

# Factors affecting on performance of health food restaurant in Beijing, China

Ruiqing Zhan, Panyada Chantakit

*Suan Sunandha Rajabhat University, Thailand*

*Email: [s65567810016@ssru.ac.th](mailto:s65567810016@ssru.ac.th); [panyada.ch@ssru.ac.th](mailto:panyada.ch@ssru.ac.th)*

## ABSTRACT

The research was to investigate actual to study Factors affecting on performance of health food restaurant in Beijing, China. The conceptual framework was developed from the literature review and survey in the area and other contemporary research in performance of health food. Accordingly, the researchers consider the importance of the factors of human resource management, share leadership, work team, and performance. In this the researchers employed the quantitative research approaches. The instruments of research were steps of a questionnaire. Data were collected from 272 people who are entrepreneurs of health food restaurant in Beijing China. The data collected were analyzed using multiple regression analysis and on the basis of observing the actual performance of the organizations studied through all operational links in the human resource management.

Findings are as follows: Applications of human resource management, share leadership, work team were explanatory of the variance in performance at 52.1 percent ( $R^2 = 0.521$ ). Each factor involves significant aspects with the total being 27. All aspects should be addressed if problems are to be successfully solved over the long haul.

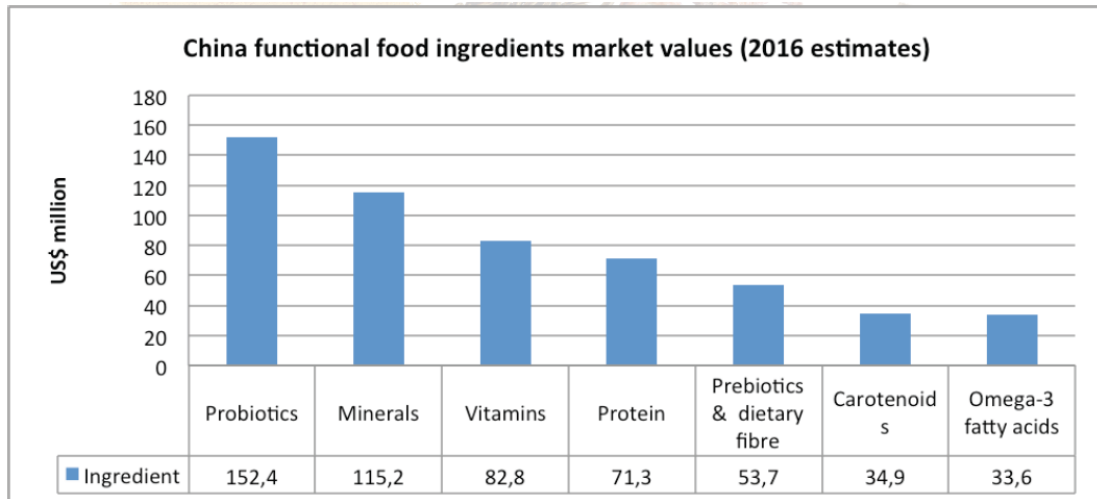
**Keywords:** Human resource management, share leadership, work team, and performance

## INTRODUCTION

Chinese consumers have a centuries-long tradition of linking food and health — it is one of the key tenets of traditional Chinese medicine. The modern health foods industry, made up of functional foods and dietary supplements, is based on scientific substantiation rather than anecdotal evidence, but crucially it shares the same over-riding objective: disease risk reduction. The Chinese health foods market is one of the fastest growing in the Asia Pacific region. In 2016 it was valued at RMB 260 billion (around US\$40 billion), and it is expected to grow at a rate of 10-15% a year to reach RMB 400 billion (US\$62 billion) in 2021. A key consumer group behind this growth is the middle-aged and elderly, who are preoccupied with retaining good health and boosting immunity. At the end of 2016 there were 231 million over-60s in China, representing 16.7% of the population; their ranks are expected to swell to 437 million by 2050.

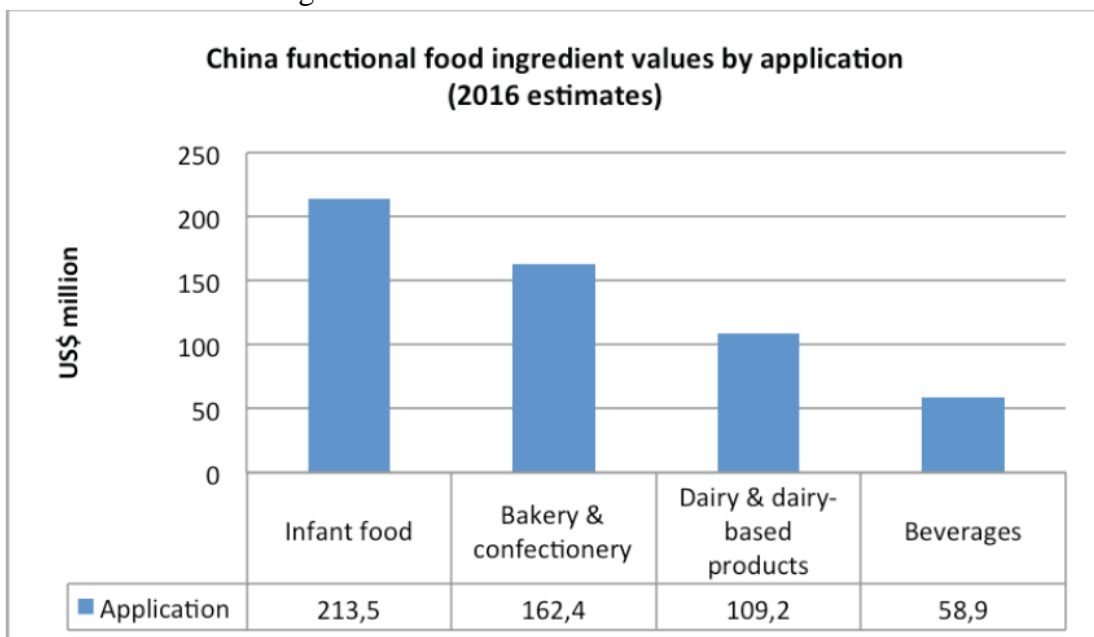
Younger consumers — or ‘Millennials’ — are very concerned with a healthy outward appearance, and understand the fundamental link between looking good and good digestive health. Other important categories are fatigue alleviation/sleep induction, blood lipid reduction, eye health, and lung health (especially in major cities with very poor air quality). Rising incomes, especially among the urban middle-class, mean health foods are increasingly seen as every day products rather than a luxury.

There is also a growing awareness of the link between unhealthy food consumption and lifestyle-related diseases — prevalence of diabetes, heart disease and cancer in China has increased nine-fold in a generation. Meanwhile, the government has been making a concerted effort to boost nutritional intake of the population, with the China Food and Nutrition Development Outline 2014-2020.



Source: Future market insight

Figure 1 Market values of health food China



Source: Future market insight

Figure 2 growth of health foods in China

The rapid growth of health foods in China, together with increasing consumer purchasing power, represents a massive opportunity for international health food manufacturers with existing R&D, production and marketing capacity, as well as the financial means to invest. The domestic market is highly fragmented. As of 2016 there were 2320 domestic health foods manufacturers, mostly concentrated in the coastal provinces and cities

of Beijing, Guangdong, Shandong, Shanghai, Yiangsu and Zhejiang. The majority of these are relatively small players; only 2% have total investment over RMB 100m. Many lack funds to conduct R&D to take advantage of evolving consumer needs, and lack of competition between the larger players means there is little incentive for innovation.

Research objective is to study factors affecting on performance of health food restaurant in Beijing, China.

Research hypothesis are as follow:

H1: Human resource management has positive direct effect on performance

H2: Share leadership has positive direct effect on performance

H3: Work team has positive direct effect on performance

## **METHODOLOGY**

The study of factors affecting on performance of health food restaurant in Beijing, China, the researcher has studied documents, textbooks, concepts, theories, and related research consistent with the study's objectives. This research is quantitative research in the format is survey research. The research tool was a questionnaire. Data was collected by instrument-based interviews. The population is entrepreneurs of health food restaurant in Beijing, the total number of entrepreneurs is 855 people in Beijing, China. All residents are health food restaurant business operators located in Beijing, China. All health food restaurants are those that have been in business for more than three years and have consistently high turnover. The survey sample was 272 residents from entrepreneurs of health food restaurant in Beijing, China. The researchers used a simple random sampling method to conduct a random sample size, as determined according to the Taro Yamane formula (Yamane, 1973). The researchers conducted a simple random sampling calculation using the Taro Yamane formula, and based on the calculation results, the number of samples was 272. The confidence level is 95%. The tolerance of the sample is at the level of 0.05. Multiple regression analysis to test the influence of variables between human resource management, share leadership, work team and performance.

## **RESULTS**

Determination of instrument confidence

Reliability Test (Reliability) The researcher used the revised questionnaire to try out the researcher (Try Out) with Entrepreneurs of health food restaurants in Beijing 30 people who are not a sample group. Internal consistency was tested using composite reliability and Cronbach' Alpha coefficients, where the researchers analyzed the reliability coefficients of each question and each measure. The alpha value is between 0.5 – 0.65, which is a moderately reliable value. And at values from 0.7 and up, it has quite high reliability. But if it is below 0.5, it is less reliable. Normally, the criterion used to measure these two values should not be less than 0.6 (Cronbach, 1990).

Validity checking after collecting the data, the researchers checked their validity using the corrected Item-total correlation. Which is a measure of the correlation between the score of any question and the total score of the category in which the question appears, in the calculation process, the total score must be adjusted by deducting the data value of any question issued in order to prevent the information of the questionnaire from appearing in both places. The decision criteria were that the correlation must not be less than 0.70.

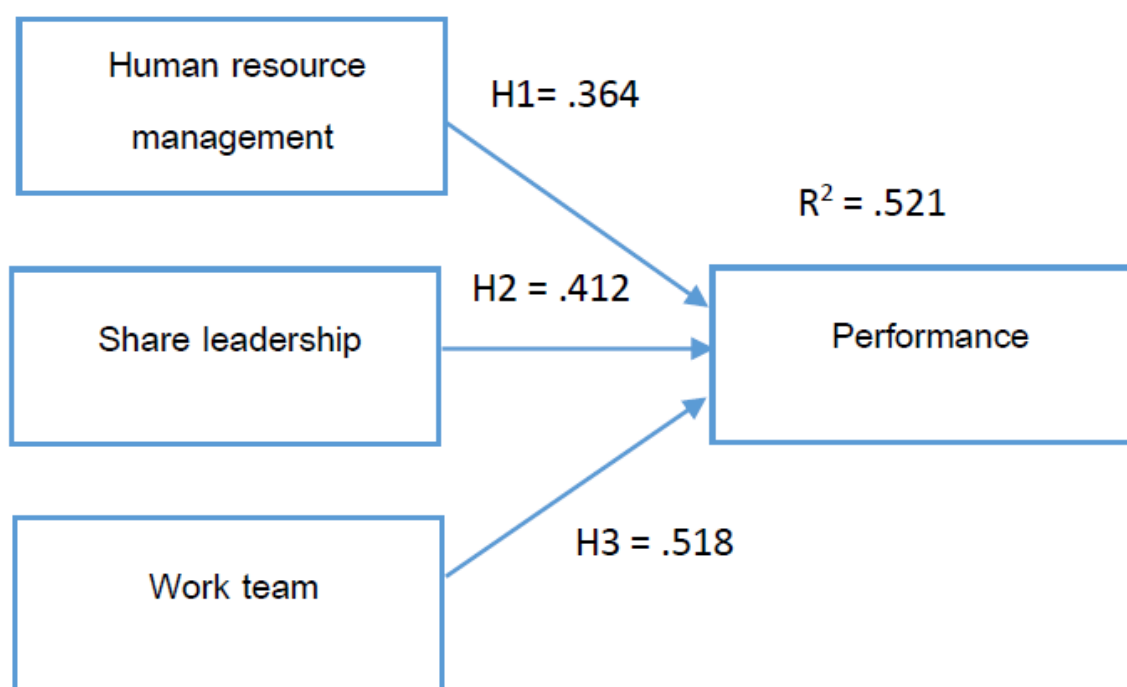
The reliability and validity test results are shown in the following table.

**Table 1** Results of testing reliability and validity by statistical methods

Variable	Corrected Item-Total Correlation	Cronbach's Alpha
<b>Human Resource management</b>		0.949
1. The organization has a process for selecting staff who are knowledgeable in product design.	0.795	
2. All staff of the organization must work according to their own expertise.	0.858	
3. The organization has training in specific fields as appropriate for staff.	0.912	
4. Staff are proficient in product design and can design well.	0.908	
5. The organization has a fixed salary and high returns.	0.845	
6. All staff can work for each other when necessary.	0.778	
7. The organization has a welfare system as appropriate.	0.883	
8. All staff receive family care such as medical expenses, children's tuition fees	0.913	
<b>Share leadership</b>		0.879
1. Providing creative input and idea suggestion to staff.	0.884	
2. The staff have the potential to play a role in innovative thinking.	0.822	
3. There is establishing a supportive climate for creativity within the organization.	0.878	
4. There are building trust and confidence is essential for long-term relationships	0.921	
5. Encourage all stakeholders to understand the organization's aims as a guide for collaboration.	0.905	
6. There is ability to inspire trust and confidence to provide better service to customers.	0.888	
7. The most important idea of organization are the ability to provide reliable and collaborative.	0.934	
<b>Work team</b>		0.906
1. Developing connections, partnerships, and networks as alternative options for operation.	0.829	
2. There are creating opportunities to increase group team work	0.886	
3. There are optimum use of existing capacities	0.888	
4. Team has established a supportive climate for creativity within the organization	0.941	
5. To provide prioritize customer satisfaction and continuous improvement.	0.943	
6. We develop team composition as putting together teams with specific skill sets needed for innovative thinking	0.855	

7. Team have strong leadership and allocating organizational resources i.e. research and development spending; manpower.	0.799	
<b>Performance</b>		0.907
1. Having upgraded human resources in terms of regular staff and temporary staff.	0.799	
2. Having good infrastructure to absorb more customer	0.929	
3. Having updated educational and training programs	0.846	
4. Increase use of information technology and recent advances of technological achievements for improving staff skills	0.839	
5. Educating skilled people who are create jobs and opportunities.	0.885	

The results of the study of factors affecting on performance of health food restaurant in Beijing China are as follows:



**Figure 1** Results of path analysis

**Source:** Liu & Gumah, 2020; Malik et al., 2023; Rigby & Ryan, 2018; Wu, Cormican & Chen, 2020; Yi, 2015.

## Research hypothesis testing

The researcher formulates research hypotheses for testing in accordance with the route equation according to the route analysis model with the following equations and assumptions:

$$PER = \beta_0 + \beta_1 HRM + \beta_2 SHL + \beta_3 WOT + \zeta_1 \dots \dots \dots (1)$$

**Hypothesis 1** Human resource management has positive direct effect on performance

**Hypothesis 2** Share leadership has positive direct effect on performance

**Hypothesis 3** Work team has positive direct effect on performance

**Table 2** Hypothesis Testing Results

Path	Path coefficient	t-stat	p-value	Hypothesis
H1: Human resource management → Performance	0.364	5.111***	0.000	support
H2: Share leadership → Performance	0.412	4.334***	0.000	support
H3: Work team → Performance	0.518	5.771***	0.001	support

**Table 3** Influence of variables affecting on performance

Dependent Variable	R square	Effect	Independent variable		
			HRM	SHL	WOT
PER	0.521	Direct Effect	0.364	0.412	0.518
		Indirect Effect	N/A	N/A	N/A
		Total Effect	0.364	0.412	0.518

From the table of hypothesis test results

**Hypothesis 1** found that Human resource management (HRM) has a positive direct effect on Performance (PER), true to the hypothesis. The path coefficient is equal to 0.364 and the t-statistics value is 5.111. The p-value is close to 0.000, which is a statistically significant value.

**Hypothesis 2** found that Share leadership (SHL) has a positive direct effect on Performance (PER), true to the hypothesis. With a path coefficient of 0.412, a t-statistics value of 4.334, the p-value is close to 0.000, which is a statistically significant value.

**Hypothesis 3** found that Work team (WOT) has a positive direct effect on performance (PER), true to the hypothesis. It has a path coefficient of 0.518, a t-statistics value of 5.771 and a p-value close to 0.001, which is a statistically significant value.

The significance level was tested at 0.01.

Table 4 Summary of hypothesis test results

hypothesis	results	Path coefficient	R <sup>2</sup>
H1: Human resource management has positive direct effect on performance	Accept	0.364	0.521
H2: Share leadership has positive direct effect on performance	Accept	0.412	0.521
H3: Work team positive direct effect on performance	Accept	0.518	0.521

## CONCLUSION

Study of the factors affecting on performance of health food restaurant in Beijing, China. There was a positive linear relationship between the four variables: human resource management, Share leadership, work team, and performance of health food restaurant in Beijing, China. A mutually positive influence was also found in share leadership, human resource management, work team have a positive direct effect on performance. This indicates that the study results confirm the performance consistency of health food restaurant in Beijing, China, and can be used in health food restaurant in Beijing, China.

## REFERENCES

- Cronbach, L. J. (1990). *Essentials of psychological testing* (5th ed.). New York: Harper Collins. Publishers. pp.202-204.
- Liu, W., & Gumah, B. (2020). Leadership style and self-efficacy: The influences of feedback. *Journal of psychology in Africa*, 30(4), 289-294.
- Malik, F. A., Akhtar, S., Khurshid, S., & Javed, M. U. (2023). Unveiling the Dynamics of Ethical Leadership: Empirical Insights and Impact on Organizational Outcomes. *International Journal of Business and Economic Affairs*, 8(3), 75-87.
- Rigby, C. S., & Ryan, R. M. (2018). Self-determination theory in human resource development: New directions and practical considerations. *Advances in Developing Human Resources*, 20(2), 133-147.
- Taro Yamane. (1973). *Statistics: an introductory analysis*. New York: New York: Harper & Row.

- Wu, Q., Cormican, K., & Chen, G. (2020). A meta-analysis of shared leadership: Antecedents, consequences, and moderators. *Journal of Leadership & Organizational Studies*, 27(1), 49-64
- Yi, J. (2015). A measure of knowledge sharing behavior: Scale development and validation. In *The Essentials of Knowledge Management* (pp. 213-245). London: Palgrave Macmillan UK.