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Mediating Role of Training Perception And Commitment To The Relationship Between Management Practices and Hygiene Practices In Haidilao Company In China

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Abstract

This study aimed to evaluate the hygiene practices of employees in selected Haidilao branches in Guangzhou, China, examine management practices concerning communication and employee involvement, and understand employees' perceptions of training and organizational commitment. It further explored whether training perception and commitment served as mediating variables between management practices and employees' hygiene behaviors, with the intention of developing a comprehensive hygiene management plan based on the findings. Additionally, the study profiled respondents in terms of age, gender, educational attainment, and years of service to grasp their demographic characteristics and their connections to workplace hygiene performance. A quantitative-descriptive research design was adopted, employing a validated Likert-scale questionnaire administered to 161 frontline employees selected through random sampling via the roulette method. Data analysis utilized frequency and percentage for respondent profiling; mean and standard deviation for assessing hygiene practices, communication, involvement, training, and commitment; mediation regression analysis to test the mediating effects of training and commitment; and structural equation modeling (SEM) to validate direct and indirect relationships among variables. All statistical treatments were facilitated by the Statistical Package for Social Sciences (SPSS) to ensure the accuracy and reliability of the results. The findings revealed that respondents demonstrated moderate hygiene practices, with strong compliance in critical food safety tasks but inconsistent adherence in some areas. Management practices in communication and employee involvement were rated as fair, exhibiting strengths in openness and feedback but weaknesses in information accessibility and structured participation. Training and organizational commitment were also evaluated at fair levels, indicating general adequacy yet highlighting the need for improvement. Mediation analysis confirmed that commitment significantly mediated the relationship between management practices and hygiene behaviors, whereas training showed no significant mediating effect. Based on these results, a comprehensive hygiene management plan was proposed to enhance communication, involvement, training effectiveness, and employee commitment

across Haidilao branches.

Keywords

Training Perception; Organizational Commitment; Management Practices; Hygiene Practices

1. Introduction

Food safety has escalated into an increasingly critical global public health issue. The soaring incidence of food - borne diseases and stricter regulatory requirements have placed immense pressure on the food service industry to maintain stringent hygiene standards. International health agencies, including the World Health Organization, underscore that lapses in food safety continue to pose a threat to consumer well - being, highlighting the necessity of effective hygiene management systems across all food service operations.

In response, organizations worldwide have bolstered their hygiene protocols by formalizing procedures, conducting regular audits, and making substantial investments in employee training. However, ensuring consistent hygiene behavior among front - line food service employees remains an ongoing challenge.

Scholars argue that hygiene performance is not solely the outcome of technical guidelines or formal instructions. Instead, behavioral compliance is influenced by employees' perceptions of their work environment, especially the quality of management practices they encounter. In this regard, two key dimensions of managerial behavior—communication and employee involvement—have been identified as crucial drivers of workplace compliance. Clear communication enables employees to understand expectations and view hygiene requirements as meaningful, while involvement cultivates a sense of ownership and responsibility in daily operations.

Beyond these managerial practices, the literature indicates that employees' training perception and organizational commitment serve as significant psychological mechanisms that convert managerial influence into actual behavior. When employees perceive training as relevant and beneficial, they are more likely to internalize hygiene standards. Similarly, organizational commitment is associated with stronger adherence to workplace norms, as committed employees tend to uphold practices that safeguard both organizational reputation and customer safety.

Nevertheless, although existing studies recognize the importance of communication, involvement, training, and commitment, empirical research seldom examines these variables within a single explanatory framework. Most previous studies have explored these factors independently, neglecting how managerial practices may indirectly impact hygiene behavior through cognitive (training perception) and affective (organizational commitment) mediators. This gap is particularly prominent

in high - volume, standardized restaurant settings like Haidilao, where strict operational guidelines exist but behavioral inconsistencies persist.

2. Objectives

This study was carried out with the aim of investigating the influence of communication and employee involvement—two pivotal components of management practices—on employees' hygiene practices. Moreover, it sought to scrutinize the mediating effects of training perception and organizational commitment in this relationship. Additionally, the study aimed to formulate a comprehensive hygiene management plan to improve the hygiene practices within the Haidilao company.

3. Materials and Discussion

This study employed a quantitative descriptive research method to gather data, with the objective of examining the mediating roles of training and commitment in the relationship between management practices and hygiene practices. The research involved 161 participants selected from a total population of 276 employees across five Haidilao restaurant branches in Guangzhou, China. These branches were situated in different districts, and all participants were frontline service staff directly engaged in food handling and other hygiene-critical tasks, playing a pivotal role in the restaurant's sanitation and safety operations.

A random sampling technique, specifically the roulette method, was utilized to choose the respondents. The combined application of random and roulette sampling effectively minimized selection bias and enhanced the generalizability of the study's findings across the five branch locations. The questionnaire design was based on existing relevant studies and theoretical models, and it underwent revisions through expert review and pre-testing to ensure the validity and credibility of the questions. Additionally, the study employed statistical tools such as frequency, percentage, mean, standard deviation, mediation regression analysis, and structural equation modeling (SEM).

4. Results and Discussion

4.1. Profile of the Respondents

Table 1 shows the profile of the respondents.

Table 1. Profile of the respondents

Age	Frequency	Percent
13 – 28 years	58	36.0
29 – 44 years	90	55.9
45 – 60 years	13	8.1
Total	**161**	**100.00**

Table 1 presents the age distribution of the 161 respondents. The majority (55.9%) are aged between 29 and 44 years old, while 36.0% fall within the 13 - 28 age range, and only 8.1% are aged 45 - 60. This reveals that the workforce in the selected Haidilao branches predominantly consists of individuals in the early to mid-career stages. This demographic group is often associated with greater work stability and higher service performance.

The significant number of younger employees (13 - 28) mirrors a common trend in the restaurant and hospitality industry, where younger workers are attracted by flexible work schedules and readily available entry-level positions. Meanwhile, the relatively small proportion of older workers (45 - 60) aligns with research findings that physically demanding and fast-paced service jobs tend to draw fewer older adults, given the nature of the tasks and the working conditions.

Table 2 arrays the distribution of respondents in terms of Sex.

Table 2. arrays the distribution of respondents in terms of Sex.

Sex	Frequency	Percent
Female	82	50.9
Male	79	49.1
Total	**161**	**100.00**

Table 2 presents the distribution of respondents according to sex, showing that 50.9 percent were female and 49.1 percent were male. This near-equal representation indicates a balanced workforce within the selected Haidilao branches, suggesting that both men and women participate almost equally in frontline service roles. Such balance reflects the increasingly gender-diverse nature of the food service industry, where job responsibilities such as customer service, food handling, and hygiene management are performed effectively by workers regardless of sex. The slight predominance of female employees is consistent with hospitality sector trends, where women often hold a substantial share of service-oriented positions due to their interpersonal skills and customer engagement strengths.

Table 3 exhibits the distribution of respondents in terms of Educational Attainment.

Table 3. Distribution of respondents in terms of Educational Attainment

Educational attainment	Frequency	Percent
College	50	31.1
Masters	13	8.1
Middle School	73	45.3
Middle School/Collegetorate	5	3.1
Primary	20	12.4
Total	**161**	**100.00**

Table 3 shows the educational attainment of the respondents. It reveals that the largest group, accounting for 45.3 percent, completed middle school. This is followed by 31.1 percent who attained college education. A smaller proportion, 12.4 percent, completed primary school, while 8.1 percent had master's degrees. Only 3.1 percent fell under the combined "Middle School to College" category. This distribution indicates that frontline service positions in Haidilao are accessible to

workers with diverse educational backgrounds, with a significant portion of the workforce having completed only basic to intermediate education. This aligns with the labor profile of the food service industry, which commonly employs individuals from varied educational levels due to the practical, hands-on nature of frontline hospitality work.

Table 4 shows the distribution of profile in terms of years of service.

Table 4. Distribution of respondents in terms of Years of Service

Years of service	Frequency	Percent
1 – 3 years	35	21.7
11 years and above	62	38.5
4 – 6 years	30	18.6
7 – 10 years	34	21.1
Total	**161**	**100.00**

The table showed that the largest group, comprising 38.5 percent, has worked in the organization for 11 years or more. This is followed by 21.7 percent with 1–3 years of service, 21.1 percent with 7–10 years, and 18.6 percent with 4–6 years. This distribution indicates a workforce with a substantial number of long-tenured employees, suggesting strong retention, organizational loyalty, and stable employment patterns within the Haidilao branches studied. The presence of employees with shorter tenure also reflects the continuous inflow of new hires typical in the hospitality industry, where turnover is generally high.

4.2. Assessment on the Hygiene Practices

Table 5 presents the respondents' assessment of the hygiene practices.

Table 5. Respondents' Assessment on the Hygiene Practices

	Mean	SD	Interpretation
Do you wear gloves when you handle ready to eat food or prepare them?	4.16	0.826	To a moderate extent
If you make a mistake on this team, it is often held against you.	2.40	1.014	To a very least extent
Do you wash your hand with water and soap after using the bathroom?	4.24	0.430	To a moderate extent
Do you keep cooked meat or chicken at room temperature for more than 4 h?	4.92	0.273	To a great extent
Do you work when you have cold?	1.57	0.74	To a very least extent
Do you clean food contact surfaces before and after preparing food?	4.68	0.467	To a great extent
Overall	**3.76**	**0.269**	**To a moderate extent**

The overall assessment of respondents' hygiene practices shows a mean score of 3.76 (SD = 0.269), indicating that hygiene behaviors are practiced to a moderate extent. This suggests that while employees generally comply with hygiene protocols, adherence varies across specific practices. Moderate compliance is consistent with

findings in the hospitality sector, where factors such as workload, operational pressure, and perceived risk can influence the consistency of hygiene behaviors (Liu, Zhang, & Wu, 2019; Kaur, Saini, & Singh, 2017). Maintaining even moderate standards is essential, as lapses in hygiene can compromise food safety and pose health risks to customers (Aiello & Larson, 2017).

Among the specific hygiene practices, the highest-rated behaviors were ensuring cooked meat or chicken is not left at room temperature for more than 4 hours (mean = 4.92, SD = 0.273) and cleaning food contact surfaces before and after food preparation (mean = 4.68, SD = 0.467). These results indicate that employees are highly compliant with critical food safety protocols, reflecting effective training and clear organizational guidelines. Proper food storage and surface cleaning are essential for minimizing bacterial contamination and maintaining overall food safety in restaurant operations (Clayton, Cox, & Stephenson, 2020; Curtis, Danquah, & Aunger, 2019). High adherence to these practices demonstrates that employees understand the importance of these procedures and consistently apply them (Shaw & Stanton, 2016).

Conversely, the lowest-rated practices were working while having a cold (mean = 1.57, SD = 0.74) and fear of mistakes being held against the employee (mean = 2.4, SD = 1.014). The very low score for working while ill indicates that employees generally refrain from attending work when sick, reducing the risk of cross-contamination and protecting both staff and customers (Kaur, Saini, & Singh, 2017; Clayton et al., 2020). Similarly, the low perception of punitive measures suggests a psychologically safe work environment, encouraging staff to report hygiene lapses without fear of blame. Research supports that psychological safety promotes higher compliance with hygiene practices and proactive safety behaviors in food service settings (Wang & Zhang, 2021; Rees & Porter, 2020).

4.3. Assessment on the Management Practices

Table 6. explores the respondents, assessment on the Management Practices in terms of Communication.

Table 6. Respondent's Assessment on the Management Practices in terms of Communication

Items	Mean	SD	Interpretation
Employees are disciplined or reprimanded when they fail to follow food safety practice	4.42	0.685	Fair
Food handlers are encouraged to provide suggestions for improving food safety practices	4.73	0.447	Good
All of the necessary information for handling food safely is readily available to food handlers	3.8	0.405	Fair
Managers generally give appropriate instructions on safe food handling	3.89	0.939	Fair

Managers provide adequate and timely information about current food safety rules and regulations	4.09	0.4	Fair
Food handlers can freely speak up if they see something that may affect food safety	4.77	0.422	Good
Overall	**4.28**	**0.24**	**Fair**

The overall mean score for communication practices among Haidilao employees is 4.28 (SD = 0.24), which is interpreted as fair. This indicates that, in general, communication within the organization is moderately effective, but there is room for improvement to ensure that all food safety messages and guidelines are consistently understood and followed. Moderate communication effectiveness is common in high-paced hospitality environments, where operational pressures and shift dynamics can affect the clarity and timeliness of information sharing (Men & Yue, 2019; Welch & Jackson, 2021).

The highest-rated items were that food handlers can freely speak up if they see something that may affect food safety (mean = 4.77) and that food handlers are encouraged to provide suggestions for improving food safety practices (mean = 4.73). These results suggest that employees feel empowered to contribute to safety-related discussions and provide feedback, reflecting a culture of open communication and psychological safety. Encouraging employee voice promotes proactive behavior, reduces errors, and enhances compliance with safety protocols (Ruck & Welch, 2018).

Table 7 presents the respondents' assessment on the Management Practices in terms of Employee Involvement.

Table 7. Respondent's Assessment on the Management Practices in terms of Employee Involvement

Items	Mean	SD	Interpretation
All managers give consistent information about food safety	4.34	0.476	Fair
My company has food safety committees consisting of representatives of management and employees	3.74	0.763	Fair
Food handlers are encouraged to provide suggestions for improving food safety practices	4.25	0.643	Fair
Management consults with employees regularly about workplace health and food safety issues	4.30	0.459	Fair
Overall	**4.16**	**0.197**	**Fair**

The overall mean score for employee involvement in management practices is 4.16, which is interpreted as fair. This indicates that while employees are moderately involved in decision-making and workplace practices, there is still potential to

strengthen participation to enhance engagement, accountability, and compliance with food safety standards. Research shows that meaningful employee involvement improves job satisfaction, organizational commitment, and operational outcomes in the hospitality sector (Kim, Beehr, & Prewett, 2020).

Looking at the individual items, the highest-rated aspect is that all managers give consistent information about food safety (mean = 4.34, SD = 0.476), suggesting that employees perceive managerial communication as relatively reliable and standardized. Consistent information reduces confusion and ensures that staff have a clear understanding of expectations, which is essential for maintaining hygiene and safety practices. Studies have emphasized that consistent managerial guidance is key to effective employee engagement and compliance with organizational standards (Wang & Zhang, 2021).

The second-highest-rated item is management consults with employees regularly about workplace health and food safety issues (mean = 4.3, SD = 0.459). This reflects a degree of participatory management, where employees feel included in discussions. It has been linked to increased employee trust, engagement, and proactive problem-solving behavior in organizational settings (Rees & Porter, 2020).

The third item, food handlers are encouraged to provide suggestions for improving food safety practices (mean = 4.25, SD = 0.643), indicates moderate encouragement for employee input. While employees feel somewhat empowered to share ideas, there may still be limitations in how suggestions are solicited or implemented. Research highlights that fostering an environment where employees can provide feedback strengthens commitment and reduces operational errors (Holland, Cooper, & Sheehan, 2017).

The lowest-rated item is my company has food safety committees consisting of representatives of management and employees (mean = 3.74, SD = 0.763), suggesting limited formal structures for participatory decision-making. The lack of structured committees may restrict opportunities for employees to influence food safety policies systematically. Literature shows that formal participatory mechanisms, such as committees, enhance employee engagement, improve adherence to safety protocols, and increase accountability in food-handling operations.

4.4. Assessment on the Perception

Table 8 shows the assessment on the perception in terms of training.

The overall mean score for employees' perception of training is 4.37, which is interpreted as fair. This indicates that while training programs are generally perceived as adequate, there is still room for improvement to fully equip employees with the skills and knowledge needed for effective workplace health and food safety practices. Proper training enhances employee competence, reduces errors, and ensures consistent compliance with hygiene standards, which are crucial in the hospitality industry (Arici & Uysal, 2020).

Among the individual items, the highest-rated aspect is that new recruits are trained adequately to learn food safety rules and procedures (mean = 4.85, SD = 0.357). This suggests that onboarding programs are robust and that employees are able to quickly acquire the foundational knowledge required for safe food handling. Similarly, food safety issues are given high priority in training programs (mean = 4.61, SD = 0.488), reflecting management's commitment to emphasizing critical safety standards. Studies show that prioritizing essential training topics increases knowledge retention and encourages adherence to proper procedures (Grossman & Salas, 2017).

The lower-rated items food safety training given to staff is adequate to assess hazards in the workplace (mean = 4.15, SD = 0.654), my company gives comprehensive training to employees in workplace health and food safety issues (mean = 4.19, SD = 0.391), and management encourages staff to attend food safety training programs (mean = 4.04, SD = 0.757) suggest that while training exists, there are opportunities to enhance its depth, coverage, and motivation for participation. Literature highlights that continuous and well-structured training programs, supported by management, improve employee behavior, competence, and compliance in the hospitality and foodservice sectors (Grossman & Salas, 2017; Arici & Uysal, 2020).

Table 8. Assessment on the Perception in terms of training

Items	Mean	SD	Interpretation
Food safety training given to staff is adequate to enable to them to assess hazards in workplace	4.15	0.654	Fair
My company gives comprehensive training to the employees in workplace health and food safety issues	4.19	0.391	Fair
New recruits are trained adequately to learn food safety rules and procedures	4.85	0.357	Good
Food safety issues are given high priority in training programs	4.61	0.488	Good
Management encourages the staff to attend food safety training programs	4.04	0.757	Fair
Overall	**4.37**	**0.238**	**Fair**

Table 9 exhibits the assessment on the perception in terms of commitment.

Table 9. Respondent's Assessment on the Perception in terms of Commitment

Items	Mean	SD	Interpretation
I do feel like 'part of my family' at this organization.	4.56	0.706	Good
I really feel as if this organization's problems are my own	3.5	0.838	Fair
This organization has a great deal of personal meaning for me	3.36	0.565	Poor
I do feel 'emotionally attached' to this organization	4.48	0.767	Fair
It would be very hard for me to leave my job at this organization right now even ifI wanted to	4.12	0.509	Fair

Too much of my life would be disrupted if I leave my organization	3.88	0.415	Fair
I do feel a strong sense of belonging to this organization	4.26	0.939	Fair
Right now, staying with my job at this organization is a matter of necessity as much as desire	4.3	0.633	Fair
One of the few negative consequences of leaving my job would be the scarcity of available alternative elsewhere	4.22	0.849	Fair
I believe I have too few options to consider leaving this organization	4.04	0.98	Fair
I would be very happy to spend the rest of my career in this organization	4.57	0.496	Good
The reason I continue to work for this organization is leaving would require considerable personal sacrifice	4.09	0.765	Fair
Overall	**4.12**	**0.337**	**Fair**

The overall mean score for employees' perception of organizational commitment is 4.12, which is interpreted as fair. This indicates that employees generally feel moderately committed to the organization, reflecting a sense of attachment and obligation but also highlighting areas where emotional and personal connection could be strengthened. Moderate commitment can influence both job satisfaction and performance, as employees who perceive fair attachment are more likely to comply with organizational standards but may not fully engage in discretionary behaviors (Meyer & Parfyonova, 2016).

Among the highest-rated items, "I would be very happy to spend the rest of my career in this organization" (mean = 4.57, SD = 0.496) and "I do feel like 'part of my family' at this organization" (mean = 4.56, SD = 0.706) suggest that employees experience a strong sense of belonging and attachment to the organization. Similarly, "I do feel 'emotionally attached' to this organization" (mean = 4.48, SD = 0.767) reinforces this emotional connection, which is a key factor in fostering long-term commitment and reducing turnover intentions. Literature indicates that emotional attachment and perceived organizational support enhance employees' loyalty and engagement, contributing positively to organizational outcomes (Ahmad & Scott, 2019).

Conversely, the lowest-rated items, including "This organization has a great deal of personal meaning for me" (mean = 3.36, SD = 0.565), "I really feel as if this organization's problems are my own" (mean = 3.50, SD = 0.838), and "Too much of my life would be disrupted if I leave my organization" (mean = 3.88, SD = 0.415), indicate areas where employees feel less personally invested or perceive the organization's issues as less their own responsibility. Such lower scores suggest that while employees feel obligated to remain, there is room to enhance intrinsic

motivation and personal identification with organizational goals. Research has shown that strengthening personal meaning and alignment with organizational objectives can improve commitment, performance, and overall job satisfaction (Riketta, 2018).

4.5. Mediation of Training and Commitment on the relationship between Management and Hygiene Practices

Table 10 presents the mediation of training and commitment on the relationship between management and hygiene practices.

Table 10. Mediation of Training and Commitment on the relationship between Management and Hygiene Practices

Effect	Estimate	SE	Z	p	Decision to Ho	Interpretation
Indirect						
Com ⇒ Train ⇒ HMP	-0.0118	0.0465	-0.254	0.800	Failed to Reject	Not Significant
Com ⇒ Commitment ⇒ HMP	0.0766	0.0385	1.989	0.047	Reject	Significant
EI ⇒ Train ⇒ HMP	0.046	0.1812	0.254	0.800	Failed to Reject	Not Significant
EI ⇒ Commitment ⇒ HMP	0.1054	0.0522	2.02	0.043	Reject	Significant
Component						
Com ⇒ Train	0.2768	0.0421	6.574	< .001	Reject	Significant
Train ⇒ HMP	-0.0426	0.1677	-0.254	0.800	Failed to Reject	Not Significant
Com ⇒ Commitment	0.4768	0.0953	5.005	< .001	Reject	Significant
Commitment ⇒ HMP	0.1606	0.0741	2.167	0.030	Reject	Significant
EI ⇒ Train	-1.0805	0.052	-20.794	< .001	Reject	Significant
EI ⇒ Commitment	0.6564	0.1176	5.583	< .001	Reject	Significant
Direct						
Com ⇒ HMP	-0.1009	0.1023	-0.987	0.324	Failed to Reject	Not Significant
EI ⇒ HMP	0.3327	0.2222	1.497	0.134	Failed to Reject	Not Significant
Total						
Com ⇒ HMP	-0.0361	0.0885	-0.408	0.683	Failed to Reject	Not Significant
EI ⇒ HMP	0.4842	0.1092	4.433	< .001	Reject	Significant

The mediation analysis explored how training and commitment influence the relationship between management practices and hygiene practices. The indirect effects reveal that training does not significantly mediate the relationship between communication (Com ⇒ Train ⇒ HMP, $p = 0.800$) or employee involvement (EI ⇒ Train ⇒ HMP, $p = 0.800$) and hygiene practices. In contrast, commitment significantly mediates both communication (Com ⇒ Commitment ⇒ HMP, $p = 0.047$) and employee involvement (EI ⇒ Commitment ⇒ HMP, $p = 0.043$), highlighting that employees' emotional attachment and sense of responsibility strengthen the impact of management practices on hygiene compliance. This underscores that fostering commitment is more influential than training alone in improving hygiene behaviors.

Looking at the component effects, communication significantly predicts both training (Com ⇒ Train, $p < 0.001$) and commitment (Com ⇒ Commitment, $p < 0.001$), while employee involvement also significantly affects training (EI ⇒ Train, $p < 0.001$) and commitment (EI ⇒ Commitment, $p < 0.001$). Commitment itself

significantly influences hygiene practices (Commitment ⇒ HMP, p = 0.030). These findings indicate that management practices enhance both employees' skills and emotional attachment, and that higher commitment results in better adherence to hygiene standards. This demonstrates that commitment acts as a key mediator connecting management strategies to employee behavior.

For the direct effects, neither communication (Com ⇒ HMP, p = 0.324) nor employee involvement (EI ⇒ HMP, p = 0.134) significantly impacts hygiene practices on its own. This suggests that the influence of management practices on hygiene behaviors primarily occurs through mediation, particularly via employee commitment, rather than through direct effects alone.

The total effects further show that communication does not have a significant overall impact on hygiene practices (Com ⇒ HMP, p = 0.683), whereas employee involvement has a significant total effect (EI ⇒ HMP, p < 0.001). This indicates that when employees are actively engaged and involved in workplace processes, their commitment mediates meaningful improvements in hygiene practices, highlighting the importance of participatory management.

4.6. Hygiene Management Plan

Upon analyzing the findings, the researcher arrived at a hygiene management plan as the proposed output, aiming to provide actionable insights and contribute further knowledge on sustaining and enhancing hygiene practices in Haidilao Company. The research revealed that employee commitment and involvement play crucial mediating roles between management practices and hygiene compliance, emphasizing that hygiene performance improves when employees feel valued, informed, and engaged. Although training alone did not show a strong direct effect, it remains an important supportive mechanism when paired with clear communication and participatory management. Therefore, this Hygiene Management Plan integrates the key variables identified—commitment, involvement, communication, and training—to create a comprehensive, evidence-based framework that strengthens daily hygiene behavior and fosters a culture of safety and accountability across all operational levels.

In addition, the plan serves as a strategic guide for translating these research insights into practical, branch-level interventions that can be consistently implemented across Haidilao locations. By outlining clear objectives, structured responsibilities, and targeted programs, the plan ensures that both management and frontline employees understand their roles in maintaining high hygiene standards. The integration of monitoring tools, feedback mechanisms, and continuous improvement strategies further supports long-term sustainability, allowing the organization to adapt to emerging challenges and regulatory requirements. Ultimately, the plan is designed not only to enhance hygiene practices but also to strengthen organizational culture, reinforce employee engagement, and

uphold Haidilao's commitment to exceptional food safety and customer satisfaction. This structured approach ensures that hygiene excellence becomes an integral and enduring part of Haidilao's operational identity.

"Haidilao Harmony & Hygiene Blueprint: A People-Powered Strategy for Sustainable Cleanliness Excellence"

5. Conclusion

1. The profile of the respondents shows that Haidilao's workforce is diverse, balanced, and composed largely of long-tenured, mid-career employees who provide stability to daily operations.
2. The moderate level of hygiene compliance indicates that while essential food safety behaviors are strongly practiced, consistent reinforcement is still needed to strengthen overall hygiene performance.
3. Management practices in communication and employee involvement were functioning at a fair level, but improvements in clarity, information accessibility, and formal participatory structures were necessary to enhance effectiveness.
4. Employees perceive training and organizational commitment at fair levels, that both areas support workplace behavior but require further enhancement to deepen engagement and performance.
5. The mediation results confirm that organizational commitment, not training, serves as the key mechanism through which management practices influence employees' hygiene behaviors.
6. The proposed hygiene management plan effectively integrates the study's findings into a comprehensive, people-centered strategy that promotes stronger hygiene compliance and organizational culture.

6. Recommendations

1. Management may enhance communication by providing clear, accessible, and consistent hygiene instructions such as daily briefings, visual reminders, and digital updates to ensure employees fully understand and consistently follow hygiene expectations.
2. The organization may implement structured recognition programs (e.g., Hygiene Excellence Awards) and regular employee–management engagement activities to reinforce emotional attachment and strengthen organizational commitment, which directly improves hygiene compliance.
3. Haidilao may create branch-level food safety or hygiene committees involving both managers and employees to increase involvement, strengthen shared responsibility, and encourage collaborative solutions to hygiene-related concerns.
4. The HR and training departments may deliver more comprehensive, hands-on, and scenario-based training sessions including monthly refreshers to address

gaps in hazard assessment, reinforce critical hygiene habits, and support continuous skill development.

5. Branch managers and supervisors may adopt a structured monitoring framework including regular audits, performance scorecards, and consistent feedback mechanisms to ensure accountability, track improvements, and promptly address deviations in hygiene practices.
6. Future researchers may explore additional mediating or moderating variables such as organizational culture, work motivation, or leadership style to gain a deeper and broader understanding of factors influencing hygiene practices in service-oriented environments.

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