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A study on the current situation and countermeasures of front-line employee turnover in catering industry: A case study of JmJ

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Abstract

The purpose of our study is to understand the causes of employee turnover, save labor costs for JMJ company, reduce employee turnover rate, and effectively improve the business efficiency of the enterprise. Our study adopts research methods such as participant observation and interview to analyze the current situation of employee turnover in company where the researcher works, and puts forward corresponding suggestions. The service quality of the hotel must be continuously improved.

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1. Introduction

With the rapid growth of China's economy, the improvement of per capita income level, and the acceleration of modern urban life pace, more and more modern people have formed the consumption habit of eating out. On the other hand, the national policy also encourages the continuous and healthy development of mass catering, and the position and role of catering industry in the national economy are becoming more and more prominent. It has become an important industry that has a strong impact on social economy and people's life, and it will still show great development potential and market space.

Catering industry, as an important part of service industry, puts forward higher requirements for professional talents. The scale development and operation of chain catering enterprises need qualified talents that match their scale, and the introduction and cultivation of talents are particularly important for them. Therefore, human resource management plays an increasingly important role in catering industry. However, the rising labor cost and the difficulty of retaining service personnel and middle and senior management personnel may be the challenges faced by catering industry.

For catering enterprises, frequent employee turnover not only causes the waste of training cost and time, but also has a negative impact on the operation and management of the store and the quality of customer service, and even affects the enterprise revenue. Therefore, we hope to find out the reasons for the frequent turnover of employees by investigating and analyzing the current situation of employee turnover of JMJ company (JMJ), and formulate corresponding solutions to benefit the long-term development of the enterprise, and also provide reference and reference for other peers.

2. Literature Review

Employee turnover is a phenomenon that employees have a tendency to quit their jobs due to their cognition of the surrounding environment and the difference between the actual situation and their inner expectations. There are two types of employee turnover: voluntary and involuntary (Price, 1977).

Employee turnover in catering industry is often the result of multiple factors. The key to employee turnover is the lack of management and motivation (Wang, 2016). Severe employment pressure, relaxed employment environment and employees' own reasons catalyze and aggravate the employee turnover of catering enterprises (Hao, 2011). And reasonable non-economic compensation incentive, creating a good corporate culture of caring for employees, has an irreplaceable role in preventing employee turnover (Lan, 2019). The factors that often cause restaurant employees to quit include satisfaction, expectation, performance, promotion, salary, colleague relationship, work complexity and family relatives (Lan., & Zhou, 2014).

The concept of employee turnover: employee turnover is the behavior of employees and employers to terminate the labor relationship and leave the original company. Employee turnover is an important way of employee mobility, which plays an important role in the rational allocation of human resources, but high turnover rate will affect the sustainable development of enterprises.

Employee turnover model: Price-Mueller (2000) turnover model is one of the most influential models that describe the turnover decision quantity and intermediate process. It believes that employees enter the organization with specific expectations and values. Expectations are employees' cognition and values of what the workplace will be like, and the preference degree of different aspects of these cognition. But when expectations and values are satisfied, employees will have satisfaction with their work, and commitment to the organization, so they will be more likely to stay in the organization (Kim, *et al.*, 1996; Price, 2001).

Mobley constructed a comprehensive employee turnover process model in 1979, which holds that under the condition of the interaction of three factors: organization, individual, economy and labor market, employee turnover decision depends on the following four factors: job satisfaction or not, expected benefits of existing work, expected benefits of changing work, and non-work values (Mobley *et al.*, 1979). Many interrelated and influential concepts mentioned in the model are theoretically sound, widely recognized, and the model points out that the three variables of job satisfaction, expected benefits of existing work and expected benefits of changing work should be paid attention to in employee turnover (Wang, 2010).

McFillen *et al.*, (1986) is a model of voluntary employee turnover, which shows that employees' turnover intention depends on two interrelated variables: employees' job satisfaction and organizational commitment. Employees' personality characteristics and work situation affect employees' job satisfaction. If employees are satisfied with their work, they will have a high organizational commitment and a willingness to stay. If employees are dissatisfied with their work, their organizational commitment will also decrease, resulting in turnover intention, and have a negative impact on their work in the short term. In the case of having the ability to complain actively, employees choose to quit actively. (McFillen *et al.*, 1986)

3. Methods

3.1. Research Object

This paper takes the front-line employees (store employees) of one of the five self-operated brands of JMJ International Holdings Limited (hereinafter referred to as "JMJ"), which is one of the authors' work, as the research object, and studies the employee turnover situation, which is conducive to observing the actual situation related to the research topic on the spot.

3.2. Research Tools

Participatory observation method: The author of this paper observes, records, sorts out and analyzes the employee turnover situation of the store, which is the research topic of this case study, during the work period of JMJ, and obtains the information related to the research topic, which lays a foundation for the research and improvement of the current situation of employee turnover of JMJ.

Interview method: This study combines the employee turnover model of Price-Mueller (Kim *et al.*, 1996), Mobley *et al.* (1979), McFillen *et al.* (1986) and other researchers with the characteristics of JMJ catering to develop the interview outline. There are 5 questions for job satisfaction, 5 questions for expected benefits of existing work and 5 questions for expected benefits of changing work, covering work autonomy, distribution fairness, work pressure, salary, promotion opportunity, work monotony and social support. This paper deepens the understanding of employees' work by communicating with employees and store management staff face to face, and obtains work information by a work analysis method. The specific methods include personal interview 6 people, group interview 32 people of the same kind of work and supervisor interview 4 people.

4. Current Situation of Front-line Employee Turnover

4.1. Turnover Rate of Front-line Employees in the Industry

According to the 2022 China Catering Industry Annual Report, a total of 169 enterprises participated in the survey, involving more than 50,000 stores and more than 800 brands. Among the enterprises, the proportion of formal meals was the highest, accounting for 27.8%, followed by hot pot 24.3%, group meals 18.9%, fast food 16.6%, Japanese food, western food and barbecue 11.8%, and other formats 0.6%. Among them, the proportion of enterprises with operating income of more than 20 million yuan in 2021 was about 86%, and the proportion of enterprises with operating income of more than 100 million yuan in 2021 was about 69%, which has a certain representativeness. The report shows that among the 169 catering enterprises, the employee turnover rate (see Figure 1) is 46.6% for enterprises with employee turnover rate below 12%, 38.4% for enterprises with 12%-30%, and 15% for enterprises with more than 30%, showing that the employee turnover rate in catering industry is high. The average annual employee turnover rate is 19.30%. There are 53% of the employees with an average annual turnover rate higher than 12%. (Wang, 2022).

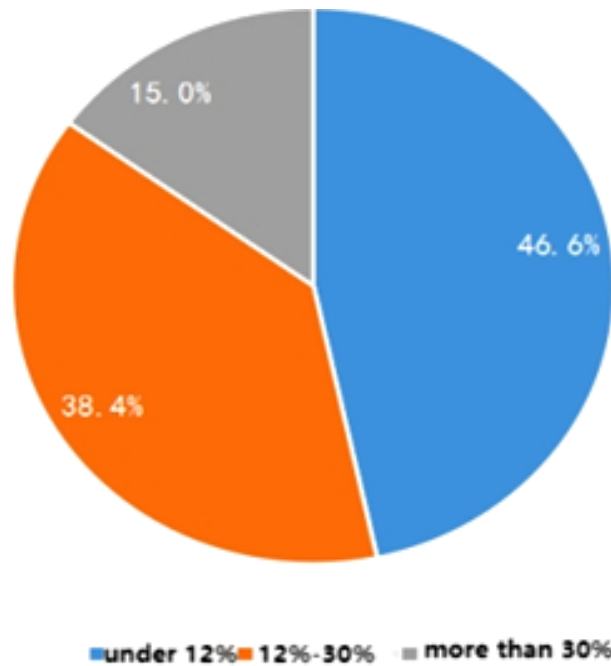


Fig 1: Employee turnover distribution

Song Xiaoxi, vice president and secretary-general of China Hotel Association, pointed out that although the number of employees in catering industry has increased compared with 2021, the turnover rate is still high, and they still have to bear a certain employment pressure (Song, 2022).

4.1.1. The Gap between Salary and Labor Intensity and Employee Turnover Situation

The salary level of catering industry is generally low, showing that the three industries with the lowest salary level are "residential service, repair and other service industry" (5705 yuan/month), "textile clothing and apparel manufacturing industry" (5669 yuan/month) and "accommodation and catering industry" (4975 yuan/month), which are 25.08%, 25.55% and 34.67% lower than the average salary of the whole province respectively. The salary and welfare level of employees is quite different from other industries. The average salary of front-line employees in catering industry is 3881 yuan, which is still low (Deng Governance. 2013).

The survey results of catering industry by China Hotel Association during the epidemic period show that the problem of labor shortage is a great obstacle to the development of enterprises. The wages of front-line employees and management staff of catering enterprises continued to rise in 2021, among which, the wage growth rate of front-line employees in 2021 was 7.6%, up 1.4 percentage points from the same period in 2020. The average annual employee turnover rate is 19.30%, basically the same as the data in 2020; the median, quartile and three quartile values of turnover rate are basically unchanged from last year. There are still 53% of the surveyed enterprises that clearly indicate that their annual employee turnover rate is higher than 12% (Song, 2022)

Before the outbreak of the epidemic, the average annual employee turnover rate of enterprises was 16.86%, and it rose to 18.84% after the outbreak of the epidemic; the employee turnover rate of the surveyed catering enterprises was 19.03% before the epidemic, and it rose to 20.85% after the epidemic (see Table 1). (China Hotel Association, 2022)

Obviously, "low salary attractiveness" has become the main cause of employee turnover, and other factors are "high job intensity" and "poor business situation caused by the epidemic".

Table 1: Comparison of employee turnover rates before and after the epidemics by the epidemic

| Field | Before | After |
|----------|--------|--------|
| Total | 16.86% | 18.84% |
| Catering | 19.03% | 20.85% |

4.2. JMJ Human Resources Overview

4.2.1. Company Profile

JMJ Catering Company (JMJ) was established in 2005 and is a Chinese fast-fashion catering group with chain operation as its core.

In 2010, the company's business model was comprehensively upgraded, transforming from a catering operation enterprise with heavy mode to a fast-fashion chain catering enterprise, and gradually locking the store strategy in shopping centers. The company has five self-operated brands, namely JMJ (Northwest cuisine), Tai Er (sour cabbage fish), Two Eggs Pancake, Song (cold pot skewers) and Na Wei Uncle is Chef (fine Cantonese cuisine). Among them, JMJ (ranked second among Chinese Northwest cuisine restaurants) and Tai Er sour cabbage fish (the pioneer and leader of the sour cabbage fish market) account for more than 98% of the total revenue (Zhang, 2020).

As of now, JMJ Group has a total of 310 stores. It is expected that 370 self-operated restaurants will be newly opened from 2019 to 2021, including 240 T-brand restaurants, 54 JMJ-brand restaurants, 76 other-brand restaurants, and 460 D-brand franchise restaurants are expected to be newly opened. According to the Frost & Sullivan report, in 2018, in terms of revenue, JMJ ranked third in Chinese fast-fashion catering, and ranked first in South China. (Frost & Sullivan, 2018)

JMJ covers multiple categories with multiple brands, and each brand forms a distinctive positioning, sharing the back-end supply chain. JMJ brand is positioned in the Northwest cuisine market, T brand is mainly sour cabbage fish, D brand

is for snack category, S brand is mainly Chengdu cold pot skewers, and sub-brand N is mainly fine Cantonese cuisine. The company establishes a unified supply chain department (central kitchen, logistics and warehousing center, etc.) to support the coordinated development of various brands.

4.2.2. JMJ's Personnel Composition

According to the data of JMJ Group's prospectus (Frost & Sullivan, 2018), from 2016 to 2021, the group grew from 6,779 employees to 12,652 full-time employees, including the group's directors and management team, headquarters employees, production facility employees and self-operated restaurant employees (see Table 2).

Table 2: Full time employees

| Function | Employees | % |
|-------------------------|-----------|-------|
| Management | 74 | 0.6 |
| Finance | 75 | 0.6 |
| Purchase | 52 | 0.4 |
| Production | 451 | 3.6 |
| Business management | 110 | 0.9 |
| Restaurant staff | 11638 | 92.0 |
| Food safety and quality | 45 | 0.4 |
| Market promotion | 42 | 0.3 |
| R&D | 41 | 0.3 |
| Other | 124 | 1.0 |
| Total | 12652 | 100.0 |

4.2.3. JMJ's Employee Turnover Status

JMJ is a Chinese fast-fashion catering company with chain operation as its core. In the current economic environment of rapid changes, the number and changes of management staff: (Table 3), the median number of management staff is 120, the average value is 398, and the average value of the number of front-line staff is 7.38:1. The maximum value of management staff turnover is 105%, the minimum value is -13.5%, and the average value is 9.2%. (Table 4)The change range of management staff is significantly smaller than that of front-line staff (Zhang, 2022).

Table 3: Employee quantity

| Index | Value |
|---------|-------|
| Mean | 120 |
| Average | 398 |

Table 4: Employee change

| Index | Value |
|---------|--------|
| Max | 105% |
| Min | -13.5% |
| Mean | 5.1% |
| Average | 9.2% |

4.3. JMJ Employee Turnover Statistics and Impact

4.3.1. Employee Turnover Calculation Method

The employee turnover rate is the ratio of the number of employees who leave the position in the current period to the total number of employees who leave the position in the current period and the number of employees at the end of the current period. Formula: Turnover rate = Number of employees who leave the position in the current period / (Number of employees who leave the position in the current period + Number of employees at the end of the current period).

4.3.2. JMJ Employee Turnover Situation Statistics

The employee turnover rates for each period during the reporting period are as follows (Table 5):

Table 5: Employee turnover rates for each period

| Turnover rate | 2023 | 2022 | 2021 |
|-------------------|--------|--------|--------|
| Staff | 38.49% | 34.95% | 31.02% |
| Store staff | 38.55% | 36.46% | 33.16% |
| Floor manager | 11.41% | 13.39% | 7.69% |
| Chef | 13.70% | 17.21% | 13.64% |
| Middle management | 17.70% | 16.91% | 13.19% |
| Kitchen staff | 38.91% | 37.51% | 35.62% |

Note: Turnover rate = the number of employees leaving the position during the current period/(the number of employees leaving the position during the current period + the number of employees at the end of the current period)

4.3.3. The Impact of Employee Turnover on Business Operations

Frequent employee turnover will affect the service quality of the restaurant. For a restaurant, in order to retain customers, it is necessary to pay attention to the food quality, freshness of ingredients and customer experience. Frequent employee turnover will lead to a decline in the service quality of the restaurant and a loss of customers.

High employee turnover rate will increase the human resource cost of the restaurant. With the continuous loss of employees, the restaurant is also constantly recruiting. The recruited employees, whether they have ever worked in the catering industry or not, need different levels of training. Frequent recruitment and training consume a lot of human, material and financial resources, resulting in increased costs. The high mobility of employees will also lead to the instability of restaurant employees, the slackness of personnel and the difficulty of management. With the continuous turnover, recruitment and training of restaurant employees, managers face new employees, often unable to fully understand their personality, ability, quality, etc., which may lead to improper work allocation, improper use and promotion of employees, and inability to mobilize the enthusiasm of employee management and other disadvantages.

Employee turnover may cause damage to the restaurant business. Restaurant employees, especially middle and senior management personnel, may take away the restaurant's trade secrets after they switch to other restaurants; the loss of restaurant sales personnel often also means the loss of restaurant customers. These employees' job-hopping will bring great threats to the restaurant.

5. Employee Turnover Cause Analysis

5.1. Low Salary and Welfare Benefits, High Labor Intensity

The salary level of the catering industry ranks third lowest in the industry. At the same time, most of the catering industry employees work from 9 am to 2 pm, and then from 5 pm to 9 pm or even later, working more than ten hours a day, with only three hours of rest in between (Deng Governance. 2013). But because catering staff generally live far away, if the traffic is inconvenient, employees can only stay in the store to rest, which cannot be fully utilized, so overtime work is common and very serious. When customers enjoy the service provided by the restaurant on holidays, they cannot rest either.

Secondly, because of the special and uncertain working

hours, most of the front-line staff in the catering industry have irregular diet, no fixed time or no fixed amount of food. At normal meal times, restaurant staff are busy providing dining services for customers. When they are busy and tired, they have no appetite to eat, which leads to many catering industry staff having stomach problems or occupational diseases such as oil fume disease due to long-term inhalation of a large amount of oil fume during cooking.

The poor working environment also affects the physical and mental health of catering industry employees. Before the kitchen facilities were improved, winter and summer were the hardest seasons for chefs. In winter, although the temperature in front of the stove was high, the staff working on the water table and sticky board had to touch cold water, and few of them did not have frostbite. Summer is more difficult, even if the cooling facilities are improved, the kitchen temperature still remains at a high temperature of 40° C and 55° C, which is a great test for the staff working in the restaurant's back kitchen.

5.2. The Social Status of the Catering Industry is Generally Low

Affected by traditional concepts, the catering industry, as a kind of service industry, has always been discriminated against. Most people think that serving others as service personnel is a "lowly" job. And because most of the children in China's current families are only children, most parents are unwilling to let their children engage in the "lowly" and "no future" service industry, even if college students apply for the management level of the restaurant, they also need to start from the grassroots service staff.

But for college students, to start from the grassroots, stand on the same starting line with low-educated employees, face-to-face service customers, whether it is college students themselves or their families, most people are difficult to accept. And many catering enterprises only regard students as cheap part-time workers, and most of the work arrangements are service, reception, standing guard and other aspects of work. This kind of work form does not have much technical content, which makes students lack of challenge psychology. At the same time, the restaurant store often has a sense of rejection for students, mainly manifested as the leadership is indifferent to the interns, the interns' work treatment is low, which undermines their enthusiasm to participate in the restaurant store work, resulting in low work efficiency of the interns, but the service pressure and responsibility are the same, resulting in unequal pay for equal work, resulting in the increase of employee turnover rate.

5.3. Lack of Promotion Opportunities, no Development Prospects

Promotion opportunities, as a scarce resource of an organization, not only mean getting higher salaries, but also mean having more power, which is the key for employees to establish long-term career planning.

From the perspective of personnel education and knowledge structure, the catering industry belongs to the traditional labor-intensive industry, which is labor-intensive and low-educated. And the threshold for engaging in the catering industry is low, the quality of restaurant staff is generally low, it takes a lot of human and financial resources to train them, and the catering industry staff mobility is strong, so few enterprises will spend a lot of costs to improve these grassroots staff, and it is difficult to provide a sound

promotion system to give employees promotion opportunities, more willing to choose to recruit relatively high-quality staff from the beginning.

Compared with the low-educated staff, the few high-educated staff in the restaurant have professional knowledge and skills, understand their own knowledge and skills to the value of the restaurant, and have a strong autonomy in their work. They pursue the realization of their own value, pay attention to the acquisition and improvement of their own knowledge, and pursue lifelong employability rather than lifelong employment rice bowl. The catering industry, as a kind of service industry, has low technical content, fierce competition for positions, and fewer promotion positions to choose from, and relatively lacks a broad development prospect.

This study JMJ opened a new branch on January 1, 2020, and the staff reserve is not enough. In view of this problem, the back kitchen manager with many years of restaurant management experience thinks that the reason why the store staff lack promotion opportunities is that the store staff allocation is not satisfied, the staff structure is incomplete, the lower staff can-not go up, and they can-not set up benchmark staff to drive the lower staff, and the company pays more attention to external staff, under the same conditions, the promotion speed and opportunities of external staff are often greater than those of internal staff. Employees who do not get promoted will lose their passion for working hard, and they will soon lose their enthusiasm and want to resign in the catering industry, which is a service industry with high work pressure, high labor intensity but low salary and benefits.

5.4. Individual Characteristics of Employees

In order to pursue the brand's youthfulness and individuality, JMJ restaurant staff are generally young, mostly "post-00s" or "post-95s". Different from the employees of the 80s and 90s, the "post-00s" generation has more innovative spirit and open-mindedness, creativity and vitality. And the "post-00s" and "post-95s" are the only children generation, because of the different growth environment, they are more emotional, experiential, and value the work atmosphere, which is a group full of personality and difficult to control. Compared with other generations of people, they are more casual and willful, and their resilience and self-control are often poor, which brings difficulties to management.

The characteristics of the young generation of employees in the workplace are that they are easy to quit because of emotional dissatisfaction, and the personality and culture of the managers are more important to them. Therefore, if the young employees want to work hard, the enterprises they serve must set an example of hard work.

The researcher participated in the work, and six employees resigned in the front hall, and the back kitchen staff were relatively stable. These six employees were all post-00s, four of whom resigned or were fired because they were dissatisfied with the store management or had conflicts with the store management, one resigned because of further education, and another was fired because he did not meet the height requirements for the front hall recruitment. From the above observation results, it can be seen that the reason for employee turnover is largely due to the personality and characteristics of the young generation of employees.

Compared with the frequent turnover of front-line staff, the back kitchen staff are more stable. This study focuses on the high employee turnover rate training and working

environment four aspects, and the working environment determines the mentality and state of an employee. There is a saying that the atmosphere determines everything, if a team has ten people, seven people can abide by the rules, then the other three people will also follow the rules, so it is important to set the rules at the beginning. HR deputy Xu manager said (**Interview; IV**): "The first day to be strict with employees to set the rules, the second day to follow up, the third day to follow up, follow up a week to let employees develop habits, the rules will become the standard, he will automatically consciously abide by the rules. Even if they are not supervised all the time, they will do things according to the standard." (**IV1**) This shows that even if the employees themselves have unique personalities, they can also cultivate commonality.

5.5. High Requirements for Employees

JMJ, as a fast-fashion catering enterprise, in order to pursue the "good and beautiful" corporate values and enhance the beauty of customers' dining process, has strict requirements on the age, height and appearance of restaurant staff. On a certain recruitment website, JMJ's recruitment requirements for waiters are as follows: "16-24 years old, funny you, can make mistakes, can sell cute; work hard, preferably a flirting master; secondary or above education, male 1.72m, female 1.62m or above, outstanding appearance can be extra points, preferred". And the requirements for reserve cadres are: "Bachelor degree or above, major is not limited; can be a male god or goddess, but also can withstand the store grassroots training; outgoing personality, talkative with personality or specialty preferred". JMJ's high requirements for employees undoubtedly also raise the threshold of recruitment, making many applicants who are not satisfied with the height and appearance discouraged.

The store in this case, six employees resigned in the front hall. For this situation, A district manager Lin said: "In fact, the company gave us the store staff annual turnover rate standard as high as 100%, which means that in the case of 12 people, one employee can be replaced every month." Why? "Because our company needs to develop, we need to constantly inject fresh blood to maintain the speed of progress, and the catering industry itself has a low entry threshold, so we are not worried about the lack of people." (**IV2**)

5.6. Brand Influence is not enough

In an interview with the media, JMJ's chairman said: "A brand is strong or not, in fact, is the comprehensive strength of the show. For a brand, the most important thing is operation, brand and product. And having a clear positioning of the brand can help the brand grow from small to large, when the brand reaches a certain level, it needs to communicate with customers on some spiritual level. Sub-brand T has done this to make the brand image. Our public account article just sent out a few minutes there are more than 100,000 readings, this is our brand influence, but also with customers to become friends." (**IV3**) This reflects JMJ's success in shaping the T brand has been widely recognized by the mass market.

JMJ attaches more importance to external staff, HR manager Chen said: "The store deputy manager, and district manager are from well-known catering enterprises such as Burger King, Starbucks, etc., and have given them a better development plan (**IV4**)." The study interviewed them and held a positive attitude towards JMJ's corporate culture and

industry status. In addition, JMJ will conduct corporate culture propaganda to employees every week, so that the corporate culture concept deeply rooted in the hearts of the people, most employees have a high sense of responsibility for their own responsible positions. Therefore, it is believed that the main reason for the high employee turnover rate of JMJ does not include the brand influence is not enough.

5.7. Lack of Communication with Employees

For managers, communication with employees is very important, each employee has their own ideas, with emotions work efficiency will not be high, so how to communicate with employees timely and effectively is a problem that every manager needs to think about.

Real communication is not the manager one-sidedly issuing orders and blindly requiring employees to obey the orders, but for the sake of cooperation, to complete the task efficiently under the premise of effective communication (group interview consistent response). For the young generation of employees, command-style communication without explaining the reasons seems rigid and lacks respect for them, they prefer managers to talk in a gentle and approachable tone, and also mobilize the enthusiasm and initiative of employees.

The study participated in the observation of the work process, interviewed the internship store for the recent frequent employee turnover phenomenon. Store deputy manager Xu said "For us young employees, we pay more attention to the inner emotional experience, the store's resignation staff several because they feel that the manager's attitude towards them is not respectful enough, think that the manager's requirements they execute the command lacks persuasiveness, did not stand in the employee's point of view for the employee to consider, feel unable to bear so resigned, this is our management group needs to examine their own reasons." (**IV5**)

5.8. Insufficient Ability of Grassroots Managers

Due to the low threshold for entering the catering industry, the education background of front-line employees in restaurants is generally low. Even the employment requirements for restaurant store managers are only college degrees, and the applicants with restaurant management experience can be loosened to break the requirements. Therefore, many restaurant store managers lack their own ability and quality, and cannot solve the problems in the daily operation process of the store through scientific and effective management means.

In order to expand the number of restaurant stores and increase the personnel reserve, JMJ recruited a group of young management employees. With the younger management, some young employees have shallow experience and difficulty in controlling their self-positioning and the needs of the company. Once the employees around them are promoted, regardless of their own ability and qualifications, they will quickly have similar promotion needs (Min, 2001).

In our study, aiming at the recent reasons for employee dismissal, the manager of the division believes that as the management layer directly contacting front-line employees, the manager's lack of ability and inadequate management methods cause employee dissatisfaction, which is the direct cause of employee dismissal. It is necessary to develop reasonable countermeasures to improve the ability and (**IV6**)

of the basic management layer.

5.9. Poor Execution of Employees

Now the workplace is the home of the post-90s and post-00s, the new generation of employees are generally character, pay attention to personal feelings and work atmosphere, they recognize the execution, but do not agree with the obedience. They think that the execution is the execution of the work procedure, is the matter, but not equal to the recognition and obedience of the leader, and the obedience is to require employees to obey the command of the leadership absolutely, is a kind of disrespect for them. The deputy manager of the store: There are two main reasons for the poor execution of the staff: one is that the staff can-not get clear instructions, coupled with poor information communication, the staff will feel very confused, can only rely on inertia and their own understanding to do things, and because of the difference in understanding ability, the task that the manager hands down often can-not be well executed; the second is that the staff lack motivation, lack of sense of responsibility, do not take the job as their mission to complete the job, and the phenomenon is caused by the unclear responsibility of the staff, the lack of corporate identity, and the lack of adjustment of management concepts and methods for the characteristics of the younger generation. (IV2; IV4) In the face of the young generation with diversified thinking, the management concept should also be updated. It is no longer a strict and loose relationship. It is necessary to give clear instructions and clear goals, respect employees, stimulate their enthusiasm and creativity, and let employees create greater value, so that value is greater than execution.

6. Countermeasures to deal with Employee Turnover

6.1. Establish Reasonable Salary and Incentive System

Personal development is an important factor to give employees a sense of belonging. Everyone is designing their own future and considering their own growth, so employees often pay attention to their position and value in the enterprise, and are more concerned about their future promotion and development. Enterprises should provide employees with opportunities to show themselves and realize themselves, and strengthen the guidance of career planning for employees, clearly explain to employees the combination of personal future and enterprise future, close the distance with employees, and motivate employees to actively participate in their work.

The new generation of employees pays more attention to the organizational atmosphere, and is more suitable for flexible, people-oriented human resources practices. Standardized performance appraisal, reasonable on-the-job training system, strict recruitment process and good welfare policy ensure the working atmosphere of employees; encourage employees to communicate with their superiors and colleagues, ensure that employees timely obtain work-related information, and improve their awareness of security; timely reward and incentive excellent employees can make them work harder, and feel that their efforts can be rewarded. Therefore, according to the social exchange theory, employees in perception of the enterprise to implement a series of positive human resources practice measures, will try to show a positive attitude and behavior, to return the organization, and tend to stay in the organization for a long time to create more wealth.

At the same time, to implement both material incentives and

spiritual incentives. The sense of belonging of employees can-not be separated from the material basis, which is embodied in the salary and welfare of employees. Bread and butter is the most basic need for human survival, living in the market economy conditions, all the needs of the satisfaction can-not be separated from the money, "money is not omnipotent, no money is absolutely not" this view to some extent reflects the importance of money to survival, a dedication without return enterprise will not have a real sense of belonging, in addition to the material conditions, the enterprise also needs spiritual incentives, both hands should be grasped.

Establish a high performance work system organization, adopt open and fair performance evaluation methods and strict recruitment methods, so that employees feel the fairness of the organization, so that employees have more trust in the organization, more confident to complete the task; the use of information sharing can make employees timely understand the enterprise objectives, timely communicate with the organization about the problems in the work, reduce the work pressure caused by poor communication and information asymmetry; Extensive training can keep employees' working ability and working methods up-to-date, and reduce their frustration caused by not keeping up with the times or technological change; welfare policies and employee incentives can make employees have a clear understanding of their future career path and be hopeful about their job prospects while getting care and encouragement.

6.2. Linking Employee Training with Management Team Performance to Motivate Employees to get promoted

Lack of promotion has a strong negative impact on employees' organizational commitment and job satisfaction, and the elimination effect of increasing salary on this negative impact is very limited; for employees with poor ability, lack of promotion has a negative impact on employees' organizational commitment and job satisfaction, and increase in salary can partially eliminate this negative impact; for employees with poor motivation, lack of promotion has a smaller impact on employees' organizational commitment and job satisfaction, and increase in salary can improve employees' job satisfaction and organizational commitment (Tian, 2010). Therefore, for most employees who are eager to have a higher level of development, it is imperative to broaden their promotion path.

In the stores of JMJ, the growth path of ordinary employees starts from the salesclerk, and after working for a period of time, they are promoted to the trainer, reserve cadre, reserve manager, until the store manager, or they can choose to develop horizontally to the functional departments of the company. An ordinary salesclerk needs to grow into a post benchmark first, train new employees in daily work, perform standard post operations, pass post identification, learn relevant courses, and drive the emotions of employees. These require the company to provide adequate resources, learning materials, training and environment for employees. In this regard, the company can link the promotion of front-line employees in the store with the performance assessment of the store management team, and track the training progress of employees regularly. This can not only stimulate the store management team to cultivate more outstanding talents for the development of the company, but also provide more promotion opportunities for front-line employees, improve their enthusiasm and work efficiency.

Secondly, the company should give the promotion opportunity to the internal and external employees. Once there is a vacancy in the company, all qualified employees should be considered, and the competent people should compete for the position. This can avoid the discomfort of the new introduction to the company and can also increase the subordinates' confidence in the boss.

At the same time, when the company recruits employees, it should properly consider their age ladder. People in different growth stages, experiencing different stages of social development, receiving different social environment influence and different social education, so in different age sections, there are different age characteristics and show different age advantages. First, the characteristics of the posts set up by the company should be analyzed, and then the age characteristics of the current employees should be analyzed. According to the overall development requirements of the company, the working characteristics of a post should be analyzed. Through reasonable age collocation, the suitable employees should be determined, so that the management deviation is not easy to appear.

6.3. Strengthen Communication with Employees and Retain Talents with Feelings

Younger companies also need to be driven by younger employees, who can communicate with the new generation through their unique communication methods and adopt different communication methods towards subordinates with different personalities.

Talk about business at work, and only talk about personal matters after work. When praising or criticizing employees, it is important to focus on facts rather than individuals. Especially when criticizing, only analyze and explore the erroneous facts themselves, do not qualitatively or draw conclusions, and pay attention to taking into account and understanding the feelings of the other party.

Choose the correct leadership style in the communication process and provide clear information. When listening, be completely focused. After the communication is over, check the understanding of employees in a timely manner and provide positive and constructive feedback to avoid negative or no feedback. Use behavioral descriptions more than personal descriptions. These measures will help managers and employees communicate better.

Secondly, personal importance is also an important factor in cultivating employees' sense of belonging. Maslow's hierarchy of needs theory points out that human needs are hierarchical, while respect is at a higher level. Fully understanding the demands of employees, providing them with opportunities for democratic participation, giving them sufficient work autonomy, allowing employees to participate in restaurant management, can make employees feel the trust and respect of managers, make employees aware of their influence on the restaurant, greatly stimulate their self-esteem and confidence, and stimulate their sense of responsibility and belonging.

6.4. Cultivate Employees' Executive Ability and Improve Management Leadership

Execution ability is the basic ability for employees to survive in a company. It cannot be said or done without results. Regardless of the process, having good results is the key to having good execution ability. This requires the store management to engage in participatory management of

employees, provide specific and clear execution standards while issuing orders, check employees' understanding ability, set job benchmarks for employees, and help employees find motivation, so that employees can have good execution ability.

Excellent leaders should have influence, and influence requires the respect and trust of employees, both of which are indispensable. Respect can be gained by increasing one's own knowledge and ability reserves as well as personal charm, and gaining the trust of employees can be achieved by caring for them, providing assistance to their work, study, and life to the best of their ability, and achieving consistency and compliance with standards in work and life. Paying attention to the work status and emotions of employees during work, regularly tracking their living conditions, and understanding their actual needs can help improve their sense of belonging. In response to the insufficient abilities of grassroots managers, the company needs to have corresponding countermeasures. For example, establishing a strict promotion mechanism, for employees in positions such as reserve cadres and reserve managers who want to be promoted, they need to pass the cross assessment and appraisal of district managers, and retrain employees who fail to compete. If they fail multiple opportunities, they will enter the elimination stage. Conduct quarterly or monthly re inspections on employees who have successfully competed to prevent managers from missing knowledge points. At the same time, adopting a multi-dimensional approach to assess the performance of the store management team, conducting anonymous surveys of employee satisfaction with grassroots managers in the store, and evaluating the management and communication abilities of the management team can to some extent ensure the quality of the store management team employees.

7. Conclusion

In summary, this article analyzes the issue of employee turnover in JMJ, identifies the problems that exist in the management process of the enterprise, analyzes and summarizes existing theoretical knowledge, and proposes corresponding optimization plans, hoping to help improve the current situation of employee turnover in JMJ.

The optimization direction of the company is generally to establish a reasonable and transparent salary and incentive system, enhance the influence of the company's brand, enhance employees' sense of identification with the company, pay attention to employee emotions, create a happy working atmosphere, cultivate employee execution ability, strengthen communication with employees, understand their needs and help for work, use emotions to retain talents, let employees have emotions, and develop a sense of belonging to the company.

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