



**THE INFLUENCE OF HUMAN RESOURCE PRACTICES ON THE
EMPLOYEE PERFORMANCE OF FOOD AND BEVERAGE
COMPANY: A CASE STUDY ON WANT WANT COMPANY IN
KUNMING, CHINA**

SHUOHAN DENG

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MANAGEMENT IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHEP
ACADEMIC YEAR 2024
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ABSTRACT

This research aims to examine the influence of demographic factors and human resource management (HRM) practices on the employee performance of Want Want Company in Kunming, China. The researcher employed a questionnaire as the primary research tool and collected data from 400 employees from the sales department of WANT WANT Company. Descriptive statistics, including Frequency, Percentage, Mean, and Standard Deviation, were used to analyze the data, along with inferential statistics such as the independent-samples t-test, One-way ANOVA, LSD, and multiple linear regression, at a statistical significance level of 0.05. The results indicated that the majority of respondents were male, aged 41-50 years, had less than a bachelor's degree, were married, and had been working for more than five years. The first hypothesis testing revealed that Gender, Age, Educational Level, Marital Status, and Years of work experience significantly influence employee performance. The second hypothesis testing revealed that HRM practices, including Employee Ability, Employee Motivation, and Employee Opportunity, significantly influence employee performance.

Keywords: Employee Performance, Human Resource Practices, Demographic Factors

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CHAPTER I

INTRODUCTION

1.1 Background and Rationale

In 2024, Want Want Company's overall sales in the Chinese market grew rapidly, but the overall sales fell 0.5%. Compared with competitors, it still has a specific gap in market share (Baijiahao, 2025). In the contemporary and highly competitive business environment, organizations strive for sustainable growth and excellence. A critical factor in achieving organizational success is effective human resource management. Human resource practices significantly influence employee performance, making this area of paramount importance for both academics and practitioners (Wielgos et al., 2021).

Human Resource Practices Effective human resource management (HRM) practices are essential for attracting, developing, and retaining talent. Traditional HRM functions, including recruitment and selection, training and development, performance appraisal, and compensation management, are designed to enhance employee abilities, motivation, and opportunities. Research has shown that strategic HRM Practices can improve organizational outcomes by aligning employee goals with corporate objectives, thereby driving higher performance (Setyawan et al., 2022). Recognition and rewards systems that align with cultural priorities can motivate employees and reinforce desired behaviors, ultimately contributing to organizational success. The combined influence of HRM Practices on employee performance is well-documented. High-performing organizations tend to have robust HRM practices supported by a conducive cultural environment (Memon et al., 2020). This synergy facilitates effective communication, innovation, and adaptability, enabling organizations to respond to changing market conditions and achieve strategic objectives. Empirical studies have demonstrated that organizations with strong HRM Practices and positive cultures achieve better financial

performance, customer satisfaction, and employee morale (Saffar & Obeidat, 2020).

Significance of the study: Understanding the influence of HRM Practices on performance is critical for managers and policymakers. Insights from this study can guide the development of HR strategies and cultural initiatives that drive organizational success. By identifying best practices and potential areas for improvement, organizations can enhance their competitive advantage and achieve long-term sustainability (Wielgos et al., 2021). Conclusion: The study of the influence of human resource practices on employee performance is a vital area of research that provides valuable insights into how organizations can optimize their operations. By examining the HRM Practices of this research, it seeks to contribute to the ongoing discourse on organizational effectiveness and the pathways to achieving superior performance in Want Want Company.

1.2 Research Questions

The research questions are as follows:

- 1) How do differences in demographic factors generate differences in employee performance?
- 2) How do HRM Practices influence employee performance?

1.3 Research Hypotheses

Based on the research questions above, the following research hypotheses can be proposed:

H1: Differences in demographic factors generate differences in employee performance.

H2: HRM Practices (Employee Ability, Employee Motivation, Employee Opportunity) influence on employee performance.

1.4 Research Objectives

These objectives aim to provide a nuanced understanding of how HRM Practices, within the context of specific desire groups, influence organizational performance. The research objectives for this case study are as follows:

- 1) To study the difference in demographics and the resulting difference in employee performance.
- 2) To study the influence of HRM Practices (Employee Ability, Employee Motivation, Employee Opportunity) on employee performance.

1.5 The Scope and Limitation of the Study

1.5.1 Content

This study focuses on the influence of human resource practices on employee performance, specifically targeting desired groups as the case study. The independent variable under investigation is HRM Practices, and the dependent variable is employee performance. Additionally, including age, gender, education level, marital status, and year of work.

1.5.2 Area of Study

This study focuses on the Want Want Company, with particular emphasis on the sales department. The sales department is critical to this study, as it plays a direct role in revenue generation and customer satisfaction and provides valuable insights into customer interactions. These aspects are essential for evaluating the influence of Human Resource Practices on employee performance. By concentrating on the sales department, the study aims to understand how HRM Practices influence employee performance. The study also considers the diverse demographics within the sales team, enabling a comprehensive analysis of how these factors contribute to organizational outcomes.

1.5.3 Sample and Population

The population for this study comprises all sales staff at the Want Want Company in Kunming. The total number of employees is 50,000, and the sales staff is 9,000 (Kunming Want Want Company, 2024). Based on Yamane's (1973) formula for determining sample size, with a total population of 9,000 employees in the sales department and a 5% margin of error, the calculated sample size is approximately 383. To ensure the robustness of the study and account for potential non-responses or incomplete data, the final sample size has been increased to 400.

1.5.4 Sampling Method

In this research, the researcher used a convenience sampling method, only from the sales department.

1.5.5 Duration

The total duration of this study was six months, from June 2024 to December 2024.

1.6 Research Framework

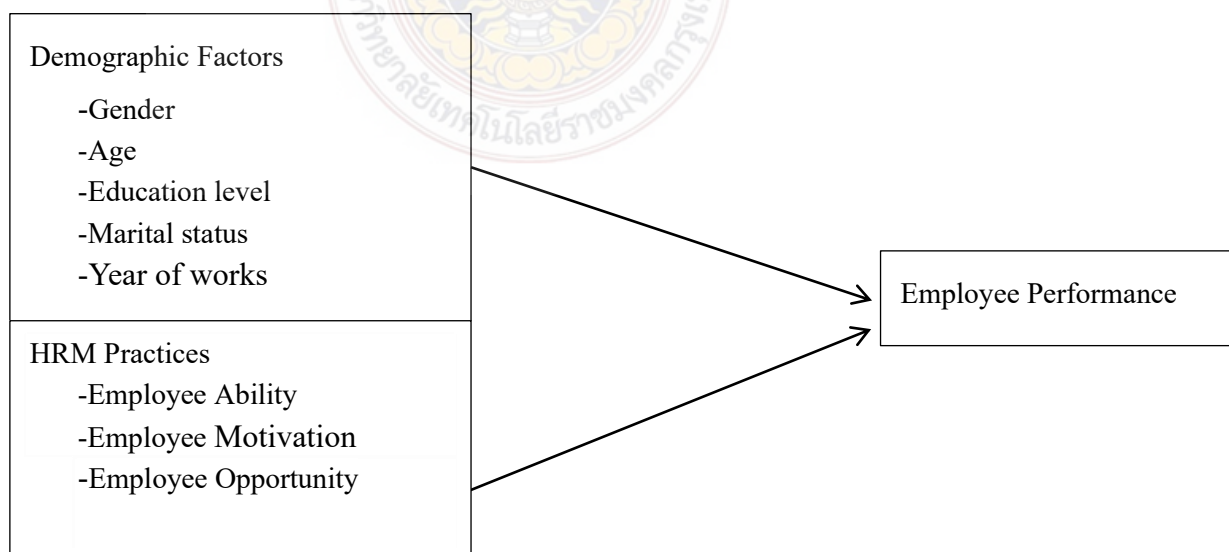


Figure 1.1 Conceptual Framework

1.7 Definition of Key Terms

Demographic Factors: Age, gender, educational level, and marital status are examples of demographic factors. These traits can significantly affect workers' job satisfaction, motivation, and productivity. Organizations can improve employee happiness and performance by learning how demographic characteristics affect their outcomes (Urošević & Milijić, 2012). In this research, the focus is on productivity.

HRM Practices: Research on HRM Practices is extensive and highlights the significance of several organizational characteristics, such as Employee Ability, Employee Motivation, and Employee Opportunity. All of these things work together to improve services, boosting business efficiency (Dror, 2007).

Employee Performance: Employee performance is one part of organizational performance. When evaluating employee performance, several key dimensions need to be considered: financial performance, employee performance, and operational performance (Akpa, 2021). However, in this research, the researcher chose only employee performance to study.

The Food and Beverage Company: The researcher chose Want Want Company in Kunming for this study.

CHAPTER II

LITERATURE REVIEW

The influence of Human Resource Practice on employee performance, specifically targeting desired groups, has been extensively studied. This review of documents, textbooks, articles, and relevant research formulates research concepts. The study aims to investigate how HRM practices influence employee performance, focusing on a specific desired group as a case study. The research examines the influence of independent variables (HRM Practices) on the dependent variable (employee performance).

Want Want Group is a large enterprise in China's food industry. Its rich development history, extensive business in the food industry, and its presence across many fields have enabled remarkable achievements, with high visibility and influence. The following is the specific introduction (Want Want China, 2024):

Company Operations:

The main business is the production and sale of food and beverage products, including rice and fruit products (such as sugar-coated rice cakes, salty crispy rice cakes and fried snacks, gift packages, etc.), dairy products and beverages (including flavored milk, regular temperature yogurt, lactic acid drinks, ready-to-drink coffee, fruit juice drinks), leisure foods such as (candy, ice products, small steamed buns, jelly, beans, nuts and others), etc.

By 2022, Want Want China has set up a total of 34 independent branches, 19 non-real spin-off companies, 422 business offices, and its sales network extends to Inner Mongolia, Xinjiang, Tibet and other places throughout the country. The group's activities are mainly conducted in the People's Republic of China, and its products are also sold in North America, East Asia, Southeast Asia, and Europe. More than 90% of its revenues and operations are in China, and more than 90% of its illiquid assets are

located there.

Honors: Want Want's snack food, beverage and dairy products have been ranked as consumers' favorite food brands for many years in a row; Want Want Group has won the China Food Health Seven Stars Award for many consecutive years. In 2022, in the Hurun China Top 500, Want Want China ranked No. 205, No. 107 in the "Most Valuable Chinese Brand," and No. 56 in the "2022 Most Valuable Chinese Private Brand."

Want Want Group Kunming Branch (full name: Hangzhou Dawang Food Co., LTD. The Kunming Branch was founded in 1996. The address is No. 321 Chuncheng Road, Guandu District, Kunming City. Dali, Wenshan, Honghe, Qujing, Zhaodong, Yuxi, Banna, Lijiang, Baoshan, Lincang, Simao, and Dehong have business offices, mainly responsible for the sales of Want Want series products (Kunming Want Want Company, 2024).

Kunming Want Want Company has 50,000 employees, and its sales staff has 9,000 employees; its revenue and sales performance are nearly 500 million yuan (Kunming Want Want Company, 2024).

The executive directors of Wangwang Company are Cai Yanming, Cai Shaozhong, Cai Wangjia, Zhu Jiwen, Huang Yongsong and Li Kangyi. The executive members are Cao Yongmei, Chen Junjiang, Chen Jiancheng, Chen Yongqing, Liu Ping, Shi Yichang, Zhao Zhiqing and Mei Hongdao (Want Want China, 2024).

2.1 Related Theories

2.1.1 Demographic

In the field of organizational management, the influence of HRM practices on employee performance has garnered significant attention. Notably, when considering specific consumer groups such as "desire groups," this relationship may exhibit more complex dynamics. This paper aims to delve deeply into the influence of

Human Resource Practices on employees' performance in a Food and beverage company: a case study of On Want Wa Company in Kunming, China. To achieve this, the paper first reviews relevant theories and research findings, then examines Gender, Age, Education level, Marital status, and Year of work.

Gender, Diversity Management Theory and Social Identity Theory: Diversity management theory emphasizes the necessity of incorporating diversity within organizations, including gender diversity. Research indicates that gender diversity can bring diverse perspectives and problem-solving approaches, thereby enhancing organizational innovation and overall performance (Hemmert, 2024). Within Want Want Group, gender diversity can foster teamwork and creativity, thereby boosting the company's competitiveness.

Social identity theory posits that individuals tend to form social identities with those who are similar to them (Hornsey, 2020). This tendency can impact team collaboration and communication within organizations. Gender diversity helps break this homogeneity, promoting broader exchanges and cooperation. By fostering gender diversity, Want Want Group can improve interactions and the working atmosphere among employees.

Gender Differences Theory: Role Differentiation Theory and Gender Bias and Discrimination Theory:

Traditional role differentiation theory suggests that men and women have different roles and responsibilities in the workplace (Choi, 2024). Although this differentiation is gradually blurring in modern enterprises, it may still influence employees' career development and employee performance. In Want Want Group, employees of different genders may have different career development paths and job expectations.

Gender bias and discrimination theory explores the existence of gender bias and discrimination in the workplace. Such biases can affect women's promotion opportunities, salary levels, and overall job satisfaction, thereby impacting employee

performance (Williams, 2020). Identifying and eliminating gender bias in Want Want Group can improve employee job satisfaction and organizational loyalty.

Age, as a crucial demographic variable, has gradually attracted academic attention for its influence on employee performance. Employees across age groups exhibit variations in roles, experiences, values, and behaviors within organizations, which are reflected in their performance. Liu (2024) notes in her research that older employees often have richer organizational experience and hold higher positions, playing more pivotal roles in employee performance. Their conduct, work attitude, and interactions with colleagues and clients are more likely to become the focus of employee performance and significantly impact the organization's overall image. Shu's (2024) research further reveals the mechanism of age's influence on employee performance. They find that employees across age groups differ in their identification with and sense of belonging to the organizational culture. Younger employees may be more inclined to accept and disseminate novel and innovative elements of organizational culture. In comparison, older employees may be more inclined to adhere to traditional and stable organizational values. This difference manifests in different behavioral patterns and performance styles.

Educational level, as a vital demographic variable, has gradually attracted academic attention for its influence on employee performance. Employees with different educational levels exhibit variations in roles, cognitive abilities, values, and behaviors within organizations, which are further reflected in their employee performance. Wasim (2024) indicates that employees with higher levels of education usually possess stronger cognitive abilities and greater knowledge reserves, enabling them to better understand and convey employee culture and values in their performance. Their conduct, work attitude, and interaction with colleagues and clients are more likely to become highlights of employee performance and positively impact the overall image of the organization. Meng and Zhang's (2024) research further reveals the mechanism underlying the influence of educational level on employee performance. They find that

employees with different educational levels differ in their identification with and sense of belonging to the employee culture. Employees with higher levels of education may be more inclined to accept and disseminate the innovative and challenging aspects of organizational culture. In comparison, those with lower levels of education may adhere more to traditional, stable organizational values. This difference manifests in different behavioral patterns and performance styles.

Marital status, a crucial demographic variable, has gradually attracted academic attention for its influence on employee performance. Employees with different marital statuses exhibit variations in roles, responsibilities, values, and behaviors within organizations, which are further reflected in their employee performance. Yan (2024) found that married employees usually have stronger family responsibilities and greater social stability, often exhibiting a more robust and reliable performance. Their conduct, work attitude, and interactions with colleagues and clients are more likely to serve as positive examples of employee performance and to enhance the organization's overall image. LV et al.'s (2024) research further reveals the mechanism of marital status's influence on employee performance. They find that married and unmarried employees exhibit significant differences in their identification and sense of belonging to organizational culture. Married employees may be more inclined to accept and disseminate organizational cultural elements emphasizing family values and stability. In contrast, unmarried employees may be more inclined to focus on organizational cultures that emphasize personal growth and freedom. This difference manifests in different behavioral patterns and performance styles.

Year of work, as a crucial demographic variable, has increasingly drawn academic attention for its impact on employee performance. Paais and Pattiruhu (2020) investigate how factors such as motivation, leadership, and organizational culture impact employee satisfaction and performance, suggesting that the length of time employees have been with the organization can influence how these factors affect their performance outcomes. Kuswati (2020) focuses on how motivational factors alone

affect employee performance, noting that employees with longer tenure may experience different motivational dynamics than new hires. Almulaiki (2023) explores how performance management systems affect employee performance, highlighting that employees with varying years of experience may respond differently to these practices. Rivaldo and Nabella (2023) examine the combined effects of education, training, experience, and work discipline on performance metrics, emphasizing that years of experience significantly shape performance.

2.1.2 HRM Practices

In the context of HRM Practices, three key components—Employee Ability (HRM), Employee Motivation, and Employee Opportunity—are essential in understanding how human resource management contributes to employee performance. The following well-established frameworks provide insightful perspectives on these components:

Employee Ability (HRM): Resource-Based View (RBV): According to the RBV, Mokomane and Potgieter (2020) argue that organizations can gain a competitive advantage by developing unique resources, including human capital. HRM Practices that focus on enhancing employee abilities through training, development, and recruitment are critical for building a skilled workforce that competitors cannot easily imitate. Zhenjing et al. (2022) expand on this by emphasizing relational coordination, within which HRM Practices improve employees' Dynamic Capabilities Theory. Saputra and Mahaputra (2022) argue that an organization's ability to adapt and respond to changing environments is rooted in its dynamic capabilities, which HRM Practices often support. By continuously developing employee skills and abilities, organizations can maintain agility and resilience, enabling them to innovate and thrive in competitive markets.

Employee Motivation: Expectancy Theory: Kalogiannidis (2021) highlights the importance of motivation in HRM Practices through the Expectancy Theory, which suggests that employees are motivated to perform well when they

believe their efforts will lead to desirable outcomes. HRM Practices that align rewards with employee performance, such as performance-based incentives and recognition programs, are crucial for fostering motivation and encouraging high productivity. Self-Determination Theory (SDT): Mokomane and Potgieter (2020) explore the role of intrinsic motivation in employee performance, where HRM Practices can enhance motivation by fulfilling employees' psychological needs for autonomy, competence, and relatedness. Providing opportunities for personal growth, autonomy in decision-making, and a supportive work environment are HRM strategies that can significantly boost employee motivation.

Employee Opportunity: Job Design Theory: HRM Practices that provide employees with opportunities to use their skills and contribute to the organization are vital for job satisfaction and engagement. The Job Characteristics Model, which includes dimensions like task significance, autonomy, and feedback, illustrates how well-designed jobs can create opportunities for employees to excel and feel valued. Ali and Anwar (2021) emphasize that HRM Practices should focus on creating roles that offer meaningful opportunities for employees to leverage their abilities. High-Performance Work Systems (HPWS): HPWS frameworks, as discussed by Al-kharabsheh et al. (2022), propose that HRM Practices should be designed to provide employees with opportunities for involvement in decision-making, continuous learning, and career advancement. By doing so, organizations can create an environment where employees feel empowered and are more likely to contribute positively to organizational outcomes.

These theories collectively underscore the importance of HRM Practices that enhance employee abilities, foster motivation, and create opportunities for meaningful employee contributions to the organization. By integrating these elements into HRM strategies, organizations can build a strong foundation for improving performance and achieving sustainable success.

2.1.3 Employee Performance

Recent research on employee performance has deepened our understanding of the factors that influence it. Suprayitno (2024) explores the impact of leadership on employee performance, revealing that leadership styles and practices play a crucial role in enhancing performance outcomes. Effective leadership significantly improves employees' work efficiency and overall performance. Aliyyah et al. (2021) focus on the effect of work motivation on employee performance, highlighting that work motivation is a key driver of performance improvements. Their study shows that increasing work motivation can effectively boost employee productivity and job performance. Riyanto et al. (2021) examine the relationship between work motivation, job satisfaction, and employee performance, emphasizing the mediating role of employee engagement. Their findings indicate that both work motivation and job satisfaction positively impact employee performance, with employee engagement serving as an important intermediary that enhances these effects. Kalogiannidis (2020) assesses the impact of effective business communication on employee performance and finds that clear, efficient communication significantly improves performance. The study underscores the importance of communication skills and practices in achieving better performance outcomes. Overall, these studies demonstrate that factors such as leadership, work motivation, job satisfaction, employee engagement, and business communication have significant effects on employee performance. These factors interact and collectively influence employees' work performance.

2.2 Related Studies

In the literature on organizational management, the relationship between HRM Practices and employee performance has been extensively explored. The following is a review of relevant scholarly research:

Yu et al. (2024) first introduced the concept of HRM Practices and highlighted its significant impact on customer satisfaction and loyalty. This viewpoint

laid the foundation for subsequent research on the relationship between HRM Practices and employee performance. They argued that high-quality service could enhance customers' perception of the organization, thereby influencing its performance.

Chen and Tan (2024) developed the SERVQUAL model, which emphasizes the importance of HRM Practices for customer perception and organizational image. They noted that the level of HRM Practices directly affects customers' evaluations of the organization and, in turn, influences its performance. Wei (2024) further investigated the impact of service scenarios on customer behavior and employee performance. He found that HRM Practices are a crucial factor in shaping service scenarios and employee performance. High-quality service can create optimistic service scenarios, thereby enhancing employee performance.

Zhu (2024) explored the relationship between HRM Practices and organizational citizenship behavior. She pointed out that high-quality service can stimulate employees' organizational citizenship behavior, which, in turn, is reflected in the organization's performance and positively impacts its image. Yu (2024) studied the relationship between HRM Practices and brand image. They discovered that HRM Practices are a key factor in shaping brand image, which, in turn, directly influences employee performance.

Qu (2024) proposed the service profit chain model, which emphasizes the impact of HRM Practices on customer satisfaction, employee satisfaction, and employee performance. He noted that HRM Practices have a profound impact on employee performance and effectiveness by affecting customer and employee satisfaction. Zhang et al. (2023) investigated the relationship between HRM Practices and customer loyalty. They found that high-quality service can enhance customer loyalty, and loyal customers are more willing to promote the organization positively, thereby enhancing its performance.

Zhang et al. (2023) further validated the SERVQUAL model and pointed out the importance of HRM Practices for customer word-of-mouth and organizational

image. They believed that customers' perceptions of HRM Practices directly affect their word-of-mouth communication, which, in turn, influences employee performance and reputation. Xiao (2023) explored the relationship between HRM Practices and employee satisfaction. He found that high-quality service can enhance employees' satisfaction and loyalty, and these positive attitudes are further reflected in employee performance.

Cao and Zou (2023) studied the relationship between organizational citizenship behavior and employee performance. They pointed out that HRM Practices positively influence employee performance and effectiveness by stimulating employees' organizational citizenship behavior.

Rodjam et al. (2020) studied the Effect of Human Resource Management Practices on Employee Performance mediated by Employee Job Satisfaction. The results showed that all human resource management practices have a significant, positive relationship with employee performance.

Alsafadi and Altahat (2021) examined human resource management practices and employee performance, focusing on the role of job satisfaction. The result found that Human resource management practices influence employee performance.

Da Silva et al. (2020) examined the effects of human resource management practices on innovation and employee performance. The result found that human resources management practices affect employee performance.

AIDhaheri et al. (2023) examined the relationships among HRM practices, innovation, and employee productivity in the UAE public sector using a structural equation modelling approach. The study examined the relationship between HRM practices, innovation, and employee productivity in the UAE public sector using a structural equation modelling approach.

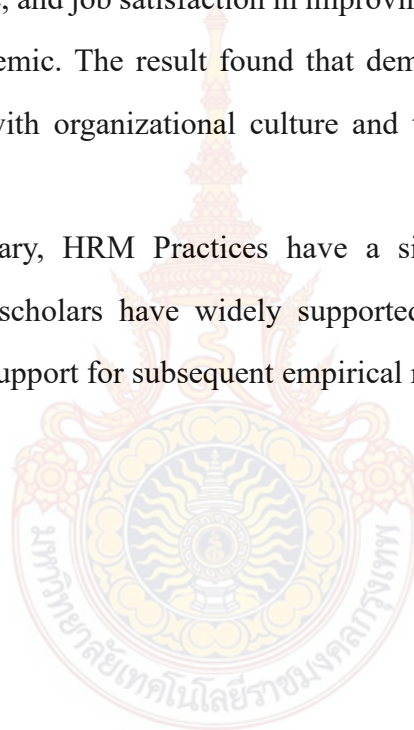
Wu and Zhou (2020) examined how configurations of job autonomy, work–family interference, and demographics enhance job satisfaction, using an empirical study based on fsQCA. The results found that demographic characteristics, including

age, gender, educational level, and marital status, contribute to variations in job satisfaction and performance.

Tønnessen et al. (2021) studied digital knowledge sharing and creative performance during the COVID-19 pandemic. The results showed that demographics play a crucial role in how employees adapt to new work environments and technologies, thereby affecting their performance.

SAPTA, Muafi, and Setini (2021) examined the roles of technology, organizational culture, and job satisfaction in improving employee performance during the COVID-19 pandemic. The result found that demographic factors influence how employees interact with organizational culture and technology, ultimately affecting their performance.

In summary, HRM Practices have a significant impact on employee performance. Many scholars have widely supported this conclusion and provided valuable theoretical support for subsequent empirical research.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

In the study "The Influence of Human Resource Practices on the Employee Performance of Food and Beverage Company: Case Study on Want Want Company In Kunming, China," data were collected through questionnaires to gather opinions and perspectives. This study included one dependent variable and several independent variables. The dependent variable of this study is employee performance, while the independent variables are demographic factors and human resource practices.

3.2 Research Population and Samples

3.2.1 Population

The population for this study consisted of all employees of the Want Want Group in Kunming, totaling 50,000 full-time employees. In Kunming, Want Want Company focuses solely on sales staff, with 9,000 (Kunming Want Want Company, 2024). So the researcher chose only the sales staff to collect the data in Kunming. Based on Yamane's (1973) formula for determining sample size, with a total population of 9,000 employees in the sales department and a 5% margin of error, the calculated sample size is approximately 383. To ensure the robustness of the study and account for potential non-responses or incomplete data, the final sample size has been increased to 400.

3.2.2 Samples

For the criteria, choose the samples: 1. The employees who work in Kunming 2. Must be the sales staff and 3. The sales staff who have worked for 1 year or more, up to 5 years. Based on Yamane's (1973) formula for determining sample size, with a total population of 9,000 employees. In the sales department, with a 5% margin

of error, the calculated sample size is approximately 383. To ensure the robustness of the study and account for potential non-responses or incomplete data, the final sample size has been increased to 400.

N = The required number of the sample population.

e = The margin of error, which is typically the standard error at a 95% confidence level.

A 95% confidence level indicates that we expect the sample estimate of a parameter (e.g., the mean) to have a 95% probability of falling within the confidence interval of the population parameter.

A 5% margin of error represents the maximum allowable sampling error, usually expressed as a percentage of the population parameter.

$$\begin{aligned} N &= \frac{N}{1+Ne^2} = \frac{9000}{1+9000(0.05)^2} \\ &= 383 \end{aligned}$$

Therefore, to ensure an adequate sample size, this study collected data from 400 respondents to ensure statistical validity and reliability.

3.2.3 Sampling Methods

In this research, the researcher used convenience sampling.

3.3 Data Collection

This study employed a questionnaire survey to collect data. The researchers distributed the questionnaire to the Sample via WeChat and Wenjuanxing. A total of 400 survey questionnaires were collected from these samples.

3.4 Research Instrument

To gather information on the demographics of the Want Want Group workforce, their opinions on the HRM Practices they receive, and key performance indicators for the business, this study used a survey questionnaire. Statements about

HRM Practices dimensions, employee performance indicators, and other relevant factors were measured using a 5-point Likert scale in the survey questionnaire. For quantitative analysis of responses, the Likert scale provides a standardized method for evaluating attitudes, views, and perceptions (Likert, 1932).

Part 1: Demographic Factors

This part of the questionnaire consisted of 5 closed-ended questions (Gender, Age, Education level, Marital status, Year of work) that collected data on respondents' general demographic attributes.

Part 2: HRM Practices

The researcher used a 5-point Likert scale for respondents to rate their general opinion on the degree of HRM Practices (Employee Ability, Employee Motivation, Employee Opportunity) within the Want Want Company.

Part 3: Employee Performance

The researcher used a 5-point Likert scale for respondents to rate their general opinion of the degree of employee performance within the Want Want Company.

3.5 Reliability and Validity

3.5.1 Content Validity

The content validity of the questionnaire was assessed using the item-objective congruence (IOC) method, which quantitatively measures the fit between test items and the table of specifications based on content expert judgments. Three managers from the recruitment business, with extensive experience and knowledge in the field, were invited to examine the questionnaire's content validity. They evaluated the content and measurement of the questions to ensure they addressed the research issues comprehensively.

The experts were required to rate each question in the questionnaire according to the following criteria:

+1 if the question is consistent with the content of the measurement objective,

0 if they are unsure whether the question is consistent with the content of the measurement objective,

-1 if the question is not consistent with the content of the measurement objective.

The results of all expert evaluations were used to calculate the IOC index according to the formula provided by Rovinelli and Hambleton (1977):

$$IOC = \Sigma R/N$$

Where ΣR represents the total rating score from all experts for each question, and N represents the number of experts.

If the calculated IOC index for a question is greater than or equal to 0.5, it indicates that the question aligns with the research objectives and therefore should be selected. If any question does not meet the 0.5 criterion and must be used, it was revised again based on the experts' advice.

Table 3.1 IOC on the Likert Scale

IOC on HRM Practices		Expert 1	Expert 2	Expert 3	IOC Index
Employee Ability	1 The recruitment process in my organization effectively identifies candidates with the necessary skills and abilities.	1	1	1	1
	2 My organization is providing ample opportunities for professional development.	1	1	1	1
	3 The performance appraisal process is helping me identify areas for improvement.	0	1	1	0.67

	IOC on HRM Practices	Expert 1	Expert 2	Expert 3	IOC Index
Employee Motivation	4 I have access to all the necessary resources to perform my job effectively.	1	1	1	1
	5 My job role is to utilize my skills and abilities effectively.	1	1	1	1
	1 The incentive and rewards system in my organization is motivating me to perform better.	1	0	1	0.67
	2 My organization regularly recognizes my achievements.	1	1	1	1
	3 I am feeling satisfied with the career advancement opportunities available in my organization.	1	1	1	1
	4 The overall work environment in my organization is motivating me to excel.	1	1	1	1
	5 I am feeling engaged with my work and the organization's goals.	1	1	1	1
	1 I am regularly involved in decision-making processes related to my job.	0	1	1	0.67
	2 My organization offers ample opportunities for career advancement.	1	1	1	1
	3 I believe that my opinions are valued when decisions are being made.	1	1	1	1
Employee Opportunity	4 There are sufficient opportunities for me to expand my role and responsibilities.	1	1	1	1
	5 My organization provides a supportive environment in	1	1	1	1

IOC on HRM Practices		Expert 1	Expert 2	Expert 3	IOC Index	
which I can exercise my professional skills.						
IOC on Employee Performance		Expert 1	Expert 2	Expert 3	IOC Index	
Employee Performance	1	I am planning my work so that I can finish it on time.	1	1	1	1
	2	I am keeping in mind the work results I need to achieve.	1	0	1	0.67
	3	I am working efficiently.	1	1	1	1
	4	I am managing my time well.	1	1	1	1
IOC on Employee Performance		Expert 1	Expert 2	Expert 3	IOC Index	
	5	On my own initiative, I am starting new tasks as my old ones are completed.	1	1	1	1

Therefore, projects with an IOC index of 0.5 or higher in this study were considered effective and consistent with the research objectives.

3.5.2 Reliability

To ensure the reliability of the tools used in this study, a pretest was conducted with 30 qualified participants. The purpose of the pretest was to assess the consistency and reliability of the measurement tools. Reliability was evaluated using Cronbach's alpha coefficient, a statistical measure of internal consistency. For the tools to be considered reliable, the Cronbach's alpha coefficient must be 0.70 or higher. This threshold is widely accepted in social science research as an indicator of good reliability.

The constructs related to the HRM Practices exhibited high reliability. The Cronbach's alpha values for employee ability, employee motivation, and employee opportunity were 0.810, 0.817, and 0.868, respectively; similarly, employee performance had a Cronbach's alpha of 0.899. Finally, the construct measuring

employee performance achieved a Cronbach's alpha of 0.943.

As all Cronbach's alphas exceeded 0.70, the questionnaire demonstrates strong reliability and is appropriate for future empirical data collection.

3.6 Data Analysis

3.6.1 Descriptive Statistics

In this study, descriptive statistics were used to summarize the basic features of the survey data. Descriptive statistics provide simple summaries about the Sample and the measures. They form the basis of virtually every quantitative analysis.

Descriptive statistics included:

Part 1: Demographic Information

Frequency and percentage distributions were used to describe the demographic characteristics of the respondents, such as Gender, Age, Education level, Marital status, and Year of work. These statistics provided an overview of the sample composition. Mean and standard deviation are applied to HRM Practices and employee performance.

Part 2: Frequency Distributions

A frequency distribution was used to display each response category for each item, helping to understand the distribution pattern of respondents' ratings. For example, if the survey uses a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), the width of the intervals is calculated as follows:

$$\begin{aligned} N &= \frac{5-1}{5} \\ &= 0.8 \end{aligned}$$

This study analyzed responses to HRM Practices, employee performance by calculating the average scores within predefined ranges:

4.21 - 5.00 is considered strongly agree

3.41 - 4.20 is considered agree

2.61 - 3.40 is considered neutral

1.81 - 2.60 is considered disagree

1.00 - 1.80 is considered strongly disagree

3.6.2 Inferential Statistics

Inferential statistics were used to assess the influence of independent variables (demographic characteristics and Human Resource Practices) on the dependent variable (employee performance). The goal was to test the research hypotheses and make inferences about the population based on the sample data.

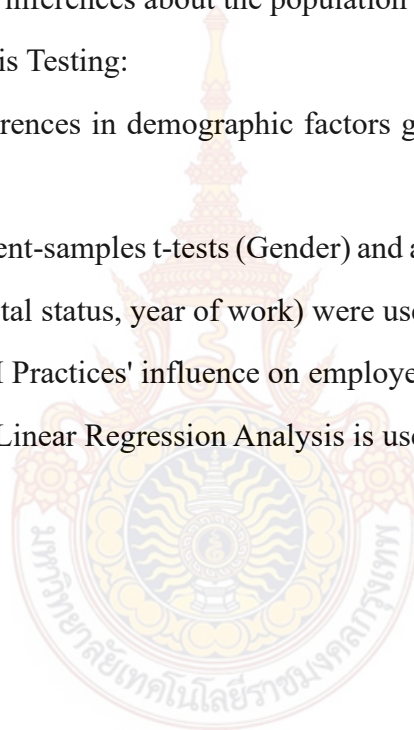
Hypothesis Testing:

H1: Differences in demographic factors generate differences in employee performance.

Independent-samples t-tests (Gender) and a one-way ANOVA (Gender, Age, Education level, Marital status, year of work) were used to test the hypothesis.

H2: HRM Practices' influence on employee performance.

Multiple Linear Regression Analysis is used to test the hypothesis.



CHAPTER IV

ANALYSIS RESULT

The purpose of this study is "The Influence of Human Resource Practices on the Employee Performance of Food and Beverage Company: Case Study on Want Want Company in Kunming, China". The population for this study comprises all sales staff at the Want Want Company in Kunming. The total number of employees is 50,000, and the sales staff is 9,000 (Kunming Want Want Company, 2024). Based on Yamane's (1973) formula for determining sample size, with a total population of 9,000 employees in the sales department and a 5% margin of error, the calculated sample size is approximately 383. To ensure the robustness of the study and account for potential non-responses or incomplete data, the final sample size has been increased to 400.

The study's findings are divided into two sections. Descriptive statistics for the variables used were included in the first phase of the research. The empirical results, employing multiple regression, ANOVA, and independent-samples T-tests to test the research hypotheses, are discussed in the second section. The analysis of data and interpretation use statistics symbols and meanings as follows:

N = number of population

n=Number of Sample

X=Mean

SD=Standard Deviation

t=t-Distribution

F=F-Distribution

df = degree of freedom

LSD = Least Significant Difference

Sig = The level of statistical significance to test the hypothesis

*=The statistical significance is at the 0.05 level

4.1 Research Finding (Descriptive Statistics)

4.1.1 Demographic Factors

Table 4.1 Frequency and Percentage of the Respondents

		Frequency	Percent
Gender	Male	220	55.00
	Female	180	45.00
Age	21-30 years old	11	2.75
	31-40 years old	30	7.50
	41-50 years old	39	48.00
	51-60 years old	128	32.00
	More than 60 years old	192	9.75
Educational Level	Less than Bachelor	170	42.50
	Bachelor	106	26.50
	Higher than Bachelor	124	31.00
Marital Status	Single	92	23.00
	Married	242	60.50
	Divorced	66	16.50
Year of Working	Less than 1 year	170	34.75
	1-5 years	91	22.75
	More than 5 years	139	42.50
Total		400	100.00

Based on Table 4.1, the respondents in this survey are primarily male (55%) and female (45%), indicating a slight male advantage. In the older age group, those aged 41-50 years old account for 48% of the Sample. Conversely, the representation of younger groups is relatively low, with 2.75% and 7.5% from the 21-30 and 31-40 age groups, respectively. In terms of education level, 42.5% have a bachelor's degree or less, while 31% have higher education, reflecting a generally high level of education. In the marital status, respondents from the Married category account for 60.5%, while Single make up 23%, with a relatively low proportion of Divorced at 16.5%. Finally, regarding work experience, 42.5% had more than 5 years, 34.75% had less than 1 year, and 22.75% had 1-5 years.

4.1.2 HRM Practices

Table 4.2 The Descriptive Statistics of HRM Practices

	Mean	Std. Deviation	Meaning	Ranking
Employee Ability	3.7150	1.00064	Agree	3
Employee Motivation	3.9375	0.95963	Agree	1
Employee Opportunity	3.8725	1.01924	Agree	2
HRM Practices	3.8500	0.90529	Agree	

Based on the descriptive statistics presented in Table 4.2, the overall mean score for HRM Practices is 3.8500, with a standard deviation of 0.90529, indicating general agreement among respondents. Among the three dimensions of HRM Practices, Employee Motivation has the highest mean value of 3.9375 (SD = 0.95963), indicating that the opinion of Employee Motivation is at agree level ranking first, Employee Opportunity and Employee Ability rank second and third, with mean scores of 3.8725 (SD = 1.01924) and 3.7150 (SD = 1.00064), indicating that the opinion of customer on Employee Opportunity and Employee Ability are at agree level.

4.1.3 Employee Performance

Table 4.3 The Descriptive Statistics of Employee Performance

	Mean	Std. Deviation	Meaning
Employee Performance	3.8250	1.01585	Agree

Table 4.3 displays the descriptive statistics for employee performance. The mean score for Employee Performance is 3.8250 (SD = 1.01585), indicating general agreement among participants.

4.2 Hypothesis Testing Result (Inferential Statistics)

4.2.1 Differences in Demographic Factors Generate Differences in Employee Performance

H1_a: Differences in Gender Generate Differences in Employee Performance

$$H_0: \mu_1 = \mu_2$$

$$H_a: \mu_1 \neq \mu_2$$

Table 4.4 The Analysis Results on the Gender Difference Influence on Employee Performance

Gender	N	Mean	SD	t	df	Sig.
Male	220	3.4091	.97264	-10.318	398	.001*
Female	180	4.3333	.81877			

From Table 4.4, the Analysis Results on the gender difference's influence on Employee Performance, a T-test significance level of 0.05 was used. This study found that gender ($t(398) = -10.318$, $P = .001$) had a significant effect on Employee Performance.

H1_b: Differences in age generate differences in Employee Performance

$$H_0: \mu_1 = \mu_2 = \mu_3 = \mu_4 = \mu_5$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j$$

Table 4.5 The Analysis Results on Age Difference Influence on Employee Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	82.047	4	20.512	24.574	.001*
Within Groups	329.703	395	.835		
Total	411.750	399			

From Table 4.5, the analysis results on age differences' influence on Employee Performance used a One-way ANOVA significance level of 0.05. This study found that age ($F = 24.574$, $P = .001$) had a significant effect on Employee Performance.

Table 4.6 Illustrates the Differences in Multiple Comparisons of Age

Age	Group J	21-30	31-40	41-50	51-60	More than 60 years old
Group I	(I-J)	3.090909	2.966667	3.205128	3.640625	4.250000
21-30	3.090909	-	.124242 (.700)	-.114219 (.714)	-.549716 (.056)	-1.159091 (.001)*
31-40	2.966667		-	-.238462 (.283)	-.673958 (.001)*	-1.283333 (.001)*
41-50	3.205128			-	-.435497 (.010)*	-1.044872 (.001)*
51-60	3.640625				-	-.609375 (.001)*
More than 60 years old	4.250000					

* The mean difference is significant at the 0.05 level.

Dependent Variable: Employee Performance

Table 4.6 shows that the mean value for the 21-30 age group is lower than that for the More than 60 years old group, with a significance level of 0.001. The mean value for the 31-40 age group is lower than that for the 51-60 and the 60+ age groups, with significant differences of 0.001 and 0.001, respectively. The mean value of the 41-50 age group is lower than that of the 51-60 and the More than 60 years old groups, with significant differences of 0.010 and 0.001, respectively. The mean value for the 51-60 age group is lower than that for the 60+ age group, with a significant difference of 0.001.

H1_c: Differences in educational level Generate Differences in Employee Performance

$$H_0: \mu_1 = \mu_2 = \mu_3$$

$$H_a: \mu_i \neq \mu_j \text{ at last one Pair where } i \neq j.$$

Table 4.7 The Analysis Results on Educational Level Influence on Employee Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	35.880	2	17.940	18.949	.001*
Within Groups	375.870	397	.947		
Total	411.750	399			

According to Table 4.7, the analysis of the influence of educational differences on Employee Performance used a One-way ANOVA with a significance level of 0.05. This study found that educational status ($F = 18.949$, $P = .001$) was significantly associated with Employee Performance.

Table 4.8 Illustrates the Differences in Multiple Comparisons of Educational Level

Educational Level	Group	Less than Bachelor	Bachelor	Higher than Bachelor
Group I	(I-J)	3.5353	3.8019	4.2419
Less than Bachelor	3.5353	-	-.2666 (.027)*	-.7066 (.001)*
	Bachelor	3.8019	-	-.4400 (.001)*
Higher than Bachelor	4.2419			-

* The mean difference is significant at the 0.05 level

Dependent Variable: Employee Performance

Table 4.8 shows that the mean value for the Less than Bachelor group is lower than that for the Bachelor and Higher than Bachelor groups, with significance of 0.027 and 0.001, respectively. The mean value of the Bachelor group is lower than that of the Higher than Bachelor group, with a significance level of 0.001.

H1_d: Differences in Marital Status Generate Differences in Employee Performance

$$H_0: \mu_1 = \mu_2 = \mu_3$$

$H_a: \mu_i \neq \mu_j$ at last one Pair where $i \neq j$.

Table 4.9 The Analysis Results on Marital Status Influence on Employee Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	27.024	2	13.512	13.943	.001*
Within Groups	384.726	397	.969		
Total	411.750	399			

According to Table 4.9, the analysis of the influence of marital differences on Employee Performance used a One-way ANOVA with a significance level of 0.05. This study found that occupation ($F = 13.943$, $p = .001$) significantly affected Employee Performance.

Table 4.10 Illustrates the Differences in Multiple Comparisons of Marital Status

Marital Status	Group J	Single	Married	Divorced
Group I	(I-J)	3.3587	3.9339	4.0758
Single	3.3587	-	-.5752 (.000)*	-.7171 (.000)*
Married	3.9339		-	-.1419 (.300)
Divorced	4.0758			

* The mean difference is significant at the 0.05 level.

Dependent Variable: Employee Performance

Table 4.10 presents the mean value for the Single group is lower than that for the Married and Divorced groups, with significance of 0.000 and 0.000, respectively.

H1_e: Differences in Year of Working Generate Differences in Employee Performance

$$H_0: \mu_1 = \mu_2 = \mu_3$$

Ha: $\mu_i \neq \mu_j$ at last one Pair where $i \neq j$.

Table 4.11 The Analysis Results on Year of Working Influence on Employee Performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.659	2	3.830	3.762	.024*
Within Groups	404.091	397	1.018		
Total	411.750	399			

According to Table 4.11, the analysis results on the Year of Working's influence on Employee Performance used a One-way ANOVA significance level of 0.05. This study found that income ($F = 3.762$, $p = 0.024$) significantly affected Employee Performance.

Table 4.12 Illustrates the Differences in Multiple Comparisons of the Year of Working

Year of Working	Group J	Less than 1 year	1-5 years	More than 5 years
Group I	(I-J)	3.6647	3.9231	3.9568
Less than 1 year	3.6647	-	-0.2584 (.049)*	-0.2921 (.012)*
1-5 years	3.9231		-	-0.0338 (.804)
More than 5 years	3.9568			-

* The mean difference is significant at the 0.05 level.

Dependent Variable: Employee Performance

Slight discrepancies in decimal values are a result of rounding procedures inherent in the statistical software used for analysis.

Table 4.12 presents that the mean value for the Less than 1 year group is lower than that for the 1-5 year group and the More than 5 year group, with significance of 0.049 and 0.012, respectively.

4.2.2 HRM Practices Influence on Employee Performance

H2: HRM Practices (Employee Ability, Employee Motivation, Employee

Opportunity) influence on employee performance.

The Multiple Linear Regression Analysis is applied in this study.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where Y = Employee Performance

X₁ = Employee Ability

X₂ = Employee Motivation

X₃ = Employee Opportunity

Table 4.13 Summarize the Model of HRM Practices Influencing Employee Performance

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
3	.828 ^c	.686	.683	.57172

c Predictors: (Constant), Employee Opportunity, Employee Ability, Employee Motivation

From Table 4.13, the model summary shows that HRM Practices influence Employee Performance, with a multiple correlation (R) of 0.828. The ability to predict the analytical equation is 68.3% at the 0.05 significance level.

Table 4.14 The Multiple Linear Regression Coefficients for the Influence of HRM Practices on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.171	.136		1.260	0.208
Employee Opportunity	.557	.045	.559	12.460	0.001*
Employee Ability	.218	.034	.215	6.352	0.001*
Employee Motivation	.174	.044	.164	3.930	0.001*

a. Dependent Variable: Employee Performance

Equation 1:

$$Y = 0.171 + 0.218X_1 + 0.174X_2 + 0.557X_3$$

(0.208) (0.001) (0.001) (0.001)

FOR

Y= Employee Performance

X_1 =Employee Ability, X_2 =Employee Motivation , X_3 =Employee Opportunity

From Table 4.14, the standardized coefficient indicates that Employee Opportunity is the most critical variable influencing Employee Performance, with a regression coefficient of about 0.559, followed by Employee Ability and Employee Motivation, with coefficients of 0.215 and 0.164, respectively.

Table 4.15 Summary Result on Hypothesis 1

Demographic	Employee Performance	Results
Gender	$t(398) = -10.318, P = 0.001$	√
Age	$F = 24.574, P = 0.001$	√
Educational Level	$F = 18.949, P = 0.001$	√
Marital Status	$F = 13.943, P = 0.001$	√
Year of Working	$F = 3.762, P = 0.024$	√

- The mean difference has a significant value of more than 0.05.

√ The mean difference is significantly different from 0 at the 0.05 level.

From Table 4.15, This study found that gender($t(398) = -10.318, P = 0.001$), Age($F = 24.574, P = 0.001$), Educational Level ($F = 18.949, P = 0.001$), Marital Status($F = 13.943, P = 0.001$), Year of Working ($F = 3.762, P = 0.024$) significantly influences the Employee Performance.

Table 4.16 Summary Result on Hypothesis 2

HRM Practices	Employee Performance
Employee Opportunity	√
Employee Ability	√
Employee Motivation	√

- The mean difference has a significant value of more than 0.05.

√ The mean difference is significantly different from 0 at the 0.05 level.

Table 4.17 Summary Result on Hypothesis 2 on Equation

Brand Loyalty	Forecasting Equations
	$Y=0.171 + 0.218 X_1 + 0.174 X_2 + 0.557X_3$
	(0.208) (0.001) (0.001) (0.001)

Y= Employee Performance

X₁=Employee Ability, X₂=Employee Motivation , X₃=Employee Opportunity

Table 4.17 shows that Employee Opportunity is the most critical variable influencing Employee Performance.



CHAPTER V

CONCLUSION AND DISCUSSION

This study aims to discuss the influence of human resource practices on employee performance in a food and beverage company: a case study of Want Want Company in Kunming, China. Based on the analysis results in Chapter 4, this chapter is divided into five parts.

5.1 Conclusion

5.1.1 Demographic Factors

The study examined differences in demographic factors and employee performance, and collected a total of 400 valid responses. Broken down by gender, the largest group was men (55%). The majority of participants were aged 41-50 years old (48%). In terms of education level, most respondents have less than a bachelor's degree, accounting for 42.5%. Regarding marital status, 60.5% of respondents are married. In terms of work experience, 42.5% of employees have more than 5 years, while 57.5% have less than 5 years.

This study found that gender($t(398) = -10.318, P = .001$), Age($F = 24.574, P = .001$), Educational Level ($F = 18.949, P = .001$), Marital Status($F = 13.943, P = .001$), Year of Working ($F = 3.762, P = 0.024$) significantly influences the Employee Performance.

The LSD approach is used to examine the influence of gender, age, educational level, marital status, and year of working on employee performance.

5.1.2 HRM Practices

Based on the results of the multiple linear regression analysis, this study found that Employee Opportunity (Beta = 0.557, Sig. = 0.000), Employee Ability (Beta = 0.218, Sig. = 0.000), and Employee Motivation (Beta = 0.174, Sig. = 0.000)

significantly influence the Employee Performance.

Table 4.14 shows the influence of the standardized coefficients. Employee Opportunity is the most critical variable influencing employee Performance, with a regression coefficient of about 0.559, followed by Employee Ability and Employee Motivation, respectively.

5.2 Discussion

5.2.1 Demographic

This study found that gender, age, educational level, marital status, and years of working significantly influence employee performance. The result is consistent with previous research, such as that by Wu and Zhou (2020), which found that demographic characteristics, including age, gender, educational level, and marital status, contribute to variations in job satisfaction and performance. It also aligns with Tønnessen, Dhir, and Flåten (2021), who indicate that demographics play a crucial role in how employees adapt to new work environments and technologies, which can affect their performance levels. This finding aligns with SAPTA, Muafi, and Setini (2021), who found that demographic factors influence how employees interact with organizational culture and technology, ultimately affecting their performance.

5.2.2 HRM Practices Influence on Employee Performance

This study found that HRM Practice (employee opportunity, ability, and motivation) significantly influences employee performance. The result is consistent with what Rodjam et al. (2020) found, that effective HRM practices not only directly influence employee performance but also do so through the mediating role of job satisfaction. It aligns. Alsafadi and Altahtat (2021) emphasize the critical role of job satisfaction as a mediator between HRM practices and employee performance. Their research indicates that HRM practices influence employee performance. It is also consistent with Da Silva, Riana, and Soares (2020), who explore the relationship among HRM practices, innovation, and employee performance in non-governmental

organizations. It found that HRM practices not only promote innovation but also boost employee performance and contribute to organizational creativity and adaptability. It also aligns with AlDhaheri et al. (2023), who provide insights into the relationship between HRM practices, innovation, and productivity, specifically within the UAE public sector. Their structural equation modeling approach reveals that effective HRM practices significantly correlate with higher levels of employee performance.

5.3 Implication for Practice

The findings of this study provide significant insights into the factors influencing the impact of human resource practices on employee performance in food and beverage companies, particularly the roles of Gender, Age, Educational Level, Marital Status, Years of Working, as well as Employee Ability, Employee Motivation, and Employee Opportunity. These insights can guide practical strategies for HR professionals and organizational leaders to enhance employee performance effectively.

This study identified that Gender (Male), Age (41-50 years old), Educational Level (less than a bachelor's degree), Marital Status (Married), and Years of Work (more than 5 years) are the most significant factors influencing employee performance in food and beverage companies. This indicates the need for HR practitioners to design tailored strategies to address the unique needs and preferences of this demographic. Training programs should focus on skills relevant to their educational backgrounds and work experience, while support systems could emphasize work-life balance for married employees. Additionally, communication and engagement initiatives should align with the preferences and expectations of older male employees to foster motivation and productivity effectively.

Employee Opportunity is most influential on employee performance, so the managers or CEO of WANT WANT Company should emphasize the need to involve employees in decision-making processes, provide job advancement opportunities, and value their opinions. Expanding roles and responsibilities and creating a conducive

environment for the exercise of professional skills can strengthen employee engagement and overall performance.

5.4 Recommendation for Future Research

Longitudinal Studies: Future research should adopt longitudinal methods to assess how changes in HRM practices and demographic factors affect employee performance over time. This research approach can provide deeper causal analyses, helping to understand the long-term effects of HRM strategies. For example, by tracking a team's performance changes after implementing new HRM practices, researchers can reveal which measures are most sustainable and impactful over time.

Cross-Cultural Comparisons: To enhance the broad applicability of research, future studies should compare across diverse cultural contexts to examine how demographic factors and HRM practices influence employee performance. This will help uncover how cultural differences shape employees' work attitudes and behaviors, thereby optimizing HRM strategies in a global context. For example, research could focus on comparing how HRM practices in Western and Eastern cultures affect employee satisfaction and performance.

5.5 Limitations of the Study

A significant limitation of this study is the scale and diversity of the Sample. The Sample may not adequately represent the various demographic characteristics and industry backgrounds, potentially affecting the generalizability of the findings. Future research should increase the sample size and ensure a diverse range of industries and cultural contexts to enhance the study's external validity.

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APPENDICES

Questionnaire Survey

Dear WANT WANT Company employees,

I am a UTK ISIC student researching "The Influence of Human Resource Practices on the Employee Performance of Food and Beverage Company: Case Study on Want Want Company in Kunming, China".

Your participation is essential to this study. We sincerely invite you to take the time to complete the following questionnaire based on your experience and honest thoughts. All information you provide will be kept strictly confidential, will only be used for research purposes, and will not be used for any commercial purposes. Your responses will be anonymous and will not place any personal burden on you.

Thanks again for your participation and support! Your opinion will have a significant impact on our research.

Thanks!



APPENDIX 1 QUESTIONNAIRE

Part 1: Demographic

1. Gender
<input type="checkbox"/> 1) Male
<input type="checkbox"/> 2) Female
2. Age
<input type="checkbox"/> 1) 21-30 years old
<input type="checkbox"/> 2) 31-40 years old
<input type="checkbox"/> 3) 41-50 years old
<input type="checkbox"/> 4) 51-60 years old
<input type="checkbox"/> 5) More than 60 years old
3. Educational Level
<input type="checkbox"/> 1) Less than Bachelor's
<input type="checkbox"/> 2) Bachelor
<input type="checkbox"/> 3) Higher than Bachelor's
4. Marital Status
<input type="checkbox"/> 1) Single
<input type="checkbox"/> 2) Married
<input type="checkbox"/> 3) Divorced
5. Year of working
<input type="checkbox"/> 1) Less than 1 year
<input type="checkbox"/> 2) 1-5 years
<input type="checkbox"/> 3) More than 5 years

Part 2: HRM Practices

In this section, you are invited to evaluate various aspects of the organization's Human Resource Management (HRM) practices. Please rate each of the following statements on a scale from 1 to 5, where 1 indicates "strongly disagree" and 5 indicates "strongly agree." Your feedback is valuable and will contribute to a deeper understanding of HRM Practices and their influence on employee performance. Please answer each statement honestly based on your personal experience and perceptions.

Employee Ability

Questionnaire Items	1	2	3	4	5
1. The recruitment process in my organization effectively identifies candidates with the necessary skills and abilities.					
2. My organization is providing ample opportunities for professional development.					
3. The performance appraisal process is helping me identify areas for improvement.					
4. I have access to all the necessary resources to perform my job effectively.					
5. My job role is to utilize my skills and abilities effectively.					

Employee Motivation

Questionnaire Items	1	2	3	4	5
1. The incentive and rewards system in my organization is motivating me to perform better.					
2. My organization regularly recognizes my achievements.					
3. I am feeling satisfied with the career advancement opportunities available in my organization.					
4. The overall work environment in my organization is motivating me to excel.					
5. I am feeling engaged with my work and the organization's goals.					

Employee Opportunity

Questionnaire Items	1	2	3	4	5
1. I am regularly involved in decision-making processes related to my job.					
2. My organization is offering ample opportunities for job advancement.					
3. I believe that my opinions are valued when decisions are being made.					
4. There are sufficient opportunities for me to expand my role and responsibilities.					
5. My organization is providing a conducive environment for exercising my professional skills.					

Part 3: Employee Performance

In this section, you are invited to evaluate various aspects of employee performance. Please rate each of the following statements on a scale from 1 to 5, where 1 indicates "strongly disagree" and 5 indicates "strongly agree." This section includes questions related to Financial Performance, Employee Performance, and Operational Performance. Your responses are crucial in helping us understand the effectiveness and efficiency of organizational practices and their impact on overall performance. Please answer each statement honestly based on your personal experience and perceptions.

Employee Performance

Questionnaire Items	1	2	3	4	5
1. I am planning my work so that I am finishing it on time.					
2. I am keeping in mind the work results I need to achieve.					
3. I am carrying out my work efficiently.					
4. I am managing my time well.					
5. On my own initiative, I am starting new tasks when my old tasks are being completed.					

BIOGRAPHY

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