

THE IMPACT OF CORPORATE CULTURE ON CHINESE CATERING: A CASE STUDY

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Abstract: This paper aims to discuss the impact of corporate culture on a company and how better to align corporate culture with the firm's development. The corporation's mission, purpose, spirit, values, and business philosophy contribute to developing the corporate culture. Corporate culture is the essence of an organization and an irrepressible engine of growth. It is dense with information and is concentrated on the company's values and spirit. Corporate culture is centered on values. If the corporate culture is exhibited through common behaviors, it will have a distinct competitive advantage and rapid growth. As the research object, we explained the fundamental theory of enterprise culture, the construction of Haidilao enterprise culture following the management present situation investigation questionnaire results, and the structure of Haidilao enterprise culture following the questionnaire results. Haidilao has made remarkable strides in the last decade as a result of its corporatization achievements. However, Haidilao's present corporate culture management challenges are affecting the company's growth significantly.

Keywords: *Case study, Chinese Catering, Corporate Culture, Kunming, South Asia Store.*

1. Introduction

With the expansion of China's economy, the consolidation of reform and opening, and the growth of enterprises, the development of enterprise culture has garnered increasing attention. Additionally, more businesses recognize the significance of corporate culture on their unique survival and growth, particularly long-term success. Managers assess current status and issues to gain a better understanding of company culture's fundamental issues. Business culture has a wide range of social connotations (Dhanam, 2018). According to my research, business owners firmly agree that "corporate culture is a human-centered culture" and "every enterprise has its own corporate culture." Corporate culture emerged in the early 1900s, according to Harvard University's Tres Diehl and McKinsey's Allen Kennedy. They conducted a six-month survey of 80 firms to compile "Corporate Culture: The Customs and Etiquette of Corporate Survival." In July 1981, it was the best-selling management book. It was later designated one of the 1980s' top 10 management books and a corporate culture classic (Dobney & Carey, 2018). Numerous examples are given: Numerous rituals and customs are employed to spread and maintain these ideas in exceptional and successful enterprises.

Corporate culture influences these decisions, personnel appointments, and terminations, right down to employee conduct, wardrobe, and lifestyle. Culture has a profound effect on the development of two businesses operating under essentially identical conditions. However, the majority of Chinese enterprises lack a robust corporate culture. They all share a common culture, yet each has its own set of advantages and disadvantages. While a positive company culture can assist organizations in growing, a negative corporate culture can impede progress. The enterprise culture of current Chinese firms is unavoidably influenced by China's distinctive social and cultural characteristics and China's unique social history and moderate social changes (Stebbins, 2017). Thus, it is difficult to resist the infiltration of modern Chinese firms by traditional Chinese culture. To be fair, we can offer a good reference based on an objective analysis of Chinese industrial and traditional cultures. Proactively. Numerous facts can be used to rectify the current situation and the development of China's corporate culture.

This article examines Haidilao's emerging catering industry. Haidilao is a brand-new catering company. These issues, such as how to enhance corporate culture during enterprise development, are more prevalent. The study of a company's corporate culture is intended to benefit service-oriented organizations and contribute to society and related industries. This is the study's objective. As the main principle, personalized characteristic service will be the heart. We are committed to giving clients "intimate, warm heart, and comfortable" service (Han et al., 2016). The purpose of this research is to examine Haidilao's corporate culture in Yunnan, China. Haidilao Promotes a healthy hot pot diet culture among food enthusiasts worldwide via carefully selected goods and innovative services and values. Hands can alter destiny. Priority is given to customers, and emphasis is placed on "doing a good job." To be a good person, one must be self-critical and deliberate in their actions; honest and trustworthy, with the fortitude to take responsibility; kind, thankful, and a team player—integrity, inventiveness, modesty, and diligence.

2. Literature review

2.1. Gender and Marital status

Male and female leadership are binary concepts, with women focusing on interpersonal relationships and men on task-oriented leadership. Females prefer a more feminine style that emphasizes teamwork, pleasant engagement between leaders and subordinates, decentralization of leadership, and the combination of intuition, empathy, and reason (Dhanam, 2018). Numerous studies have indicated that men and women lead companies in the same way. Managers are frequently chosen as research subjects for these organizational studies (Liao, 2018). These individuals will pool their resources to find the group's ideal answer.

Additionally, the firm may employ the same screening method to choose these individuals. Their leadership characteristics may be comparable—negotiation and information exchange. Men will initially utilize words to discuss their group affiliation (Gerstel & Gallagher, 2001). Men of prominence will command and execute the following. Men's hierarchies are simpler. Women communicate and speak to establish the level of closeness in a relationship (Ken, 2010). They would prefer to consult before settling on a collaborative strategy. Thus, men prefer to use the phrase "do this," but women prefer to use the word "we do it" (Stebbins, 2017). When a woman forms a bond with a close friend, she

maintains eye contact, communicates effectively, and uses persuasive language to fortify the connection. Men rarely make direct eye contact or interact face to face. They converse without the use of language. They aim to improve their communication with one another.

Females interact collaboratively, while males communicate competitively (Wark, 2001). In a cooperative partnership, most married people are steady, visionary, serene, and reliable. Self-awareness: Many things before marriage, such as the desire to exercise, study books, and develop yourself (Wagner, 2018). Analyze his current condition, level of comfort, and financial situation. Now is the time to begin shopping for a vehicle. It's simple to pick up and return your child. To afford a car, you must be abreast of job developments. You must pay more to receive more significant compensation.

In conclusion, attitudes are increasingly shifting. With such pressures in life, married people will contribute significantly to the organization (Sassler & Schoen, 1999). In a collaborative culture, unmarried individuals are the parties to acquire and entertain. Individuals who choose to cooperate demonstrate features of high demand, aggressive bargaining, and instability (Kerckhoff & Parrow, 1979). The sponsor of the initiative must maintain complete control. It will be challenging to run the business if the partner recognizes your talent but does not believe it is as good as theirs (Rossi, 2016). While age buying is uncommon at work, it occurs among "friends." Business associates are not usually pals. Elder partnerships cannot be on call concurrently with regular employees. As a result, more senior cooperation will occasionally be more intense and family-oriented (Serfling, 2014).

2.2. Hometown and work experiences

There are various ways to cooperate between the East and West. Economic entities can form strategic alliances and cross-regional financial entities. Economic parks can cooperate with enclave economies, industrial transfer through cooperative development and resources can be used cooperatively. Using labor resources to specialize in human training and education systems helps businesses expand regional cooperation in space science. Collaboration must be competitive. New chemical reactions will result from the merger of corporate cultures. This effect is favorable when working together (Ma & Jiang, 2011). There are exceptions to the rule when it comes to work experience and cooperative part connections. Previous research ignores this. The more growing sectors, the less corporate culture prejudice and restriction, such as Ten years ago, the electronics and manufacturing industries lacked such work experience (Dobney & Carey, 2018). Because these industries were new at the time. A vast additional market means the industry has plenty of room for growth. Thus there is plenty of cooperation. The market steadily approaches saturation, the increment begins to diminish, and the industry starts to combat the stock market. Technical progress also looks at stasis; no longer Inexperienced corporate interactions lead to a concentration on past work experience (Boddy, 2011).

2.3. Employee and Costumers' expectation

Employees will worry about changes in perks, promotions and wage increases, new restrictions that may be disguised layoffs, etc. How long will it take for the employee to find a new job? What used to count as work-related injuries? Corporate mergers and acquisitions have thrown employees' job futures into doubt. Personnel rights and interests may be harmed by management or regular employees. The corporate cooperation culture is not a problem that

can be handled by simply issuing a notice following important agreements involving "business secrets" (Rani & Asrat, 2016). Haidilao's labor is complex, yet they all make a fortune as waiters. Waiters pay for shoes, and the quality is better. This makes most rural migrant laborers happy. The family-friendly brand of Haidilao can be described in all aspects, as can be seen from the recruitment notice of ordinary employees. Free dormitory and bedding, air conditioning, TV, computer, washing machine, clothing, shoe cabinets, and even a maid (Liu & Wan, 2019).

Customers are the cooperative's leading resource. More users mean more straightforward user attraction and cheaper average service cost. Natural resource integration requires corporate services. Moreover, corporate cooperation is easier than independent industry cooperation. After determining the company's overall architecture and service model, corporate organizations can only merge by sharing resources. Plagiarism and duplicating of corporate industry services are likewise relatively cheap. After a while, competition becomes homogeneous. After then, corporate is a natural choice that benefits both parties (Ismunandar & Mulyadin, 2018). Consumer desires for identical products vary greatly. Companies can only win the market by determining and satisfying the core expected value of their consumption. But the market is dynamic, and many companies mistakenly believe they understand consumer wants based on appearance or even illusion. Consumers' expectations are becoming increasingly specific (Han et al., 2016).

2.4. Catering industry and synergistic effect theory

For example, Haidilao is noted for its individualized service. During the meal, various value-added services such as complimentary tea, snacks, shoeshine, manicures, massages, etc., are supplied. Employees inquiry, supply apron, mobile phone sets, glasses cloth, etc. Even errand runners can choose to give free fruit or snacks. If a consumer complains, they can cancel or discount the order. As well as inspiring personnel to deliver innovative services to fulfill the unique needs of clients. For example, a waiter or waitress will bring a doll and a cot to a toddler's meal. In terms of restaurant operations, value-added services and a cooperative atmosphere have made customers accept long lines. Waiter proactive programs have increased client dining speed and restaurant turnover rates. Personalized creative services can boost client awareness of Haidilao's superior offerings and increase dining frequency (Chen & Zeng, 2018).

The existence of a synergistic effect is a critical factor in determining the success of mergers and acquisitions. The term "synergistic impact" refers to the fact that the combined advantage of the two companies should be greater than the sum of their benefits before the merger; that is, one plus one should be greater than 2. Synergy effects can be classified as management synergy, operational synergy, or financial synergy. Functional synergy relates primarily to the benefits of M & M&A in terms of changes in the efficiency of the company's manufacturing and operations activities and the rising inefficiency. It means that M&A enhances the business's operations, hence improving its efficiency, including the consequences of M & M&A. The notion was developed in 1971 by German physicist Hermann Haakon based on economies of scale, complementary advantages, cost savings, increased market share, and more comprehensive services.

2.5.The General Background of Corporate culture on Chinese catering

Enterprise culture is the spiritual and material riches developed through the enterprise's production, management, and management operations. That is the company's mission and vision. It also incorporates the company's values and ethics. Values are at the heart of the business. Value Corporate culture is the soul of an organization and an inexhaustible source of growth. Its core is the enterprise's attitude and values. The values here are not the cultural phenomenon in company management but the values held by businesses or employees. Nature Corporate culture encompasses business philosophy, purpose, policy, values, behavior, social responsibility, and image. It is the soul of enterprise survival, competition, and growth.

Adaptation is an adjustment. There will be disharmony and inadaptability between enterprises and the environment, customers, enterprises, countries, and society, which must be corrected and adapted. Managers and staff can deal with these inconsistencies using corporate philosophy and ethics. These tweaks result in a great corporate image. The adaptive function is dynamic. Radiation work Cultural power can impact society through many avenues, as well as the enterprise. Cultural radiation occurs through numerous streets, including media and public relations. According to sociologist Ai Jun, planning, free-market, and planned-commodity economies have different corporate culture phenomena. Understandably, a free economy's corporate culture is centered on material prosperity.

In a planned economy dominated by politics, enterprise culture often develops with consciousness driving the material. However, in a scheduled commodities economy, the enterprise culture is founded on material choice consciousness and constrained by superstructure consciousness. Haidilao's culture Personalized characteristic service, heart service as the basic concept, committed to providing customers with "intimate, warm, comfortable" service; In terms of management, it advocates the value of changing fate with both. Values Hands change the future. Second, customer-focused, "diligent" as this. The meaning of the Advocating for genuine equality. Continuous improvement, learning. Self-criticism, beware. Honest and reliable, take responsibility. Kindness is a two-way street. It is dedicated to teamwork. Haidilao grad. Honesty, creativity, modesty, and zeal, benevolence.

3. Research Method

The population and sample of the questionnaire are 250 respondents living in China. Using non-probability convenience sampling and the snowball technique with a screen, only 200 respondents qualified. Corporate culture, employee expectations, and the development of the catering business are the research variables. The target respondents for this study are Chinese who have visited and workers of Haidilao. The respondents are chosen using convenience sampling and snowball sampling techniques. They are using online software to collect data (questionnaire star) in a particular manner to deliver to respondents to collect all receipts. Questionnaire star is the quickest and most successful method of data collection and the most secure method of obtaining personal information. The Research Instrument comprises three sections: a screening question, a Likert scale, and demographic information. A five-point Likert scale is employed to collect data before testing the hypotheses, with 1 indicating Strongly Disagree, 3 indicating Neutral, and 5 indicating Strongly Agree. Additionally, the researcher analyzed and added secondary material on pertinent news, case studies, preferred international literature, and research journals.

4. Results and Discussion

Demographic

Table 1: Results of Frequency Analysis

Results of Frequency Analysis				
Title	Category	N	Percent (%)	Cumulative (%)
Gender	Male	51	25.5	25.5
	Female	148	74	99.5
	other	1	0.5	100
Marital status	Single	56	28	28
	Married	143	71.5	99.5
	other	1	0.5	100
Education	Below Bachelor	51	25.5	25.5
	Master	148	74	99.5
	Ph.D. or higher	1	0.5	100
Age	18-26	82	41	41
	27-35	112	56	97
	36-50	6	3	100
Hometown	North	46	23	23
	South	97	48.5	71.5
	East	35	17.5	89
	West	11	5.5	94.5
	Central	11	5.5	100
Total		200	100	100

More than 70% of the samples in Gender choose "Female." For Martial status, the highest percentage of "Married" is 71.50%. From the distribution of Education, most of the samples are "Master," the proportion is 74.00%. In terms of Age distribution, most of the samples are "27-35", with a total of 112, accounting for 56.00%. And the proportion of 18-26 samples is 41.00%. Finally, 48.50% of the sample will choose their hometown in "South."

Table 2: Reliability Test

Variables	Cronbach's Alpha	Number of items
Corporate culture	0.787	16
Employee	0.823	5
Customer expectation	0.799	8
Development of the Catering industry	0.745	3

This statistical test is widely used to check how reliable the collected data from the research is. Without high-reliability values, the researcher has to stop or go collect data again. Some researchers consider the value to be higher than 0.60 or even 0.70 to be labeled as highly reliable. In this case, all variables from table 2 show the Cronbach's Alpha value of Corporate culture, Employee, Customer expectation, and Development of the catering industry are at 0.787, 0.823, 0.799, and 0.745 correspondingly. Thus, 3 out of 4 values are

high 70% reliable with only Employee value of higher than 80% reliable. Hence, this research move on to the next step of final testing.

Table 3: Hypothesis 1

Results of Independent t-test Analysis				
	Gender (Mean \pm Std. Deviation)		t	p
	Male(n=51)	Female(n=148)		
Corporate culture	3.61 \pm 1.25	3.52 \pm 1.23	0.438	0.662
* p<0.05 ** p<0.01				

Different Gender samples will not show the significance for corporate culture ($p>0.05$), which means that all Gender samples show consistency for corporate culture, and there is no difference.

Table 4: Hypothesis 2

Results of Regression Analysis (n=200)									
	Unstandardized Coefficients		Standardized Coefficients	t	p	VIF	R ²	Adj R ²	F
	B	Std. Error	Beta						
Constant	2.653	0.263	-	10.087	0.000**	-	0.084	0.079	F (1,198) =18.040,p=0.000
Corporate culture	0.299	0.07	0.289	4.247	0.000**	1			
Dependent variable: Employee									
D-W: 1.544									
* p<0.05 ** p<0.01									

Using corporate culture as the independent variable and Employee as the dependent variable for linear regression analysis, it can be seen from the above table that the model R square value is 0.084, which means that corporate culture can explain the 8.4% change of Employee. When the F test is performed on the model, it is found that the model passes the F test ($F=18.040$, $p=0.000<0.05$). This means that corporate culture must impact employees based on the significant level (P-value) of 0.000 and less than 0.05.

Table 5: Hypothesis 3

Results of Regression Analysis (n=200)									
	Unstandardized Coefficients		Standardized Coefficients	t	p	VIF	R ²	Adj R ²	F
	B	Std. Error	Beta						
Constant	2.565	0.312	-	8.235	0.000**	-	0.052	0.047	F (1,198) =10.866, p=0.001
Corporate culture	0.275	0.083	0.228	3.296	0.001**	1			

Dependent variable: Customer expectation
D-W: 2.277
* p<0.05 ** p<0.01

Linear regression analysis was conducted using corporate culture as the independent variable and Customer expectation as the dependent variable. As can be seen from the table above, the R-value of the model is 0.052, which means that corporate culture can explain the reason for the 5.2% change in customer expectation. When the F test is performed on the model, it is found that the model passes the F test ($F=10.866$, $p=0.001<0.05$). This means that corporate culture must impact customer expectation based on the significant level (P-value of 0.001 and less than 0.05).

Table 6: Hypothesis 4

Results of Regression Analysis (n=200)									
	Unstandardized Coefficients		Standardized Coefficients	t	p	VI F	R ²	Adj R ²	F
	B	Std. Error	Beta						
Constant	2.654	0.264	-	10.063	0.000**	-	0.0	0.07	F (1,197) =17.900, p=0.000
Corporate culture	0.298	0.071	0.289	4.231	0.000**	1	83	9	
Dependent variable: Development of catering industry									
D-W: 1.544									
* p<0.05 ** p<0.01									

The regression value of corporate culture is 0.298, which means that corporate culture will have a significant positive impact on the development of the catering industry since the significant level (P-value) of 0.000 and less than 0.05.

5. Conclusion

Synergy and cooperation are at heart. The most significant level is the centripetal force and cohesion of all members, which reflects the alignment of individual and organizational interests and ensures the organization's efficiency. The development of team spirit does not require team members to make self-sacrifices. On the contrary, their uniqueness and performance expertise ensure that members work cooperatively to accomplish task objectives. Their apparent readiness to collaborate and how they interact provide genuine inner motivation. Teamwork is ingrained in the corporate culture; effective management can assign everyone to the proper role using the appropriate organizational form, fully exploiting the collective's potential to increase service quality and match consumer expectations. Different corporate culture samples will reveal no discernible differences in terms of marital status or age. Additionally, corporate culture samples will show notable variances in education, work experience, and hometown. Three gender samples will reveal no discernible variations in terms of company culture. Will demonstrate significant differences; Corporate culture will have a significant positive effect on employee morale; Corporate culture will

have a significant positive impact on customer expectations; Corporate culture will have a significant positive impact on the catering industry's development.

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