry in China has grown four times from \$109. 2 billion in 2002 to \$444.8 billion in 2012 (Ministry of Commerce People's Republic of China [MOF], 2012). During last two decades, the restaurant industry in China has made great development, and renowned hot pot restaurants brands also continue to appear. In addition, the concepts of quality, service, environment, and value brought by the Western fast-food chains have had a dramatic impact on local restaurant operators. After observing the success of international restaurants chain in China, many local entrepreneurs developed a growing interest and experience in restaurant quality, control and efficient restaurant human resources management according to Chinese culture.

While most competitors struggle to win the favor of the clients in such a stringent environment, a Chinese hotpot chain brand named Hai Di Lao Hot Pot Catering Company has gaining the popularity among the critical customers. Hot pot is different from traditional Chinese dishes, Hot pot allows customers to participate in a portion of the cooking experience, and offers different soup bases and a large selection of previously processed food options. While the hot pot is kept simmering, ingredients are placed into the pot and are cooked at the table. The cooked food is usually eaten with dipping sauce ("Hot Pot"). Hot pot as one of the most popular food in China typically based on collectivize culture background. The story of how Zhang yong

(owner of Hai Di Lao) manages a Hai Di Lao Hot Pot Catering Company into an upscale service quality phenomenon has become taking delight in talking about it not only in dining industry in China. Founded with 10,000 RMB in 1994 in the small city of Jian yang, Hai Di Lao, whose name roughly translates to “scooping treasure from the bottom of the sea”, has since become the dominant hot pot restaurant chain in a country obsessed with hot pot. In 2014, the Hai Di Lao directly owned 91 chains across the nation, and 1 in Singapore and 1 in United States with over 14,000 employees. With turnover approaching \$6.6 billion, and net profit reached 3.3 billion Yuan (\$500 million) in 2012 [27].

The company has a total of more than 100,000 employees, the scale of the company continues to grow at the same time, in human resource management to the company's operators to bring great challenges. With the gradual maturation of the market, the competition among various catering chain brands is becoming increasingly fierce, the frequent departure of catering staff, especially frontline staff, and the decline in the level of service and other issues in front of the operators, the large number of staff turnover in catering companies, and the difficulty of retaining them has become a thorny problem that managers need to be solved urgently.

By the end of 2022, Haidilao had a total of 1,371 restaurants in China. per capita customer spending at Haidilao was RMB104.9 in 2022, compared to RMB102.3 in 2021. Annual revenue from continuing operations and discontinued operations was approximately RMB34.741 billion and net profit was approximately RMB1.373 billion. Of this amount, revenue from continuing operations was approximately \$31.039 billion and profit from continuing operations was approximately \$1.637 billion, compared to a loss of approximately \$3.248 billion in the previous year [10].

HDL Catering's full-time workforce consists of managers and full-time servers. On the one hand, the job duties of full-time employees are enriched and employees are required to work "one person for many jobs", while on the other hand, a large number of part-time hourly employees are utilized.

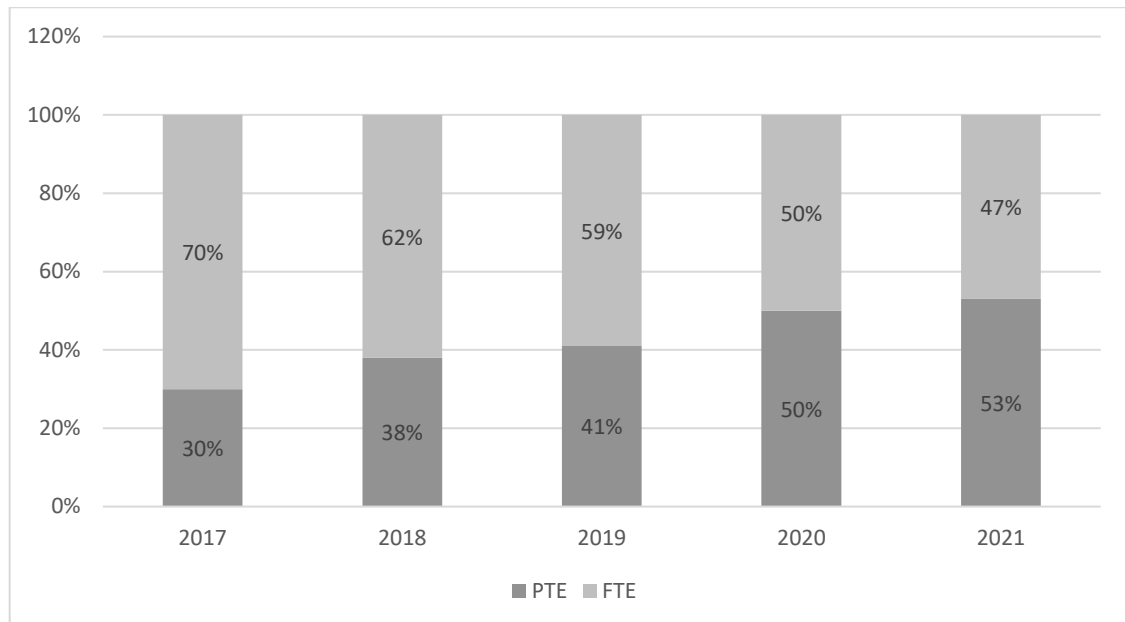


Figure 2.1 - HDL Catering FTE, PTE Employee Percentage Trend Chart, 2017-2021

Source: [10]

As shown in Figure 2.1, the ratio of full-time employees to part-time employees in restaurants reached 1:1 in 2017, and part-time employees exceeded full-time employees in 2018. HDL Catering Company strengthens the skills training of part-time hourly employees, so that they have the same service skills and operation skills as full-time employees. Against the backdrop of increasing labor costs in the restaurant industry, HDL Catering Company's change in employment structure is beneficial for the company to maintain profitability, but it also poses a potential risk to employee stability.

2.2 Employee status of Hai Di Lao Hot Pot Catering Company

HDL Catering currently employs more than 20,000 people, including 3,700 managers, 6,900 full-time servers and 10,000 part-time servers.

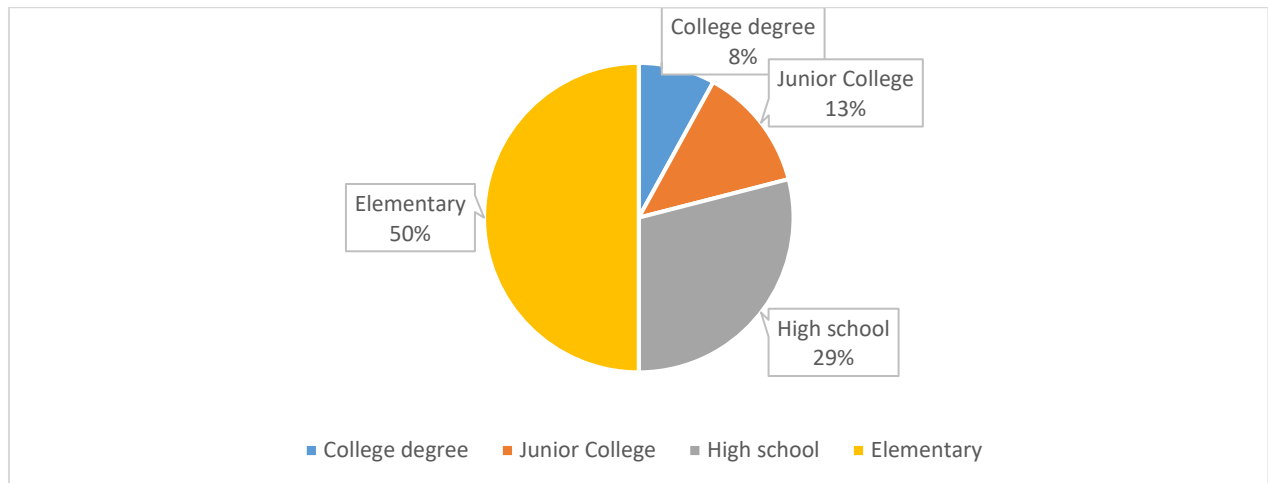


Figure 2.2 - Educational structure of employees in Hai Di Lao Hot Pot Catering Company, 2022

Source: [10]

As shown in Figure 2.2, HDL Catering Company's staff education overall low, undergraduate and above accounted for only 8%, college, higher vocational school accounted for only 13%, high school, junior college, vocational school, technical school education accounted for 29%, junior high school and elementary school education accounted for 50% of the total number of people to reach half of the education of the managers, HDL Catering Company, 79% of the managers of the education of the junior college or below. This is because in recent years, with the catering industry's "recruitment difficulties" becoming more and more prominent, HDL Catering has had to lower the educational requirements for recruiting staff.

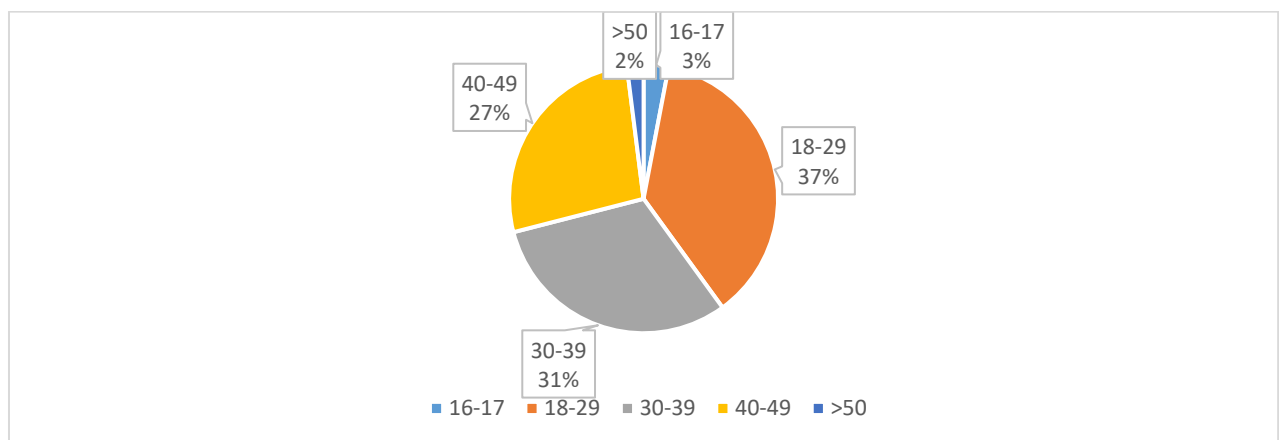


Figure 2.3 - Age structure of Hai Di Lao Hot Pot Catering Company, 2022

Source: [10]

As shown in Figure 2-3, HDL Catering's workforce consists mainly of young and energetic laborers aged 20 to 40 years old, which is in line with the high-intensity work requirements of the catering industry. 3% of the employees are aged 16 to 17 years old, 37% aged 18 to 29 years old, 31% aged 30 to 39 years old, 27% aged 40 to 49 years old, and 2% aged 50 years old and above. In terms of the overall age structure, the age structure of HDL Catering's employees is in line with the basic situation of the industry, but 48% of the managers are within the age range of 18~29 years old, indicating that the management team is young, which is related to the low education level.

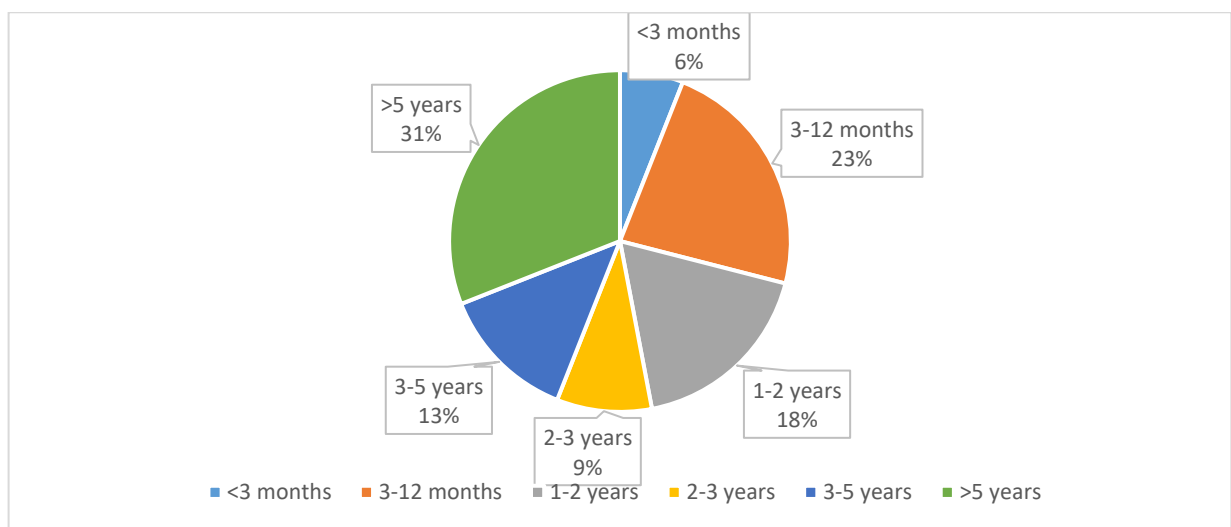


Figure 2.4 -Hai Di Lao Hot Pot Catering Company 's full-time employee seniority structure

Source: [10]

As shown in Figure 2-4, Among the full-time employees of HDL Catering, 6% have less than 3 months of service, 23% have 3-12 months of service, 18% have 1-2 years of service, 9% have 2-3 years of service, 13% have 3-5 years of service, and 31% have more than 5 years of service. Taking HDL Catering's current 10,600 full-time employees (3,700 managers and 6,900 full-time servers) as a base, the number of full-time employees with more than 5 years of experience is about 3,300 and about 2,000 of them are managers, so there are only 1,300 full-time servers, which only accounts for 12% of the full-time employees. Therefore, when full-time employees of HDL Catering realize that there is no opportunity for advancement, they tend to leave the

company, which correlates with the fact that the number of full-time employees with 2-3 years of service is only 9%, and that advancement helps HDL Catering retain full-time employees.

Employee turnover rate is an important indicator of employee mobility, which can indirectly reflect the employee's satisfaction with the company, the higher the employee turnover rate, often the lower the satisfaction with the company. Normal staff turnover is necessary for the company, new employees can bring new ideas for the company, but also can stimulate the enthusiasm of the old staff. A high or low turnover rate at a certain point in time does not reflect the problems of the company, and the analysis of turnover rate should focus on the change of trend over a period of time. Therefore, the employee turnover rate of HDL Catering Company for the past five years is counted and analyzed on a yearly basis.

Employee turnover rate refers to the proportion of employees who left the company in a certain period of time to the total number of employees in the company. The calculation of the annual turnover rate of HDL Catering Company's employees is announced as follows.

Annual staff turnover rate = $\frac{\sum \text{Number of monthly departing employees}}{\sum (\text{Number of employees at the end of the month} + \text{Number of monthly departing employees})} \times 100\%$

Statistics of HDL Catering Company's employee turnover rate in the period of 2017~2021, and analyze the employees into three categories of personnel: managers, full-time waiters and part-time waiters. As shown in Figure 2-5, the turnover rate of first-line managers is the most stable among the three categories of personnel, and as the age analysis done before, more than 50% of the employees have worked for HDL Catering Company for more than 5 years. However, with HDL Catering's recent restructuring of its employment structure, the turnover rates of full-time and part-time service personnel have fluctuated more. As HDL Catering reduces the use of full-time servers, the turnover rate of full-time servers is on the rise, which is detrimental to the development of a talent pipeline of managers, while HDL Catering's use of part-time servers has been increasing year after year and the turnover rate of these employees is on the decline, indicating that HDL Catering is gradually shifting its focus on employee retention from full-time to part-time servers. In the short term, this practice is good for

controlling labor costs, but in the long term, it is not conducive to the future development of HDL Catering's management team. Therefore, more effective incentives are needed for current employees to avoid future turnover.

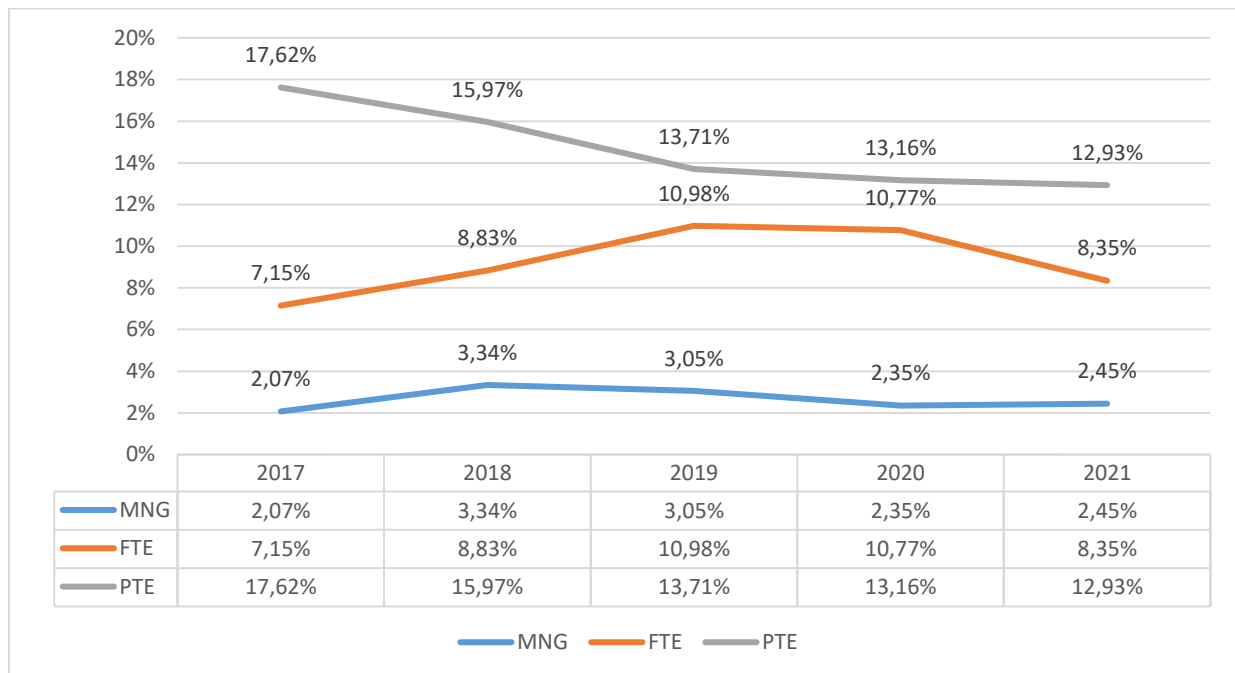


Figure2-5 Hai Di Lao Hot Pot Catering Company 's Frontline Employee Turnover Statistics

Source: [10]

2.2.5 Employee Job Performance Appraisal Analysis

Performance management system is a regular management system of the company. A perfect performance management system is conducive to the company's strategic objectives and the staff's personal goals together, the performance management system is also a prerequisite for the implementation of incentives in the incentive system. A complete set of performance management system includes performance planning, performance implementation management, performance evaluation, performance feedback, performance results. Among them, performance evaluation is the core of the performance system, and rewards and punishments are one of the ways to utilize performance results.

The performance management process of HDL Catering Company is relatively sound. In the performance planning process, the company breaks down the strategic objectives into monthly performance objectives for each manager in each restaurant.

In the performance promotion link, the company and the management personnel signed performance objectives, in the performance appraisal cycle requires management personnel to stage feedback performance to achieve progress. In performance evaluation, the company adopts a combination of result-oriented quantitative indicators and process-oriented behavioral indicators. In performance feedback, restaurant managers communicate with their supervisors about performance achievement at the end of an appraisal cycle, but there is insufficient analysis of the differences between performance objectives and performance results and a lack of improvement plans for the next performance cycle. In the application of performance results, the company links performance results to employee performance bonuses.

The performance management methods need to be tailored to the job responsibilities of different positions. HDL Catering Company adopts different performance management methods for managers and full-time servers, as shown in Table 2.6. There is no performance management or incentive approach for part-time servers.

Table 2.6 - Hai Di Lao Hot Pot Catering Company 's approach to employee performance management

Position	Performance target signing	Performance Metrics		Performance Interview	Application of performance results
		Result Oriented	Process Orientation		
Restaurant Manager	√	√	√	√	Performance Bonus, Promotion, Demotion
Restaurant supervisor	√	√	√		
Full time server			√		Performance Bonus, Promotion

Source: [10]

HDL Catering's management staff consists of restaurant managers and restaurant supervisors, both of which are assessed on a quarterly basis, with the same dimensions in terms of outcome-oriented performance indicators and process-oriented behavioral indicators set according to the different responsibilities of the position. Both performance and behavioral indicators are scored on a scale of 1 to 5, with the lower

of the two major indicators taken as the final performance score. Performance indicators are subdivided into turnover indicators, profitability indicators, food site rating indicators, of which turnover indicators weighted 60%, profitability indicators weighted 40% food site rating indicators for the one-vote veto turnover indicators and profitability indicators are scored as 1 to 5 points system to complete the best 5 points, the worst completion of 1 point, after taking the value of the two weighted and summed up respectively. The actual food site poor evaluation of the number of indicators over the target, in the turnover indicators and profitability indicators on the combined score and then reduce 1 point.

In the performance management system of HDL Catering Company, the performance indicator scores of the restaurant managers determine the performance indicator scores of the restaurant supervisors because the quantitative indicators of the restaurant managers and restaurant supervisors are assessed in exactly the same way. In practice, during the implementation process, most of the managers of HDL Catering Company reflected that the performance indicators were difficult to achieve, there was a lack of motivation to accomplish the performance, and the managers lacked enthusiasm in their work. Summarizing the data on the performance indicator grade of restaurant supervisors for the first through fourth quarters of 2021, As illustrated in Figure 2.7.

According to the data, the majority of HDL Catering's restaurant managers grade a 2 on the performance indicators for the first through fourth quarters of 2021, 39% grade a 2 in the first quarter, 36% grade a 2 in the second quarter, 70% grade a 2 in the third quarter, and 59% grade a 2 in the fourth quarter. This is mainly related to the target setting of the performance indicators. HDL Catering Company requires restaurants to achieve annual growth when setting turnover and profitability indicators.

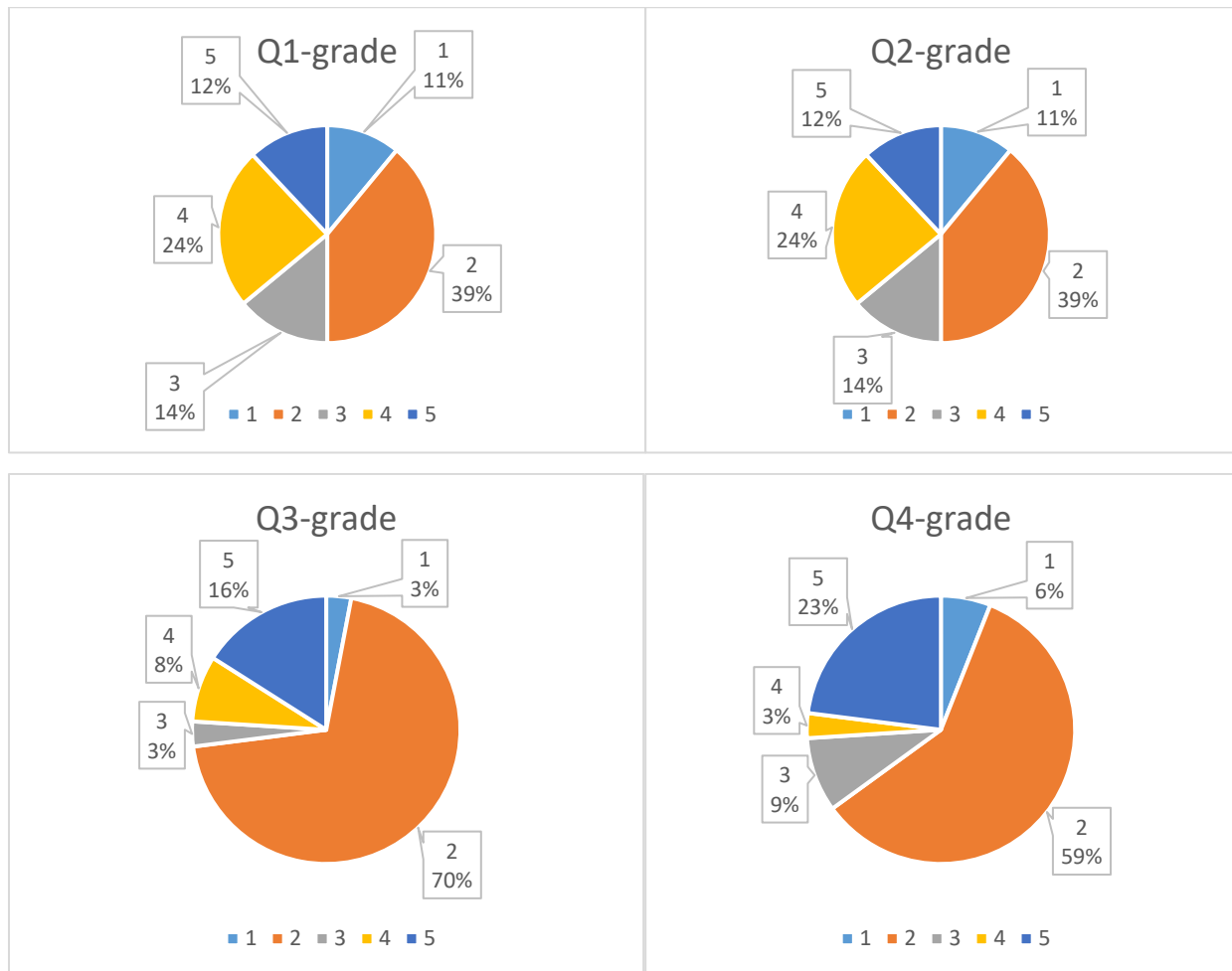


Figure 2.7 - Restaurant Manager Performance Indicator Grade Statistics for Catering Companies, First Quarter through Fourth Quarter, 2021

Source: [10]

The turnover index grade is based on the year-on-year result of the assessment cycle turnover and the same period last year, and the profit margin index score is based on the difference between the assessment cycle profit margin and the same period last year.

At present, the restaurant brand has blossomed in upscale commercial complexes everywhere. A number of commercial complexes have a mutual diversion of customers. Municipal construction projects, such as the construction of elevated buildings and the opening of subways, also reduce restaurant customers. Therefore, when managers know that new commercial complexes or municipal construction projects will be opened in the vicinity of the restaurant, they can already predict that they will not be able to achieve the turnover target and, along with it, the profit margin target. As for

the indicator of the number of bad reviews on food websites, since the assessment is in absolute value, it is impossible to avoid the situation of malicious bad reviews and collective bad reviews by customers, so some of the bad reviews are beyond the control of the managers.

The performance indicators set by HDL Catering for managers are specific and standardized, but they lack realizability and are difficult to achieve. Challenging performance indicators mostly come from the outside world and cannot change the objective situation; it is difficult to complete the indicators through subjective efforts, making managers lack motivation to complete the performance, and even the phenomenon of negative response. The lower the performance score, the lower the performance bonus, and the less incentive there is for managers. There is a disconnect between performance scores and promotion criteria for managers; instead, managers with scores of 1 in two consecutive performance appraisal cycles must be demoted. Overall, HDL Catering's performance management system lacks incentives for frontline managers.

The probationary period for full-time servers at HDL Catering is two months, and probationary employees do not participate in performance appraisals. Performance appraisals for full-time servers with more than two months of service are conducted on a monthly basis, and performance results are evaluated on a scale of 1 to 5. Appraisal indicators are process-oriented, using behavioral indicators, such as whether to say the welcome speech, whether to maintain a smile, whether the standing posture is in line with the standard, whether the temperature of the food cooked is up to the standard, whether the cooking speed is up to the standard, and so on. Specific operation, by the management personnel through the observation in the work, every day on the full-time waiter scoring, where there is not in line with the standard behavior will be deducted 1 point, and regular deduction of full-time waiter regular explanation, counseling to improve, tracking, at the end of each month to summarize the total deduction of the full-time waiter, to arrive at the final performance results.

In practice, during the implementation process, managers reflect that during the busiest hours of the restaurant, they do not have time to observe and score the full-time waiters, and the scoring of the full-time waiters during the restaurant's leisure time

cannot truly reflect the degree of staff's operating standards, thus the behavioral index assessment of the full-time waiters is a formality, and the performance bonus, which was originally intended as an "incentive factor", has gradually become a "health factor". The performance bonus has gradually become a "health care factor", and the managers deliberately give high scores to the full-time waiters in order to avoid the loss of full-time waiters. Each month, the number of full-time waiters scoring from 1 to 5 on the behavioral indicators gradually increased, with the number of people scoring 4 and 5 far exceeding the number of people scoring the other scores, and the number of people scoring 5 being the highest.

Although HDL Catering Company has specific behavioral indicators for full-time waiters, the degree of cumbersomeness in practice makes the assessment a formality. Compared with managers' performance indicators, which are difficult to achieve, full-time servers' behavioral indicators are too easy to achieve, even if their performance is mediocre, they can still achieve good performance results and get high performance bonuses, and their performance scores are not in line with the promotion criteria. Overall, the performance management system at HDL Catering lacks incentives for full-time servers.

2.3 Survey and analysis of employee satisfaction with the incentive system

In order to analyze the employees' satisfaction with the incentive system of HDL Catering Company, a questionnaire survey was conducted among the employees. The questionnaire survey is based on the current incentive policy of HDL Catering Company, and the questionnaire questions are designed to sample the employees. After collecting, counting and analyzing the data, we understand the current situation of the employees' satisfaction with the incentive system of HDL Catering Company; we understand what aspects of the company's employees hope to improve the incentive system, and we provide the direction of optimizing the incentive system of the employees of the catering industry.

The target of this survey is the full-time employees of HDL Catering Company. Specific survey respondents involved restaurant managers, restaurant supervisors, and full-time servers at HDL Catering Company.

The questions in this questionnaire were all single-choice and the questions were designed to be divided into three sections, i.e., General Question Survey, Satisfaction Survey, and Expectation Survey. The general question survey serves to collect basic information about the sample, such as gender, age, education, position, and years of service. Satisfaction survey is used to investigate the satisfaction of frontline employees through scale questions, and the level of satisfaction is categorized into "very dissatisfied", "dissatisfied", and "average", Satisfaction level is divided into five levels: "very dissatisfied", "dissatisfied", "average", "satisfied" and "very satisfied". The purpose of the expectation survey is to understand the three aspects of the incentive system that frontline employees expect to be optimized. The details of the questionnaire are detailed in the appendix, "Questionnaire on Satisfaction with the Incentive System".

A total of 2,500 questionnaires were distributed and 2,360 were returned, a 94.4% recovery rate.

The data of 2360 samples were counted and imported into SPSSAU online analysis platform, and 2320 valid samples were analyzed after 40 invalid samples were removed from:

(1) Sample frequency analysis

As shown in Table 2.8.

- Gender: Male employees accounted for 30.60%, female employees accounted for 69.40%.
- Age: 3% of employees aged 16-17 years old, 37% of employees aged 18-29 years old, 31% of employees aged 30-39 years old, 27% of employees aged 40-49 years old, and 2% of employees aged 50 years old and above.
- Education: 21% of undergraduate and junior college employees, 29% of high school, and 50% of elementary employees.
- Position: 10.78% of restaurant managers, 24.57% of restaurant supervisors and 64.66% of waiters.

- Length of service: 12.07% of employees with less than 3 months, 10.34% of employees with 3 months to 1 year, 36.64% of employees with 1-3 years, 13.79% of employees with 3-5 years, and 27.16% of employees with 5 years and above.

The percentage of the sample according to various types of caliber statistics and the distribution of age, education, length of service analyzed in Chapter 2 is basically the same, so the analysis of the sample to analyze the results can be representative of the overall situation of HDL Catering Company.

Table 2.8 - HDL Catering Company Employee Sample Survey Sample Frequency Data

Project		Frequency Analysis	Percentage(%)
Gender	Male	710	30.60
	Female	1610	69.40
Age	16-17	120	5.17
	18-29	870	37.50
	30-39	640	27.59
	40-49	640	27.59
	=>50	50	2.16

Source: [10]

(2) Reliability and validity analysis

SPSSAU online analysis platform was used to analyze the reliability of the 20 scale questions in the second part of the questionnaire (Cronbach α coefficient analysis), and the overall Cronbach α coefficient was calculated to be 0.894, greater than 0.8, and the Cronbach α coefficients of the scale questions were all greater than 0.8, which indicated that this questionnaire survey had a high level of reliability. The KMO value was calculated to be 0.817, which is greater than 0.8, indicating high validity and suitable for factor analysis.

(3) Factor analysis

The 20 scale questions in the second part of the questionnaire were analyzed by factor analysis, as shown in Table 2-9, the KMO value was 0.817, Bartlett sphericity test p-value was approximately 0, less than 0.05, so the factors are independent of each other, and it is suitable for factor analysis.

Table 2.9 - KMO and Bartlett's calibration data

KMO		0.817
Bartlett	rough chi-square	3351.279
	d	190
	p	0

Source: [10]

As shown in Table 2-10, the table of factor loading coefficients is obtained by maximum variance rotation. The absolute value of the coefficients greater than or equal to 0.4 indicates that the correspondence between the factor and the study item is stronger, so the author omits the coefficients with an absolute value less than 0.4 to make the table clearer.

Table 2.10 - Load Factors after Rotation

Project	Factor loading coefficient				
	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Are you satisfied with your job?				0.413	
Are you satisfied with the return you get from the company?					0.715
Are you satisfied with the remuneration you receive from the company?					0.839
Are you satisfied with your regular income from the company?					0.863
Are you satisfied with the bonuses you receive from the company?	0.778				
Are you satisfied with the benefits you receive from the company (insurance, holiday pay, vacation arrangements)?	0.778				
Are you satisfied with the company's meals?					0.799
Are you satisfied with the apartment provided by the company?					0.854
Are you satisfied with the company's incentives and penalties?	0.563				
Are you satisfied with the company's performance objectives?	0.855				
Are you satisfied with the company's performance appraisal method?	0.841				
Are you satisfied with the way the company discloses and publicizes the performance results?	0.557				
Are you satisfied with the company's rewards for performance appraisal results?	0.794				

Are you satisfied with the company's training programs?		-0.589			
Are you satisfied with the company's appraisal method after training?		-0.613			
Are you satisfied with the company's promotion method?					0.905
Are you satisfied with the career development space provided by the company?					0.864
Are you satisfied with the way your superiors communicate with you in your daily work?				0.864	
Are you satisfied with the way your supervisor guides you in your daily work?				0.914	
Are you satisfied with your supervisor's leadership style?				0.829	

Source: [10]

The research items governed by Factor 1 include "Are you satisfied with the performance bonus you receive from HDL Catering", "Are you satisfied with the rewards and penalties (means, fairness) of HDL Catering", "Are you satisfied with the performance goals given to you by HDL Catering", "Are you satisfied with the performance appraisal methods of HDL Catering", "Are you satisfied with the openness and publicity of the performance results of HDL Catering", "Are you satisfied with the performance appraisal methods of HDL Catering? Catering Company's performance objectives", "Are you satisfied with HDL Catering Company's performance appraisal method", "Are you satisfied with HDL Catering Company's way of publicizing and announcing performance results", "Are you satisfied with the rewards given by HDL Catering Company for the performance results", these six items are mainly related to performance management, so factor 1 is named as performance management system.

The research items governed by Factor 2 include "whether you are satisfied with the training courses organized by HDL Catering Company" and "whether you are satisfied with the assessment methods (written test, practical work) after training by HDL Catering Company", which are mainly related to training management. Factor 2 is named as training system.

The research items governed by Factor 3 include "Are you satisfied with the way your supervisor communicates with you in your daily work", "Are you satisfied with

the way your immediate supervisor instructs you in your daily work (frequency, content)", "Are you satisfied with your supervisor's leadership style", "Are you satisfied with your supervisor's leadership style", and "Are you satisfied with the way your immediate supervisor instructs you in your daily work (frequency, content)". are satisfied with your superior's leadership style", these three items are mainly related to leadership behavior, so factor 3 is named as leadership style.

The research items governed by Factor 4 include "Are you satisfied with your job position", "Are you satisfied with the promotion channels (opportunities and fairness) in HDL Catering Company ", and "Are you satisfied with the career development space provided by HDL Catering Company ". These three items are mainly related to job promotion, so factor 4 is named as job promotion channels.

The research items governed by Factor 5 include "Are you satisfied with the rewards you receive from HDL Catering Company", "Are you satisfied with the salary level in HDL Catering Company", "Are you satisfied with the fixed income (basic salary, allowances, benefits, etc.) in HDL Catering Company", "Are you satisfied with the salary level in HDL Catering Company", "Are you satisfied with the salary level in HDL Catering Company? Fixed income (basic salary, allowances, and subsidies) from HDL Catering Company", "whether you are satisfied with the daily working meals", and "whether you are satisfied with the dormitory provided by HDL Catering Company ", which are five items mainly related to salary and benefits. So factor 5 is named as salary and benefit level. . .

The absolute value of the loading coefficient between the item "Are you satisfied with the welfare benefits (insurance, holiday money, vacation arrangement) of HDL Catering Company " and any of the factors is less than 0.4, so this item is not considered.

After determining the range of the five factors, the average score of each factor was calculated based on the assessment of satisfaction in the 2,320 samples. According to the options of satisfaction in the questionnaire, the scores "1, 2, 3, 4, 5" were set to represent "very dissatisfied", "dissatisfied", "General", "Satisfied", "Very Satisfied", and the average score of each factor is shown in Table 2-11.

Table 2.11 - Average score of satisfaction factor

Factor	Average scores
Performance management methods	2.93
Training system	3.14
Leadership style	3.55
Promotion channels for positions	3.08
Salary and welfare levels	3.03

Source: [10]

According to Table 2.11, the average satisfaction score of employees of HDL Catering Company on performance management system, job promotion channels, salary and benefit levels fluctuates around 3 and the average satisfaction score of performance management system is below 3, which is at the level of dissatisfaction.

(4) Analysis results of the questionnaire

Through factor analysis, it has been determined that the employees of HDL Catering Company have low satisfaction with the performance management system, promotion channels, salary and benefit levels. According to the third part of the questionnaire, as shown in Table 3-5, 60.34% of the samples believe that the first incentive system needs to be optimized is the "performance management system", 50.43% of the samples believe that the second incentive system needs to be optimized is the "level of pay and benefits", 34.91% of the samples believe that the incentive system needs to be optimized is the "level of pay and benefits". "The third thing that 34.91% of the samples think needs to be optimized in the incentive system is "the fairness of rewards", meanwhile, 30.60% of the samples think that the third thing that needs to be optimized in the incentive system is "the leadership style".

Table 2.12 - Employees expect optimized projects

Project	No. 1 needs to be optimized (%)	No. 3 needs to be optimized (%)	No. 4 needs to be optimized (%)
Performance management approach	60.34	24.57	2.16
Salary and Benefit Levels	31.90	50.43	9.48
Training System	3.45	3.88	7.76
Career promotion channels	2.16	6.03	4.76

Leadership style	0.86	8.19	30.6
Employee's Self-Management Awareness	1.29	1.72	2.16
Fairness of rewards	0.00	3.45	34.91
Transparency of rewards	0.00	1.72	8.19

Source: [10]

According to the data analysis of this questionnaire survey HDL Catering Company's incentive system for employees needs to be optimized, including 1) performance management system, 2) salary and benefits, job promotion and other incentives, 3) fairness of the reward monitoring system, 4) leadership style.

2.3.3 Analyze HDL's existing performance and reward policies

Organizational rewards can be divided into extrinsic and intrinsic rewards. Extrinsic rewards mainly include salary and benefits, equity options, training opportunities, job promotion and security, etc [11]. Extrinsic rewards also include punishments, such as demotion and salary reduction. Intrinsic rewards refer to the recognition and rewards given by the employees themselves in the case of good job performance, such as completing a meaningful work task, contributing to the team, etc [12]. Intrinsic rewards require the organization to give the employees a platform and authorization. HDL Catering Company's extrinsic rewards for the employees include fixed salary, performance bonuses, job training, position promotion and demotion, and the intrinsic rewards include job enrichment and team Internal Empowerment.

2.3.4 Employee Satisfaction Analysis

The higher the employee satisfaction, the lower the likelihood of turnover and the longer the length of service. For the full year 2021, employee turnover at HDL Catering, including part-time employees, was approximately 10%, which is a low turnover rate at the industry level. The age structure of full-time employees is 1/3 with less than 1 year of service, 1/3 with 1-5 years of service, 1/3 with up to 5 years of service, and the majority of employees with up to 5 years of service are managers [13]. It can be seen that the low turnover rate of HDL Catering Company is mainly due to the stability of full-time employees with up to 5 years of service, but these employees have already adapted to the company's culture, have low sensitivity to changes in the company's system, lack the intrinsic motivation to look for a new job, and choose to put up with

the results of rewards even if they are not satisfied with them. The number of full-time employees with 1-5 years of service is relatively small, and the instability of this group of employees is due to low satisfaction with the incentive system.

According to the comprehensive incentive model for restaurant employees, the sense of fairness that the results of rewards bring to employees is the key to employee satisfaction. The sense of fairness comes from the employee's comparison with others and the employee's comparison with his/her past self. HDL catering company rewards full-time employees by focusing on salary and benefits, job promotion and empowerment, and the employee's sense of fairness of the rewards in these three areas affects satisfaction [14].

From the perspective of salary and benefits, HDL Catering Company's managers' pay levels are low among their peers, which tends to create a sense of unfairness [15]. In fact, restaurant managers in HDL Catering Company often reflect low income to their supervisors' regional managers during performance interviews. On the other hand, the performance indicators in managers' performance are assessed from a year-on-year perspective, and the objective situation is that continuous growth in turnover and profit is challenging. As a result, managers are prone to a sense of unfairness when the performance bonus they receive at the moment is less than the performance bonus they received in the past. From the perspective of job promotion, the promotion of restaurant supervisors is disconnected from the performance results, as long as the superiors subjectively believe that it can be used as a reserve store manager, there is an opportunity for promotion, so it is easy to produce a sense of unfairness among restaurant supervisors [16]. The promotion of the restaurant manager is closely linked to the performance results, so it is not easy to generate a sense of unfairness. From the point of view of authorization, HDL Catering Company strictly based on performance results, managers are rarely authorized to feel unfair.

From the perspective of salary and benefits, HDL Catering Company's performance appraisal for full-time servers is a mere formality, and the performance bonus received by the employees becomes a health care factor. Since it is a health care factor, full-time servers feel unfair when their current performance bonuses are lower than their past performance bonuses [17]. On the other hand, although the restaurant

manager has the right to determine the performance results of the full-time waiters, the performance results of the restaurant manager are affected by the profitability, and in order to ensure the profitability, the restaurant manager has to control the cost, which includes the salary cost of the full-time waiters. Therefore, the restaurant manager cannot give the best performance results to all full-time servers every time. Comparisons between full-time servers can also create a sense of unfairness.

From the perspective of job promotion, promoting full-time servers to restaurant supervisors is the primary means of retaining good full-time servers at Restaurant HDL. However, the disconnect between job promotion and job performance results makes full-time servers' promotion entirely dependent on whether or not there are vacancies in the restaurant supervisor position. This environment makes it easy for employees to be blindly confident in their job performance and feel unfair when they are not given the opportunity to be promoted.

From the perspective of empowerment, when full-time waiters feel unfair in the two extrinsic material rewards of salary and benefits and position promotion, empowerment as an intrinsic reward can serve as a remedy[18]. Moreover, unlike position promotion, authorization as a form of reward is more flexible in practice and can be adjusted at any time with the changes in the work ability and attitude of full-time waiters. As a result, full-time waiters in HDL Catering Company seldom feel unfair due to delegation.

Overall, employees' sense of unfairness due to unattractive salary and benefits in HDL Catering Company is the main reason for lowering satisfaction, and full-time waiters' unfairness in position promotion also reduces satisfaction. And empowerment can strengthen employees' sense of role and sense of being recognized, and enhance satisfaction. The education of employees in HDL Catering Company is generally low, and extrinsic rewards stimulate employees, so on the whole Catering Company HDL's rewards can not reach employees' satisfaction, and ultimately, employees' motivation to work is low.

CHAPTER 3

EMPLOYEE INCENTIVE PROGRAM DESIGN FOR HAI DI LAO HOT POT CATERING COMPANY

3.1. Objectives and principles of incentive program design

Improvement of business operations

- Increase turnover and market share:

One of the key indicators to improve the business situation of company is to increase their turnover and market share [19]. Through the improvement of material and spiritual incentives in two aspects of incentives, and strive to increase business turnover, market share and also reduce the management costs of the company. □

- Improvement of employee satisfaction:

By improving the business situation of the company, the corresponding solutions are proposed from several points of view, such as compensation, benefits, performance, promotion, training and corporate culture. The aim is to change the attitude and satisfaction of employees towards the company as a whole and to improve employee satisfaction.

Enhancement of personal competencies of employees

- Work skills:

Company organize pre-employment training, take the form of awards in daily management, organize regular work skills competitions and give immediate material rewards to the winners, etc. to urge and create learning to improve the work skills of employees.

- Physical quality:

Due to the nature of the work in the catering industry, the service workers need to work long hours of physical labor, have no meal breaks, and often work overtime and stay up late, which seriously damage their health. At present, there is no better way to avoid the occurrence of these situations, so the company encourages employees to take the initiative to improve their physical quality by encouraging them to actively

exercise and develop the habit of going to bed early and getting up early, and organizing sports meets on a regular basis.

- Psychological quality:

Catering service workers are at the bottom of the city, most people engaged in this industry have low wages, low wages are only enough to support themselves, in the long run employees will be full of confusion about their own future, it is difficult to have a good desire for life [20].

The company incentive mechanism design is the company to achieve its own goals, according to the needs of the employees in the company, through appropriate and effective methods and means to design a reasonable incentive mechanism way, so that employees through the realization of the company's strategic objectives to meet their own needs, to achieve their own personal goals [21]. The essence of the company incentive mechanism design is to require company managers to hold a people-oriented, people-oriented management concept, through a systematic, scientific system optimization design to fully mobilize the enthusiasm of employees to achieve effective and orderly management purposes.

In the company incentive mechanism design process to follow the following principles:

- (1) Terial incentives combined with spiritual incentives:

Material needs, as the lowest level needs of human beings, are the motivation for most some employees to work. The fundamental purpose of human work is to earn money to support the family, only if the material life is guaranteed, the efficiency of employees will be higher [22]. According to ERG theory, material incentives belong to survival needs, which is the lowest level of needs. Material incentive is to satisfy people's material needs through benefit regulation. However, if there is only material incentives, it will make employees feel numb for a long time, which will make them anti-motivation and the incentive effect will show diminishing marginal benefit. According to ERG theory, spiritual motivation is to realize the higher level needs of employees, including the need for mutual relationship and the need for growth and development, and it is necessary to use non-material means to mobilize people's motivation [23]. Mental motivation can make employees' motivation last longer, and

employees' creativity and enthusiasm can be utilized. According to the two-factor theory, material motivation is a health factor, and if the health factor is not in place, employees will lack stability. Material incentives are quick, but short-lived and limited in depth, while spiritual incentives can make up for the shortcomings of material incentives. Therefore, the incentive system must be a combination of material incentives and spiritual incentives in order to produce the best incentive effect [24]. On the basis of meeting the material needs of employees, according to different positions, different ages of employees, according to the actual needs of employees for spiritual incentives.

(2) Combination of positive and negative incentives

According to the reinforcement theory, positive reinforcement is to provide rewards for employees' behavior, positively motivate employees, and reinforce employees' behavior that is consistent with the company's goals [25]. It is usually used in the form of praise, reward, promotion, etc. Negative reinforcement is the opposite of positive reinforcement. Negative reinforcement is the opposite of positive reinforcement. Negative reinforcement refers to punishing employees to stop behaviors that are not in line with the company's goals, and is often used in the form of criticism, deduction of penalties, and so on. The ultimate goal of both is the same, to influence the behavior of employees in the direction of the company through positive and negative incentives [26]. Positive incentives have very strong goals and interests, and once there is no standardization, it is easy to cause bad competition. Although negative incentives regulate the behavior of employees to make up for the shortcomings of positive incentives, but too much negative incentives can also cause reverse psychology. To sum up, positive incentives should be combined with negative incentives, and both should be used properly to achieve better incentives.

(3) Institutional incentives combined with cultural incentives

Institutional incentives should be combined with cultural incentives. Institutional incentive is to solve the problem of standardization, so that the interests and needs of employees and the company's goals are consistent, this is a "hard incentive" [27]. Cultural incentives are "soft incentives", in which the company uses its own core values and core culture formed in the course of long-term operation to

guide the behavior of employees. Hard incentives are visible incentives, soft incentives are invisible incentives, the combination of the two can maximize the effect of incentives [28].

(4) Combine employee goals with corporate goals

The purpose of incentivizing an company has two purposes: one is to let the company have development, and the other is to let the employees have development. Employees in the overall environment of the company to achieve their career goals and values, only to make the career development goals of front-line service personnel and the strategic development goals of the company to maintain consistency, in order to play a greater role for the development of the company, to achieve a win-win situation for the company and employees.

(5) Airiness and impartiality

We build incentive mechanism system, we must be fair and just throughout every incentive mechanism with the link. Fairness is one of the most basic principles of the incentive mechanism. Distribution should be fair, procedures should be fair, implementation should be fair, supervision should be fair [29]. In the incentive mechanism set up, must be in line with the reality, operability, standards should be consistent, to do the incentive mechanism set up standards and results should be open, to do objective, standardized, fair, to avoid the influence of subjective factors and emotional color. Create a company in which employees can work hard, struggle, objective and fair. Suitable for long-term development of the environment. However, it should be noted that the so-called fairness and impartiality is a relative concept, we can only ensure that the vast majority of people in the implementation of incentive mechanism works in the sense of fairness and impartiality.

3.2 Structural framework of incentive program design

Optimization of the employee incentive system should be based on domestic and foreign incentive theory and practical experience, from the actual situation of

employees, the company's employee incentive system for the existence of problems in the employee incentive system to optimize the incentive system. This paper divides the optimization of HDL Catering Company's incentive system into 3 main parts, namely: survival needs incentives, mutual relationship incentives and growth and development incentives. In terms of survival needs, optimize the pay and performance system; in terms of interrelationship needs, establish an efficient and friendly communication mechanism to promote good interpersonal relationships and enhance employee cohesion; in terms of growth and development needs, improve the training system and plan for career development. When designing optimized incentives, it is necessary to ensure the combination of material incentives and spiritual incentives, positive incentives and negative incentives, institutional incentives and cultural incentives, but also to achieve repeated modification of incentives, strengthen supervision, and constantly adjust and change in the process of implementing the measures, so as to ensure that the incentives can achieve the purpose [30].

In the comprehensive incentive model for catering employees, the performance management system is the engine of the whole model, which affects the motivation of the employees on the top, and is the basis for the employees to get rewards on the bottom, and it is difficult to effectively motivate the employees systematically without a scientific performance management system [31]. Therefore, the first step to optimize the incentive system for catering employees is to establish a scientific performance management system, focusing on both performance results and behavioral performance, and using both as the basis for the implementation of rewards.

(1) Setting performance indicators based on ability assessment

Catering employees generally have low education, emphasize comprehensive ability rather than professional ability, and they have limited awareness of the purpose of performance management. Catering company need to pay attention to three aspects when setting performance indicators. First, any employee of a restaurant may have contact with customers, and any contact will affect customer satisfaction, team performance is better than individual performance to promote mutual cooperation among employees, and setting team performance can reduce the conflict caused by the sense of unfairness among employees. Secondly, performance indicators should be

clear and concise, so that employees understand what their goals are. Like HDL Catering Company, it is not clear to set both turnover and profit targets in the performance indicators of managers. Restaurants to improve turnover, in terms of personnel, materials, equipment are required to increase investment, due to customer satisfaction is to be gradually accumulated, short-term turnover will not have obvious increase, but the increase in inputs will have a direct impact on the performance cycle of the profit, so the restaurant manager to the implementation of the management of which is unclear, in the end, is to catch the turnover indicators or to catch the main Profit indicators. Third, performance indicators must be combined with customer satisfaction. There is no customer satisfaction is no profit, like a restaurant company in the employee performance highlights customer satisfaction is worth learning[32].

The job of a restaurant manager can be summarized as leading the team to maximize restaurant profits under the premise of ensuring customer satisfaction. Customer satisfaction and profit are closely related to every employee in the restaurant industry, and these two items can be used as team performance indicators. Profit comes from customer satisfaction, so customer satisfaction is more important than profit. As shown in Figure 4-1, it is recommended that the weight of the customer satisfaction indicator be 60%-70% and the weight of the profit indicator be 30%-40%. The achievement rate of team performance indicators reflects the performance results of employees, and special behaviors of employees in improving customer satisfaction can be observed in order to focus on behavioral performance. Regardless of the results of such "special behaviors", as long as the employee is proactive and innovative, it is worth encouraging. As shown in Figure 3-1, special behaviors to improve customer satisfaction are individual performance, which gives extra points to individual employees and does not affect the team performance results, so they can be given individual performance bonuses or authorized to train other employees with differentiated service methods [33]. In addition, even if an employee does not engage in special behavior, the bonus is not reduced.

Team Performance		Individual Performance
Customer satisfaction (Primary Objective)	Profit Indicator (Sub-targets)	Special behaviors to enhance customer satisfaction

Figure 3.1 - Employee Performance Indicators

Source: [15]

In order to clarify the specifics of customer satisfaction indicators, they can be set in two dimensions: external customers and internal customers. External customers are those who visit the restaurant. With the promotion of online payment platforms, customers can score their dining experience through food websites and social media platforms, etc [34]. Catering companies can cooperate with relevant third-party companies to obtain the background data of the payment platforms to understand customer satisfaction with the restaurant and set the assessment standards for external customer satisfaction. Internal customers are colleagues in other departments within the restaurant company, for example, HDL Restaurant has a special department responsible for auditing the operation of the restaurant. Problems revealed during these audits often affect external customer satisfaction as well, such as kitchen hygiene and service skills of the wait staff [35]. Audit scores from internal customers can be used as a basis for internal customer satisfaction assessment. The combination of internal and external customer satisfaction indicators constitutes a customer satisfaction indicator.

According to the "scale effect", in the chain restaurant company, the higher the turnover of the restaurant, the higher the profit, therefore, when setting profit targets for the sake of fairness can not only consider the individual restaurant profits, but also look at the individual restaurant's profits in all the restaurant's contribution to the overall profitability of the current performance cycle can be taken as the contribution of the same period as the target [36]. The current performance cycle contribution can be taken as the contribution of the same period as the target, in fact, in the profit target assessment is the whole team through the efforts of the whole restaurant business profit contribution, so take the relative value of the assessment, even if the restaurant is a loss, but also to assess the team's efforts to stop the loss in the profit. · ·

Special behaviors to enhance customer satisfaction naturally include special behaviors to satisfy internal and external customers respectively. The criteria for special behaviors should be set by the senior management of the catering company,

and any employee who discovers a special behavior can report it to a third party department within the company, and after the third party department reviews it, it will be counted as part of the employee's personal performance.

(2) Data-based assessment of performance indicators

Objective data as the basis for assessment helps to promote the performance indicators to the ground, but in the actual performance assessment of the objective situation is divided into two kinds of controllable and uncontrollable. From the aspect of profit indicators, the cost is the main factor affecting the profit indicators of the restaurant, the restaurant manager has the responsibility to control the cost. There are controllable costs, such as the cost of food loss, water and electricity costs, there are also uncontrollable costs, such as the annual rise in the cost of food, the annual increase in the statutory benefits of employees and rent [37]. These uncontrollable costs should not be included in the accounting of profit indicators, once included, it will make employees think that the company intends to increase the difficulty of achieving the indicators, thus affecting the motivation of employees to complete the performance. In terms of customer satisfaction indicators, the ratings of external customers on the online payment platform after the meal can reflect satisfaction, but there are always bad reviews from external customers, some of which are due to the customer's unreasonableness, and some of which are due to the competitors' underhanded operation, which are also uncontrollable and objective circumstances.

The purpose of performance appraisal is to truly reflect the employee's work performance, which cannot be exaggerated or ignored. In setting the performance indicators of restaurant employees, must fully consider the objective environment of the uncontrollable situation, avoid setting the staff uncontrollable performance indicators [38]. This is to motivate employees to challenge the performance targets, not to make them produce the idea of broken catering company to maximize the employee performance appraisal objectivity, fairness, and lay the foundation for the subsequent reward.

(3) The establishment of effective performance communication channels

Performance management should not be the company unilaterally to the staff assessment, but should be two-way, the establishment of performance communication

channels is conducive to employees clearly recognize the shortcomings of the last performance cycle, but also conducive to the superiors to understand the subordinates in the process of achieving performance goals in the difficulties of the point, and take measures in the new performance cycle [39].

Catering employees have been engaged in high-intensity work for a long time, and their self-learning ability is limited due to low education. This makes it all the more important to establish performance communication channels to keep restaurant executives aware of the restaurant's situation, including changes in employee morale and mindset, by communicating performance on a regular basis [40]. The more employees express their thoughts in performance communication channels, the more effective they can be in reducing the sense of unfairness. In terms of assessing customer satisfaction, there is sometimes a discrepancy between the criteria for internal customer audit scores and the level of awareness of restaurant employees. In the case of low audit scores, high standards and low awareness tend to make employees feel unfair, and performance communication is a good opportunity to correct the low awareness of employees in performance communication.

In many studies of incentive systems, the way rewards are given is the focus of the study, and the rewards programs that are really needed by the employees are the ones that are effective [41]. Rewards affect not only the acquisition of skills and competencies, but also how and to what extent employees apply these competencies (Locke & Latham, 2004). According to the Hierarchy of Needs Theory, employees' needs gradually shift from material needs to spiritual needs as they move from lower to higher levels. Catering industry is a labor-intensive industry, and the physical labor intensity of the employees is very high, and the purpose of their work is mainly to satisfy the material needs [42]. Therefore, when researching how to reward catering employees, we should use external rewards as the main reward and internal rewards as the supplement.

Most of the catering employees are migrant workers. Although with the increase of national income, fewer and fewer employees are engaged in catering work, those who are engaged in catering work nowadays still exchange physical labor for income, and solving physiological needs and safety needs are the first priority. Therefore,

giving them adequate extrinsic rewards can solve the worries of off-site labor [43]. It is suggested that extrinsic rewards as the main form of rewards in organizational rewards, extrinsic rewards for catering employees can include the following aspects:

At present, most of the catering employees' salary in general consists of fixed salary, overtime pay and performance bonus, in which the fixed salary can also be split into basic salary, job allowance, transportation allowance, housing allowance, etc. Various kinds of allowances and subsidies are paid in fixed amount, and the reason for setting up items such as allowance or subsidy is that on one hand, it can subsidize the employees' needs of life, and on the other hand, it can make the employees have a good psychological feeling [44]. The role of fixed salary is to protect the basic life of catering staff, so it is enough to keep this part of the salary at the medium level of the industry. The real attraction to employees should be performance bonuses, performance bonuses should be closely linked to the number of performance results, so as to reflect the recognition of the catering company's employees, recognition of the incentives generated by the role of greater than the bonus itself [45].

The previous section analyzes the restaurant staff performance indicators should be based on team performance, the establishment of customer satisfaction indicators and profit indicators of the two projects, then in the incentive should also be calculated as a unit of the team's performance bonus, and take a performance cycle of the restaurant's profits as part of the team's performance bonus base. Calculate the performance bonus base profit should be the net profit of the restaurant, and the objective circumstances caused by uncontrollable costs are excluded. The restaurant's profit as the performance bonus base is equivalent to a part of the employee's salary and the restaurant's operating conditions tied together, the amount of restaurant profits can reflect the degree of employee's hard work [46]. A restaurant company restaurant manager's performance bonus is to profit as a base, in a restaurant company's apprenticeship system, such as a A-level restaurant manager for other restaurants to train restaurant manager, the A-level restaurant manager can also be in the other stores in the profits of the share of the bonus, so that fully encourages the staff to work more and more, the staff can see the real return after pay.

Team performance bonuses after the base is determined, we must allocate the

performance of different positions within the restaurant staff bonuses, in principle, should be based on the size of the responsibility and authority to allocate the proportion of bonuses, from the restaurant manager to the waiter, the proportion of cooks should be a step by step decrease, in order to reflect the team's fairness and impartiality. And for individual performance awards with special behavior, you can set a fixed amount of awards, according to the impact of the employee's special behavior to enhance customer satisfaction to reward.

Part-time employees in restaurants are highly mobile and can offer unstable working hours, so they are not involved in performance management, but according to the future development trend of the restaurant industry, this part of flexible workers will become the main labor force in the restaurant industry. Part-time employees are paid on an hourly basis, and the more hours they work, the more they are paid, however, to ensure fairness between them and full-time employees, part-time employees are limited in the number of hours they can work, e.g., the state requires that part-time workers cannot work more than a maximum of 96 hours per month. The authority to reward part-time employees can be given to the restaurant manager, who will set different hourly rates for part-time employees based on how many hours they provide in their day-to-day work and whether the hours provided are during the restaurant's peak or low periods; the more useful the part-time employee, the higher the hourly rate should be [47].

Festivals are a busy time for catering staff, especially in the Spring Festival, as a foreign worker, most of them can not go home to spend the Spring Festival with their families, often only before or after the Spring Festival to go home. In order to dispel the concerns of employees who can not go home to spend the Spring Festival with their families, you can give the year-end bonus, and this part of the bonus directly to the hands of the parents of the employees, not only to eliminate the employee's concerns, but also to let their parents know that their children have a stable job, so that they can rest assured. The calculation of the year-end bonus can be a part of the overall profit of the company as a base, the higher the position, the higher the proportion of the distribution.

Performance bonuses are rewards for employees who pay during the

performance cycle and are short-term rewards. Company have an obligation to plan for the long-term development of their employees, which also contributes to the building of the management team. Training and promotion are long-term rewards for employees. •

Young catering employees are the main labor force in the catering industry, and some of them have goals and families, and naturally want to gradually improve in a stable job. Currently, the training of catering employees is divided into new employee training and promotion training, the former is mainly basic job skills training, the latter is for future promotion to new positions to fulfill new duties arranged training. Through the assessment of promotion training, employees can obtain new positions, which is a long-term incentive [48].

Whether it is new employee training or promotion training, the needs of the employees is the training needs, and training needs is the fundamental training work. From the staff's own needs, you can design some training courses to meet the needs of employees, such as communication courses, mindset courses, career planning courses, etc., according to the results of the staff's performance to give the opportunity to enroll in the training, the training does not charge any fees, not for the purpose of the assessment, the purpose is to increase the staff's comprehensive skills, so that they can be used in the restaurant, so as to achieve the results of a better service for the customer.

A good training system can help employees improve their work skills and personal qualities, and play a certain role in motivation, which is conducive to the realization of the overall objectives of the company [49]. Developing a reasonable training system is an important part of human resource management. When designing the training system of HDL Catering Company, we take the overall strategic development of the company as the premise, and combine it with the career planning of individual employees, so as to achieve a win-win situation.

Setting specific objectives before training: For each training program, the training process is clearly defined, and the objectives of the training courses are set according to the development objectives of the company and the specific matters of the positions.

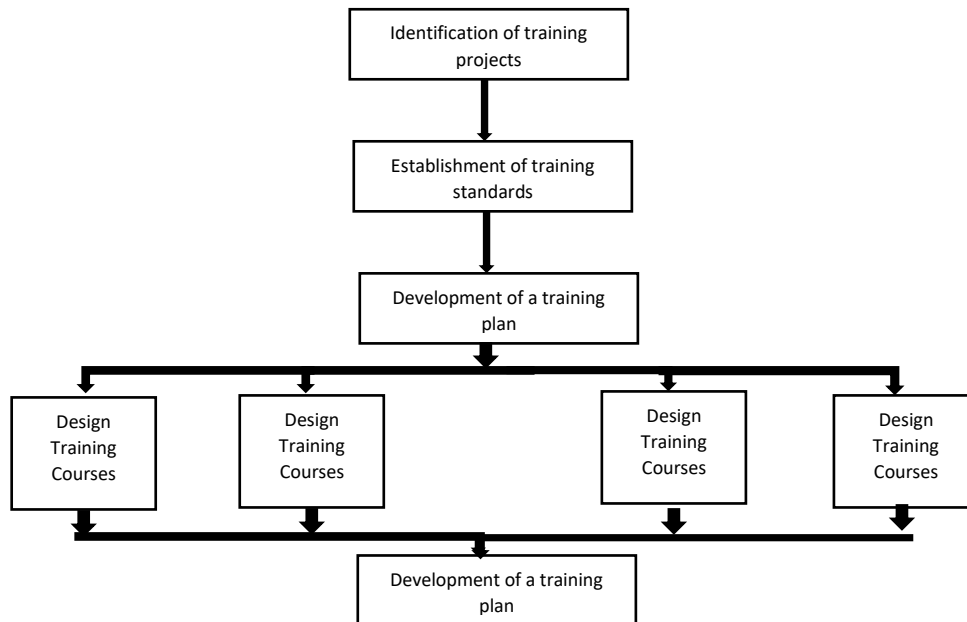


Figure 3.2 - Training Process

Source: [20]

Diversified forms of training: The forms of training are not limited to lectures, because training is carried out by employees, and more forms of training and incentives can be chosen to increase the interest and effect of training. For example, we can increase the content of audio-visual, seminar and demonstration, use role-playing and case study, simulation and games to improve the quality of training.

Improve the match between the content and the employees: When formulating the training materials, the company and the employees should combine them with their own situation, and analyze the positions and individuals in a targeted manner, so as to truly help the employees improve their knowledge, skills, working methods and attitudes, and values, and thus bring out their maximum potential to improve the development of individuals and the company, and to realize the dual development of the company and the individuals [50].

Objective and timely assessment of the training effect: the effect of training assessment includes two aspects, first of all, the assessment should be supported by data and other specific information, because the purpose of the assessment is to summarize the lessons learned for the next training to make more adequate preparation. Secondly, the assessment should be timely, because the human memory is limited, if you learn not to use, a long time will forget, which not only makes the staff feel meaningless, but also in vain, the company time-consuming and laborious

to increase costs. According to the training object, the training content is divided into three parts: new staff induction training, management ability training for restaurant management team, operational skills training for restaurant service team, the training form is mainly based on internal lecturers face-to-face.

The training courses for new employees include company and product introduction, corporate culture, rules and regulations, welfare policies, etiquette, service standards, and store practices; the training courses for the management team include business management skills, customer complaint handling, performance interviewing skills, effective communication skills, and leadership enhancement; and the training courses for the service team include product knowledge training, standardized operating procedures, service optimization and enhancement, and restaurant safety standards, Customer Complaint Response.

Training results need to be regularly exchanged feedback: the effect of training requires a long-term process of practice can be revealed. Therefore, in addition to the evaluation of the results after the end of the training can also set up e-mail or training exchange groups, so that companies can receive real-time feedback from employees, to create conditions for the continuous improvement of future courses.

Table 3.3 - Training details of company HDL

Training Objects	Course Type	Course Name	Training Place	Instructor
new employee	induction training	Company Profile	Corporate Headquarters	Operations Department Executives
		Corporate Culture		Human Resources
		Rules and Regulations		
		Welfare Policy		
		Service Standard	store	Training Department
		Store Practice		
Restaurant Management Team	Management capacity training	Operation Management Skills	Corporate Headquarters	Operations Department Executives
		Customer Complaint Handling		

		Performance Interviewing Skills		Human Resources
		Effective Communication Skills		External External expert lecturers
		Leadership Enhancement		
Restaurant Service Team	Operational skills training	Product knowledge training	store	Training Department
		Standardized Operating Procedures		
		Service optimization and enhancement		
		Restaurant safety standardization		
		Customer Complaint Response		

Source: [20]

3.2.4 Give employees enough recognition and attention

Affirmation of payment to achievements: the establishment of year-end awards, excellent staff awards recognition conference, so that they pay a return and achievements.

Concerned about the mental health of employees: provide channels to talk. For example, to provide mental health hotline, regular organization of emotional exchange or work exchange symposium, the establishment of anonymous letter boxes or online platforms.

Meet the social needs of employees: regularly organize group dinners, out of the group construction and other social activities. We try our best to let the employees "independent management, self-transcendence" and "happy life, comfortable work".

Adoption of suggestions, tolerance of mistakes: respect for employees, authorized service personnel, selected outstanding employees to participate in the core management meeting, for reasonable comments and suggestions should be adopted in a timely manner to improve the self-confidence of employees.

We try our best to let the employees "manage independently and transcend themselves" and "live happily and work comfortably". • •

Understand the background of the staff, pay attention to the growth of the staff: through observation to master the technical level of the staff, the ability to work, targeted to do a good job; through communication to master the changes in the mindset of each member of the staff, the appropriate adjustment of the post work, pay attention to the growth of the staff.

3.2.5 Improvement Staff apartments and staff meals

The apartments for dining staff should not only simply solve the needs of staff accommodation, but also reflect the function of life. Free apartments for employees, apartments have TV sets, air conditioning, washing machines, Wifi signal and other infrastructure, and regular single row cleaning staff cleaning, dormitory to the restaurant is about 20 minutes away. The function of the staff apartment should be to provide a convenient life for the staff and make them feel that the apartment is their home.

Table 3.4 - Employee Apartment Improvement Measures

Project	Improvement Measures
Ventilation	Add ventilation fans to speed up air circulation
Personal Facilities	Add separate cabinets for employees to keep their personal belongings
Room temperature	Installation of air conditioners and warming devices to regulate the temperature to a comfortable level
Cleanliness	Recruit cleaners to specialize in cleaning staff in staff apartments

Source: [30]

Catering staff meal time is not synchronized with the normal biological clock time, breakfast, lunch, dinner time are later than the normal meal time, so in the staff meal should be more quality and quantity, to ensure that the staff can take in enough nutrition, have sufficient physical strength to work. In addition, for employees with good personal performance, in addition to giving performance bonuses, you can give

an opportunity to eat in the restaurant free of charge or give a certain amount of employee discounts, allowing employees to enjoy with their families or friends.

3.2.6 Developing a supportive leadership style

In the goal-path theory of Howes (1977), a supportive leader is defined as a leader who is friendly and gives enough care to his subordinates. Catering staff's overall education is low, the idea is relatively simple, when encountering frustration is not good at self-extraction, coupled with the catering work of labor intensity, and sometimes face the customer's intentionally difficult and complaints, they are especially in need of emotional support from their superiors.

To form a supportive leadership style in the restaurant, the restaurant manager must be familiar with the work of the subordinates, the work plan and the work of the difficulties, first of all, in the work of the work should be done by example. Secondly, the leadership team should try to avoid the distinction between "insiders" and "outsiders". In the actual management, leadership and subordinates between the existence of exchange relations, there will inevitably be individual employees are set to "outsiders", which can not be completely avoided, the leader can only reflect on their own work to try to avoid this situation [51]. As a restaurant manager, the face of most of the low education, simple-minded employees, especially to pay attention to deal with the exchange relationship. If not handled properly, it will result in individual staff morale underneath, the restaurant in the service attitude is not the same, the customer experience feeling poor. Then, in addition to the organization through the performance of the rewards given, restaurant managers in the daily management of their own rewards and penalties, rewards and penalties should be from the care of the staff, rewards, that is, the recognition of employees in the work of pay, punishment, that is, the employees in the work of the correction of bad behavior, rather than out of a personal purpose for the staff [52]. Do a good job of reward and punishment is conducive to creating harmony and unity of the team. Finally, the restaurant manager in a good example, deal with the exchange of relationships, the implementation of good rewards and penalties, in order to their own good work habits and positive thinking subconsciously passed to other employees, really copy the example, so that the supportive leadership style infected every employee.

Infecting every employee with the supportive leadership style of the restaurant store manager can promote the completion of performance, and it can help to increase employee satisfaction with the leader and motivate employees to work.

3.3 Initiation and Implementation of Employee Incentive Programs at HDL Catering Company

Mobilization is mainly in the incentive program before the implementation of all employees, including management and front-line service personnel to promote the incentive program, so that the program in the implementation process can have a good environment for the implementation of the program to improve the participation rate of employees and strengthen the basis of humane management to better ensure that the legitimate rights and interests of front-line service personnel. Mobilization meetings need to be led by the management of the company and pay attention to, only the strong support and promotion of business operators, in order to promote the implementation of incentive programs.

(1) Management meeting

The designed incentive program should be presented at the management meeting of the company, which needs the recognition and support of the company operators and managers, and the management should evaluate and answer the questions and explain the program, and it is better to pass the resolution by the leadership before it is presented to the general meeting of all the employees for reading.

(2) General Staff Meeting

The incentive program adopted by the management should be read out in the general meeting and informed to every employee involved, and the information should be comprehensive and detailed for the frontline service staff. Through this way to increase the employees' right to know and sense of participation, and at the same time to convey to the employees the importance and determination of the company to improve the program, which is conducive to the further promotion of the incentive program.

(3) Internal departmental organization learning

The human resources department will convey the details to the department managers and supervisors, and the department managers will be responsible for organizing all the front-line service staff to learn, so as to ensure that every grass-roots employee is able to understand and be familiar with the new incentive program in detail. This is the most important step in the reform of the incentive program, because the reform itself is carried out in daily practice, the understanding and implementation of the incentive program by departmental managers and the communication of the concepts and behaviors of the front-line service personnel are directly related to the success or failure of the reform of the incentive program.

Each part of the implementation process of the incentive program should be carefully and dynamically monitored, so as to ensure the effective implementation of the program.

(1) The purpose of monitoring and specific measures

For the employee's incentive behavior in accordance with the regular reinforcement of the way, not in the employee every time as soon as the emergence of corporate incentives to give immediate reinforcement, but regular monthly reinforcement of the employee's behavior. For example, through the monthly salary, quarterly or annual incentives, not a day or a time when the employee's work performance is outstanding immediately give rewards, but a long period of time are outstanding performance to give rewards, so as to ensure the implementation of the incentive program and the consistency and continuity of the employee's incentive behavior.

(2) The significance of real-time monitoring

The establishment of dynamic monitoring can identify and solve problems in a timely and effective manner. At the same time, the changes in the external environment of the company during the implementation of the program and the internal problems arising and appearing during the promotion of the incentive program can be found and solved in a timely manner. Such a practice can maximize the incentive program to avoid deviation from the company's expectations in the implementation process, so that the entire program can be implemented towards the expected goals of the incentive program planning, to maximize the incentive effect.

3.3.3 Periodic evaluation of program effectiveness

After the implementation of the incentive program, it is necessary to periodically evaluate the effectiveness of the implementation, the purpose of the evaluation is to predict the effectiveness of the incentive program. The evaluation is divided into three main aspects:

(1) Whether the incentive program has a positive effect on the employees.

One of the main purposes of the implementation of an incentive program is to assess whether it produces a positive effect among employees. The results of the assessment can be summarized in the following aspects. The first is the evaluation of the employees' work effort, which can be examined through the performance appraisal of the employees' work attitude to see whether the employees' work effort has been greatly improved. Secondly, it is the evaluation of the employees' work performance, also through the form of performance appraisal, it can be seen whether there is a significant improvement in the employees' work performance.

(2) Whether there is any irrationality in the program

Evaluate the unreasonable places in the implementation of the incentive program, and record and modify these unreasonable places and loopholes in time. Because the design of the program first of all has a certain degree of subjectivity, even after reference to the company as an objective carrier can not be avoided, and secondly, the design of the program itself spoiled to avoid changes in the objective environment, so in the implementation of the incentive program will inevitably have some only in the process of practice can be further modified measures, so the need for timely detection and timely resolution of the problem in the process.

(3) Whether the effect of program implementation to achieve the goal

The main purpose of the evaluation of incentive programs is still to assess whether the effect of program implementation reaches the expected goals. Through the implementation of the incentive program, the company's turnover and market share has been improved, whether the departure rate of service personnel to reduce the substantive goals of the solution is the fundamental assessment is also to assess whether the incentive program design is in line with the development of the company's strong indicators.

A corresponding multi-channel feedback mechanism is established to reduce the possibility of internal conflict in the group. Company need to provide employees with channels for feedback and complaints. The results of performance appraisal are related to the personal interests of employees and the healthy development of the company, so the performance evaluation work must be guaranteed to be true and reasonable. In order to ensure the fairness within the company and solve the different opinions of managers and employees in the performance appraisal work, it is necessary to establish a feedback system combining internal and external. For example, the appraisal review system and appraisal reconsideration system allow employees who disagree with the performance appraisal results to request a reconsideration of the appraisal results, and supervisors can request a re-evaluation of the appraisal results if they find problems with the appraisal work. Through the establishment of formal and informal feedback channels, such as targeted reporting meetings on the implementation of the new system, or feedback on the implementation of the Group's dinner activities obtained through casual conversations, and after verifying and integrating the information received through multiple channels, the overall assessment of the effectiveness of the implementation of the new system, and timely corrections and improvements, in order to allow employees at all levels to feel that their feedback is effective, and to maintain and enhance the motivation of their feedback. and to maintain and enhance their motivation to give feedback.

By means of questionnaire survey and interviews with employees and statistics on the turnover and staff turnover after the implementation of the incentive program, we can find out the problems and loopholes in the implementation of the incentive program and make timely adjustments and improvements so that these measures can be well adapted to the needs of the actual work. Company and employees themselves psychological activities will change because of the dynamic environment changes, so in the implementation process need to pay attention to the timeliness of the feedback. At the same time, we must pay attention to the feedback must be to the post to the person, only targeted feedback in order to make the improvement of the program closer to the actual company.

Finally, the results of the feedback are divided into two aspects for adjustment.

On the one hand, through the adjustment is still unable to achieve good results in a timely manner to find the reasons for all aspects, and at the same time to re-formulate the program again after the implementation of the assessment until satisfactory results; on the other hand, for the assessment and feedback results are relatively good, the company should increase the implementation of the company competitiveness as soon as possible to improve the competitiveness of the company's employee satisfaction while reducing staff turnover.

CONCLUSIONS

After research and analysis, by making suggestions in the areas of performance management system, rewards, supervision system and leadership style of HDL Catering Company, we can provide a guideline for establishing a motivation system for catering employees for the reference of catering companies. This will enable catering companies to not only do a good job of employee retention, but also motivate employees to create more benefits for catering companies in the environment of "recruitment difficulties".

At the same time, the derivation of the comprehensive incentive model for catering employees is based on the Porter-Lawler comprehensive incentive model, the characteristics of catering employees and the author's work experience, the model is based on theoretical derivation, the lack of empirical evidence to verify the validity of the model needs to be further empirical evidence to prove. On the one hand, the authors will apply the comprehensive incentive model for restaurant employees to HDL Catering Company and collect the turnover rate and satisfaction of employees after using the model for a period of time, so as to prove the effectiveness of the model. On the other hand, the authors will continue to research the incentive systems of other restaurant companies to compare the employee satisfaction of restaurant companies with and without incentive systems, and to compare the effects of different incentive systems on restaurant employee satisfaction. It is hoped that the comprehensive incentive model for restaurant employees will be further revised through these two aspects of continued research.

By applying the revised comprehensive incentive model for catering employees and the strategic suggestions put forward in this paper, catering company can investigate the satisfaction of employees and examine the financial data of the company, which can be used as the basis for optimizing the incentive system for employees, so as to better improve the satisfaction of employees, continuously stimulate the enthusiasm of employees, and ultimately achieve the purpose of reducing the cost of employing and increasing the efficiency of the company.

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APPENDIXES

Research Survey Questions

This questionnaire pertains to a project conducted by Master Research Administrative Management. We are conducting this survey for our research study. The purpose of this project is to have a better understanding about the improving the management of employee incentives.

Thank you for your valuable support!

Name (Optional) :

Gender:

Age:

1、 Your education:
A. undergraduate, college B. high school, junior college, technical school C. junior D. elementary school
2、 Your position:
A. Restaurant manager B. Restaurant supervisor C. Waiter, cook
3、 Do you work part-time in other company:
A. Yes B. No
4、 Your years of experience in HDL Catering company:
A. Within 3 months B. 3 months-1 year C. 1-3 years D. 3-5 years E. More than 5 years
5、 Whether you are satisfied with your job position:
A. very dissatisfied B. dissatisfied C. average D. satisfied E. very satisfied
6、 Whether you are satisfied with the return you get from HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
7、 Whether you are satisfied with the salary level of HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied
8、 Whether you are satisfied with the fixed income (basic salary, allowances, subsidies) you get from HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied
9、 Whether you are satisfied with the performance bonus you get from HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied
10、 Whether you are satisfied with the welfare benefits (insurance, holiday expenses, vacation arrangements) of HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied
11、 Whether you are satisfied with your daily work meals:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied

12、 Whether you are satisfied with the dormitory provided by HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
13、 Whether you are satisfied with the reward and punishment measures (means, fairness) of HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
14、 Whether you are satisfied with the performance objectives given to you by HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
15、 Whether you are satisfied with the performance appraisal method of HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
16、 Whether you are satisfied with HDL Catering company 's way of publicizing and publicizing performance results:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
17、 Whether you are satisfied with the rewards given by HDL Catering company for the performance results:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
18、 Whether you are satisfied with the training courses organized by HDL Catering company :
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied
19、 Whether you are satisfied with the instructor of the training course organized by HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
20、 Whether you are satisfied with the assessment method (written test, practical exercise) after the training of HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
21. Are you satisfied with the promotion channels (opportunities and fairness) of HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied
22、 Whether you are satisfied with the career development space provided by HDL Catering company:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied
23、 Whether you are satisfied with the way your immediate superior communicates with you in your daily work:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied
24、 Whether you are satisfied with the way (frequency and content) of your immediate supervisor's guidance to you in your daily work:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very satisfied
25、 Whether you are satisfied with the leadership style of your immediate superior:
A. Very dissatisfied B. Dissatisfied C. General D. Satisfied E. Very Satisfied

26、What do you want to get more rewards from HDL Catering company:
A. Material rewards B. Spiritual rewards
27、You think which of the following rewards can best reflect the company's recognition of you:
A. Generous labor remuneration B. Position promotion C. Authorization, participation in management D. Leadership praise
28、What do you think is the first thing that needs to be optimized in the incentive system of HDL Catering company:
A. Performance management system B. Salary and benefit level C. Training system D. Position promotion channels E. Leadership management style F. Employee's self-management awareness G. Fairness of rewards H. Transparency of rewards
29、What do you think is the second thing that needs to be optimized in the incentive system of HDL Catering company:
A. Performance management system B. Salary and benefit levels C. Training system D. Position promotion channels E. Leadership management style F. Employee self-management awareness G. Reward fairness H. Reward transparency
30、What do you think is the third thing that needs to be optimized in the incentive system of HDL Catering company:
A. Performance management system B. Salary and benefit levels C. Training system D. Position promotion channels E. Leadership management style F. Employee self-management awareness G. Reward fairness H. Reward transparency