

Research on The Front Line Staff Recruitment Problem of HDL Catering Enterprises

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ABSTRACT

With the rapid development of China's catering industry, HDL catering enterprises as the leading brand in the industry, its frontline staff recruitment problems become particularly prominent. Under the background of the continuous expansion of the industry scale and the continuous improvement of the chain rate, the demand for professional talents of HDL catering enterprises is growing, especially the demand for store manager talents who are experienced and can quickly adapt to the business operation mode. However, the high turnover rate and employee turnover rate of the catering industry, coupled with the lack of competitiveness of compensation and benefits compared with other industries, as well as the repetitive and hard work of the work content, make it difficult for employees to achieve sustainable growth and career development in the work, thus aggravating the problem of talent shortage. Through literature review and current situation, this paper analyzes the problems existing in the process of recruitment of front line employees in HDL catering enterprises, and further analyzes the influence of internal management, market environment factors of employees on the recruitment effect. In order to improve the efficiency and quality of recruitment, this study puts forward strategies to optimize the recruitment process, expand diversified recruitment channels, innovate selection methods and improve the professional quality of recruitment teams.

KEYWORDS

Catering enterprises; Front line staff; Recruitment; Optimization strategy

1. INTRODUCTION

1.1. Background

In the rapid development of China's catering industry, the recruitment of front-line employees of catering enterprises has become particularly prominent. With the continuous expansion of the scale of the industry and the continuous improvement of the chain rate, the profitability of enterprises has been significantly enhanced, forming a strong attraction to talents and promoting the positive development cycle of the industry. In addition, the F&B industry generally has a high turnover rate, which can be attributed in part to the lack of competitiveness of compensation and benefits compared to other industries, as well as the repetitive and arduous level of work content, which combine to make it difficult for employees to achieve continuous growth and career development at work. In this context, how to attract and retain talents through innovative recruitment strategies, standardized interview processes and systematic staff training has become an urgent problem for catering companies to solve. Enterprises need to pay attention to the establishment of employee recruitment mechanism and the construction of corporate culture to enhance the enthusiasm and loyalty of employees and reduce the loss of talent. This helps to promote the innovation and development of

human resource management in the catering industry, and is of great significance for enterprises to build a long-term and stable development strategy.

1.2. Research Implications

This research can not only enrich and develop the existing theories of human resource management, but also provide more practical references for related chain catering enterprises. This project will conduct an in-depth analysis of the recruitment mechanism of enterprise employees, and provide a new perspective and empirical basis for the study of enterprise employees' organizational behavior and labor economy. The results of this project will deepen the understanding of corporate culture and employee relations, and enrich and refine recruitment-related issues.

In terms of practical application, this research has important guiding significance for HDL and other catering enterprises. The research results can guide enterprises to optimize recruitment strategies and improve recruitment effectiveness. The research results of this project can enable Chinese enterprises to gain competitive advantages in the increasingly fierce market competition and promote the sustainable development of enterprises.

1.3. Research Content and Methodology

1.3.1. What to study

First, students will study the relevant theories of recruitment, including the basic theories of recruitment, such as the competency model. Then, according to the characteristics and development status of the catering industry, we have an in-depth understanding of the current recruitment status and study the recruitment of HDL front-line employees, including human resource planning, recruitment concept, recruitment team, recruitment process, recruitment channels, recruitment costs, etc. The interview method is used to analyze the reasons, evaluate HDL's existing recruitment strategies, and put forward corresponding optimization suggestions, hoping to help HDL enterprises gain their own advantages in the increasingly competitive catering industry.

1.3.2. Research Methods

Literature Research Method: Through the collection, collation and analysis of literature related to the current situation of various industries and employee recruitment management theories, it provides research theoretical basis and reference materials.

Interview method: Through structured interviews with HDL's management and various employees, we can understand the problems encountered in the application process, as well as their opinions and suggestions on recruitment, and obtain the most detailed and accurate research data.

Case study method: Taking HDL catering enterprises as a case study, the recruitment process of front-line service personnel was optimized.

2. RELATED THEORIES AND LITERATURE REVIEW

2.1. Theoretical Basis of Recruitment

The concept of competency was first proposed by David McClelland, a professor at Harvard University and a famous psychologist. After a long period of research, McClelland published an article in the journal "American Psychologist" in 1973: "Measuring Competency rather than Intelligence", in which it was said that school grades could not predict career success, and intelligence tests and aptitude tests could not predict career success or other important achievements in life. Competency model refers to the competency conditions required to complete a job, and the competency model creates a successful model for the organizational level, role, and job, which

represents all the key behaviors, knowledge, and skills that affect an individual's success in a certain task, and is therefore a very important tool in the job.

2.2. Literature Review on Recruitment Research

2.2.1. Literature review

(1) In terms of the recruitment process

Yan Aimin and Liu Zhijian (2002) elaborated on the practical application of enterprises, and found that the concept of systematic optimization of the recruitment process can help the human resources department to design the appropriate recruitment model, establish the correct work process and increase the controllability of recruitment interview evaluation. Meng Qin (2021) pointed out that in order to improve the quality of recruitment, it is necessary to design the recruitment process scientifically and standardly, which can improve the probability of bringing in high-quality employees from the initial stage. Nonprofit Business Advisor (2014) mentions the importance of a well-designed recruitment process for recruitment. Li Fang, Liu Rong, and Zhang Xiaolei (2024) illustrated that in the face of the main labor market of the new generation, traditional recruitment is no longer enough to meet the needs of social development, and new recruitment methods, especially cloud recruitment, have accelerated the progress of recruitment process reform. Controlling each recruitment process can not only reduce the recruitment cost of the enterprise, but also enable the enterprise to achieve the purpose of reserving talents, so as to achieve the long-term development of the enterprise.

(2) In terms of recruitment channels

Xue Yajun (2023) believes that in the process of talent recruitment, enterprises should fully introduce new technologies, actively expand online recruitment channels, and make full use of the advantages of online recruitment to attract more outstanding talents for enterprises. Guo Sukun and Wang Guichen (2009) pointed out that online recruitment can expand the scope of recruitment and expand the source of job seekers. Save money and low cost; Simplify the recruitment management process and improve work efficiency; It increases the timeliness of recruitment information, and has the advantages of speed, pertinence and flexibility. The development of the Internet has provided more opportunities for online recruitment. Mohammed Albreiki; Mohammed Nusari; Amiya Bhaumik (2019) explains in her study that the right recruitment channel selection has a positive effect on organizational structure. Guo Wandong (2022) proposed that choosing the right recruitment channel can help HR recruit the talent that enterprises need. Recruiting may seem like a complex process, but it's essentially a marketing act. The recruitment pipeline helps HR streamline the hiring process into stages and break each stage down into tasks, and the hard part is managing those multiple stages. Shi Yichen (2021) pointed out in the research that in the process of human resource management, enterprises should continuously enrich recruitment channels, effectively build and host their own recruitment channels, and further standardize the effectiveness of recruitment channels, so as to provide enterprises with better human resources.

(3) In terms of recruitment methods

Li Qiuling (2020) summarized that recruitment is the entrance to the talent supply chain, and building a scientific and perfect recruitment system can ensure the smooth progress of recruitment and further improve the efficiency of matching people and posts. The construction of talent recruitment standards should start from the iceberg model and construct qualifications; The RAPID analysis method is used to quickly design the organizational recruitment process, and the traditional, new and social recruitment methods are comprehensively considered based on the characteristics of the organization, and more suitable recruitment channels are selected to carry out systematic channel construction. Rely on the scientific recruitment system to promote the accurate recruitment of talents, improve the quality of talent recruitment, and optimize the structure of the talent team. Chen Yan (2021) pointed

out that due to the characteristics of the industry and the lack of employees, the lack of personnel has always been an important factor that plagues the development and growth of enterprises, so it is particularly important for enterprises to do a good job in recruitment. In management practice, with the transformation of organizational competitive elements from physical elements to human resource elements, the importance of human resources to organizational goals and organizational performance has become increasingly prominent. Talent is the ballast stone for enterprises to be invincible in the increasingly cruel market competition, and it is the guiding beacon for enterprises to lead the way in the process of transformation and upgrading, and its importance is self-evident. Wang Hao (2020) pointed out that employee recruitment is the basic work of human resource management, and the methods and ways of recruitment will affect the quality of employees and the operating efficiency of enterprises.

(4) Recruitment optimization strategy

Zhai Hao (2017) showed in his research that according to the traditional experience, the recruitment of talents based on the candidate's knowledge, experience, skills, etc., is based on the recruitment of the position itself, and this recruitment model focuses on the position itself, not the people, that is, the core qualities of the talent itself are rarely examined, so it is difficult to predict the candidate's work performance in this recruitment model. Recruitment based on the competency model can make up for the shortcomings of traditional talent recruitment. In the study, Men Yi, Ma Meixin, and Guo Junhao (2024) pointed out that in view of the problems existing in the employment services of colleges and universities at this stage, optimization measures such as building a phased employment guidance system, efficient use of scientific and technological means, optimizing the community management model, creating a good environment for innovation and entrepreneurship, and building a diversified service team are proposed, which provide strong support for further improving the employment satisfaction of college students, creating high-quality employment services in colleges and universities, and optimizing the new human resource management model. Liu Xiaobin (2022) summarized the positive role of the organic integration of the Internet on enterprise talent recruitment, and based on the innovative application of Internet technology, put forward a number of feasible new ideas for enterprise talent recruitment, and widely absorb high-quality talents, hoping that the research of this article can provide guidance for the innovation of enterprise talent recruitment in the new era.

2.3. Evaluation of Existing Research Results

In terms of research, there are large categories of literature on enterprise recruitment in China, but there are relatively few literatures on catering enterprises as the research object, and scholars have put forward many valuable suggestions and opinions on how to maintain the stability of the talent team and the quality of recruitment. While China has actively introduced, researched and analyzed foreign research results on recruitment management, it has also actively studied and explored the deep-seated problems in recruitment management in combination with domestic reality, and has made certain achievements in recruitment management, which has played a very important role in promoting and guiding the development of China's enterprises. However, throughout the current research, most of the studies are based on the research on the talent recruitment problems of various enterprises from a macro level, and there is a lack of misunderstanding analysis on the recruitment of front-line employees in specific catering enterprises.

3. HDL CATERING COMPANY PROFILE AND FRONT-LINE STAFF RECRUITMENT STATUS

3.1. Basic Introduction of HDL Catering Enterprises

As a small catering enterprise, HDL has a store manager, a deputy store manager, two supervisors and three foremen in each store. There are 3 employees in the door welcome group, 12 employees in the service group, 4 employees in the nail art group, 6 employees in the food delivery group, 10 kitchen employees, and 3 employees in the ingredients group.

In the organizational structure of HDL stores, from the store manager to the deputy store manager and supervisor to the foreman, and finally subdivided into various groups, it is managed from top to bottom.

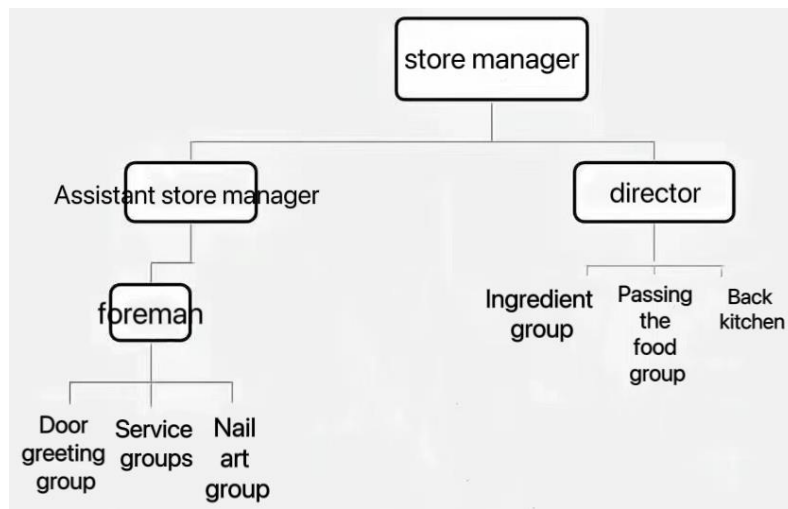


Figure 1. Organizational chart of HDL catering enterprise

Table 1. Composition of HDL catering front-line service team

content		Number	Percentage
gender	male	6	50%
	female	6	50%
Age group	age18-25	8	66%
	age26-30	3	25%
	age31-35	1	9%
degree	Junior school/technical secondary school	4	33%
	high school	6	50%
	college	2	17%
Years of service	1-2 years	9	75%
	3-5 years	3	25%

HDL's workforce composition reflects its refined and hierarchical human resource management strategy. Employees are divided into different levels, including general employees, second-level employees, first-level employees, and managerial employees, each with its own specific responsibilities and promotion paths. Together, these measures create a work environment that is designed to increase employee satisfaction, enhance teamwork, and promote continuous improvement in service quality. Through such human resource management, HDL has not only

successfully cultivated an efficient and professional workforce, but also laid a solid foundation for the long-term stable development of the company.

3.2. The Current Situation of Front-Line Staff Recruitment in HDL Catering Enterprises

3.2.1. Introduction to the job responsibilities of front-line service employees in HDL catering enterprises

The front-line employees of HDL catering enterprises studied in this paper mainly refer to front-line service employees, who directly face customers and provide catering services. The job description of front-line attendants is shown in Table 2.

Table 2. Job description of front-line waiter position in HDL catering enterprise

HDL catering enterprise front-line staff waiter job description					
Job information					
Department name	Front Office	Direct	supervisor	Indirect	Store manager
Job Responsibilities					
1. When welcoming customers, look at each other, feel a warm smile, welcome with friendly words, and make sure that there is a greeting voice, a send-off voice, and a smile service. 2. Accept the service work assigned by the supervisor and provide quality service to the guests. 3. Familiarize yourself with the names and unit prices of all varieties on the menu, and master the dishes 4. Within 5 seconds of the guest being seated, there must be a waiter to receive them. 5. Know what guests are carrying, and remind guests to remember to bring them back after the meal 6. Special services should be provided to the elderly, children and the disabled. 7. Resume the work of setting the table in a timely manner, and follow the service steps without missing items. 8. Equipped with supplies and utensils in the area; Turn off the lights and gas in real time.					
Qualifications					
Education/Major	unlimited				
Work experience	unlimited				
Age requirement	Be at least 18 years old				
Quality ability	Good communication skills and service awareness				

3.2.2. Interview design for front-line staff recruitment in HDL catering enterprises

In order to obtain more comprehensive and representative results, this paper takes 12 waiters as the case study and conducts interviews with 12 waiters. This study adopts a semi-structured approach, using a combination of open-ended and closed-ended questions, and the interviews include: obtaining recruitment materials, experience of the recruitment process, the significance of induction training, communication experience with customers, and matching salary and work intensity. On this basis, the gender, age, education and working experience of employees were also taken into account to ensure that the interview data were specific, and the interview topics are shown in Appendix A.

When determining the interviewees, the age group was limited, and the approximate age distribution was 18-35 years old. The number of female employees is equal to that of male employees, and there is no limit to the level of education. When selecting employees, we specially selected employees with different years of service, ranging from one year to five years, so that we can more clearly compare employees' opinions and suggestions on recruitment.

The interview revealed the key issues in the recruitment process for HDL F&B companies, and provided opportunities to optimize recruitment strategies, improve employee satisfaction, attract and retain talent, and then drive service quality and competitiveness.

3.2.3. The current situation of recruitment channels for front-line employees in HDL catering enterprises



Figure 2. The source of recruitment channels for front-line employees in HDL catering enterprises

According to the interview, in the analysis of the recruitment channels of HDL's front-line catering employees, online recruitment platforms performed the most prominently, such as 58.com, BOSS Zhipin, Zhaopin, etc., accounting for the vast majority of the candidates, reaching 51%. It shows that the online recruitment platform is an important channel for HDL catering recruitment activities, which effectively attracts the attention and application of a large number of job seekers. Social media such as Douyin, Weibo, Xiaohongshu and WeChat have also played a significant role as emerging recruitment channels, with about 34% of candidates learning about job postings through this channel, showing the potential and influence of social media in disseminating job postings. Internal referrals account for 15%, and the retention rate of employees onboarded through this channel is high, indicating that internal referrals have unique advantages in ensuring the quality and stability of employees.

3.2.4. The current status of the recruitment process for front-line employees in HDL catering companies

The current staff recruitment of HDL catering enterprises is mainly divided into four stages, which are as follows:

- (1) The stage of issuing employee demand information;
- (2) Waiting for the applicant's information feedback stage;
- (3) Employee selection (interview) stage;
- (4) Recruitment stage.



Figure 3. The recruitment process of front-line employees in HDL catering enterprises

HDL's employee recruitment process is systematic and multi-stage, covering the entire process from sending out employee demand information to final recruitment. In the first stage, companies need to identify job requirements and publish job advertisements through multiple channels to attract the attention of a wide range of job seekers. Subsequently, in the stage of waiting for the information feedback of the candidates, the company manages the information of the candidates through the recruitment software and database, conducts preliminary screening, and selects suitable candidates to enter the interview stage. Interview is an important part of talent selection, which not only examines the candidate's work ability, but also pays attention to the candidate's service awareness and communication skills. After multiple rounds of interviews, timely feedback on the results will also enhance the candidate's experience. In the final employment process, the company's human resources department will negotiate with the hired personnel on salary issues, sign the corresponding labor contract in accordance with relevant regulations, and conduct a full range of induction training for them in the later stage. The purpose of this process is to improve the efficiency of talent recruitment, ensure the quality of new employees, and meet the needs of the company's long-term development.

3.2.5. The current status of the selection method of front-line employees in HDL catering enterprises

An analysis of the interview outlines revealed that HDL had a multifaceted understanding of the effectiveness of the employee recruitment process. This study will provide more recruitment information for enterprises and provide a reference for enterprises to provide the best advertising and information distribution strategies. At the same time, it collects candidates' views on the entire recruitment process, including the evaluation of the clarity and efficiency of the process, so as to identify possible problems and enrich the candidate's experience.

The evaluation of the whole interview process, including the interview form, content and the examiner's professional opinions, etc., has a certain guiding role in improving the interview efficiency and interview procedures. Through the investigation of the satisfaction of the trainees with the pre-job training, the training effect can be evaluated and the future training work can be provided as a reference. Collect the work issues that the respondents are concerned about, so that the company can develop relevant programs and conduct training in advance. Through the analysis of the degree of matching between the actual wage and the workload, the rationality of the prevailing wage system can be reflected. Understand the candidate's expectations for the company's working environment, salary, etc., and promote the company to reasonably improve the basic requirements for front-line employees in advance. On this basis, the interview further explores the influence of individual factors such as employees' professional background and work experience on the company's talent selection.

4. ANALYSIS OF THE PROBLEMS AND REASONS FOR THE RECRUITMENT OF FRONT-LINE EMPLOYEES IN HDL CATERING ENTERPRISES

4.1. Problems in the Recruitment of Front-Line Staff In HDL Catering Enterprises

4.1.1. Single recruitment channel

The problems encountered by HDL catering enterprises in the recruitment process of front-line employees are mainly manifested in the singleness of recruitment channels. Enterprises rely too much on online recruitment platforms, such as Zhaopin.com and Future-Promit, while under-tapping other potential recruitment channels. While this approach can reach a wide range of job seekers to some extent, long-term reliance can lead to a homogenization of talent sources, limiting access to a more diverse talent pool.

About the acquisition of job postings:

"I saw the recruitment information of HDL catering company through WeChat Moments. A friend shared their job advertisement, and I thought it was a good fit for me, so I submitted my resume. (Interview Transcript)

"I learned about HDL Catering through a job board. I'm interested in this industry, so I often browse these kinds of websites. (Interview Transcript)

"I learned about HDL's catering company recruiting waiters through Zhaopin.com. I had experience as a waiter, so I tried to hand in my resume. (Interview Transcript)

According to the survey results, most of them said they first learned about the job openings through online recruitment platforms. These platforms include, but are not limited to, Zhaopin, BOSS Zhipin, 58.com, etc., which are favored by job seekers due to their user-friendly interfaces, convenient search functions, and job listings that are updated in real time.

In addition, the lack of corporate leverage on social media and campus collaborations is also a problem. Social media platforms such as Weibo, WeChat, Douyin, Xiaohongshu, etc., have a wide range of coverage and efficient communication speed, which can greatly improve the visibility of recruitment information, especially for attracting young talents. At the same time, the establishment of partnerships with higher education institutions provides direct access to a large number of graduating students, who are often energetic and passionate about the F&B industry, and are a potential talent pool that companies cannot ignore. The social network of existing employees is a resource that cannot be ignored in the recruitment of enterprises, and the candidates recommended by employees are often more reliable, and the recommendation mechanism can also motivate employees to participate in the talent construction of the enterprise. However, if companies lack effective internal referral policies and incentives, it is difficult to motivate employees to make recommendations. As a traditional recruitment method, the effect of direct recruitment in stores is directly affected by the intensity of publicity. If a store fails to place a job advertisement in a prominent place or advertise it through community events, it will be difficult to attract the attention of potential job seekers passing by.

4.1.2. The interview process is not rigorous enough

Different interviewers may evaluate candidates based on personal preference rather than the company's uniform criteria, leading to inconsistencies in the hiring process. The interview process is not structured and lacks standardized questioning and assessment methods, which makes the assessment of candidates' professional skills and personal qualities not comprehensive and in-depth.

About the Recruitment Process Experience:

"I think the recruitment process is a bit cumbersome, especially the waiting time for interviews, and I hope it can be more efficient." (Interview Transcript)

"I think the feedback in the recruitment process can be faster, and sometimes the waiting time for a response is too long, which affects my impression of the company." (Interview Transcript)

"I don't think the parts of the hiring process are connected enough, and sometimes it feels like you're dealing with different companies, which is confusing." (Interview Transcript)

According to the survey results, the majority of respondents believe that there are problems with the recruitment process of HDL catering companies, and they feel that the process is too cumbersome, especially the long waiting time for interviews leads to dissatisfaction with efficiency; At the same time, the slow feedback of information also affects their perception of the company; In addition, the lack of coherence in the hiring process makes candidates feel like they're dealing with different companies, adding to their confusion.

The lack of training of interviewers is also a prominent issue, with interviewers being limited in their ability to identify candidates' potential and suitability due to the lack of necessary training. In addition, the lack of clarity in the interview feedback mechanism leads to candidates often not getting feedback for a long time after the interview, and they are in no idea about their interview performance and results. When evaluating candidates, the interview process focuses too much on work experience and ignores the candidate's potential, attitude, and fit with the company's culture. In addition, poor communication within the recruitment team affected the coordination and decision-making efficiency of the interview process, and the lack of transparency left candidates with a lack of clarity about the next step or final outcome of the interview process. An unsuitable interview environment can affect the candidate's performance and the interviewer's judgment, for example, the interview will be conducted in an informal or inappropriate environment, which will affect the candidate's performance and the interviewer's objective evaluation of it. The occurrence of the above questions will affect the interview results, resulting in the phenomenon of "missing selection", "lack of people" and "lack of people" in HDL catering company.

4.1.3. The professional quality of the recruitment team is not high

Through the interview, it was learned that the company's problems were that the company had deficiencies in the formulation and implementation of recruitment strategies, resulting in the company's recruitment work being not systematic and comprehensive. HR departments lack insight into labor market trends and are unable to adjust their recruitment strategies in a timely manner in response to changes in the market. In addition, recruitment teams are inadequate in leveraging modern recruitment techniques and tools, impacting hiring efficiency. Communication and coordination skills need to be improved, which affects the efficiency of the recruitment process.

Deficiencies in diversity and inclusion in the hiring team have impacted team innovation and employee diversity. The post-interview feedback mechanism is not clear, resulting in candidates not getting feedback for a long time, which affects the candidate experience. Hiring team members may lack a personal career development plan, resulting in a lack of long-term vision for the team as a whole. The lack of clarity in the performance appraisal mechanism makes it unclear to team members how to improve their individual performance. These problems undermine the professionalism and efficiency of the recruitment team, resulting in HDL restaurants missing out on top talent or recruiting employees who are not suitable for the position.

About the interview process:

"During the interview, I felt that some of the questions were not very relevant, for example, they asked me some questions about my personal life, which I don't think had much to do with my ability to work." (Interview Transcript)

"During the interview, I sensed that the interviewer didn't know much about the expertise of nail services, which made me a little worried." (Interview Transcript)

"I waited a long time after the interview to get feedback, and the uncertainty made me feel anxious." (Interview Transcript)

"During the interview process, I would like to meet more professional interviewers who should have a deeper understanding of our industry." (Interview Transcript)

According to the survey results, the problems encountered by the respondents during the interview process were mainly personal life questions that were not very relevant to the job from the interviewer, insufficient knowledge of the professional field, and uncertainty and anxiety caused by waiting for feedback for a long time after the interview. Respondents expect interviewers to be more professional and have a deeper understanding of the industry.

4.2. Analysis of the Causes of the Recruitment of Front-Line Employees in HDL Catering Enterprises

4.2.1. Internal management factors

Part of the reason why HDL catering companies encounter the lack of professionalism in the recruitment process of front-line employees can be attributed to the flawed understanding of recruitment by managers. These managers may view recruitment as a mere short-term task, overlooking its critical role in the organization's long-term talent strategy. The neglect of recruitment quality leads to inconsistent evaluation criteria and affects the overall quality of the team. In addition, the lack of strategic recruitment planning makes recruitment activities ineffective in responding to the long-term development of enterprises and changes in market trends. Managers pay insufficient attention to the professional training of the recruitment team, which leads to the slow improvement of the team's professional ability and the inability to meet the needs of efficient recruitment. The lack of a performance evaluation system makes it impossible for the recruitment team to be reasonably evaluated and motivated for their work effectiveness and professional growth. The sluggish response to market changes leads to the failure to adjust the recruitment strategy and direction in a timely manner, and the opportunity to attract excellent talent is missed. At the same time, the outdated use of technology and tools has made the recruitment process inefficient and unable to match modern recruitment practices. The weak awareness of legal compliance increases the legal risks of enterprises in the recruitment process. Poor internal communication and coordination affected effective collaboration between the recruitment team and other departments. In addition, the lack of diversity and inclusion in hiring limits the ability to attract and retain talent from diverse backgrounds. The existence of these problems has led to the lack of professionalism of the recruitment team of HDL catering enterprises, which needs to be solved by raising the awareness of managers on the importance of recruitment, improving recruitment processes and strategies, strengthening training and performance management, and establishing a diversified recruitment concept.

4.2.2. External market environment factors

Part of the challenges faced by HDL F&B companies in recruiting frontline workers stems from the complexity of the external market environment. Fierce competition in the talent market makes it extremely difficult to compete for the best talent, especially in front-line positions such as service personnel. Changes in the labor market, including heightened expectations of job seekers and shifts in attitudes towards employment, require hiring teams to constantly adapt to new market trends. Technological advancements, especially the application of artificial intelligence and big data analytics, have placed new demands on hiring teams to acquire technical capabilities. Economic fluctuations can have an impact on both job seekers' employment choices and businesses' hiring plans. Job characteristics in the F&B industry, such as hours and intensity of work, as well as the level of economic development, job market conditions, and cultural differences in different regions, can all

have an impact on hiring effectiveness. As companies go global, hiring teams may also face challenges such as cultural differences and work visa issues. Together, these external factors form an obstacle for hiring teams to overcome in their journey to professional development.

5. OPTIMIZATION STRATEGY FOR FRONT-LINE STAFF RECRUITMENT IN HDL CATERING ENTERPRISES

5.1. Optimize the Hiring Process

In order to improve the efficiency of employee recruitment, HDL needs to optimize the recruitment process of employees. The first step is to clarify the responsibilities and requirements of each position, determine what your position needs, so that you can find the most suitable talent for you. Make full use of online recruitment platforms, social media, industry websites and other recruitment channels to broaden the scope of recruitment. In the resume screening stage, advanced screening methods are used to determine qualified candidates, and preliminary background checks are conducted to ensure the quality of candidates shortlisted for interviews. During the interview process, standardized and diversified interview formats are used to comprehensively evaluate the candidates' abilities and ensure the fairness and objectivity of the interview process. When making hiring decisions, we select employees who meet the needs of the position and contribute to the long-term development of the company. Through the above optimization measures, the recruitment process of HDL catering enterprises will be more efficient.

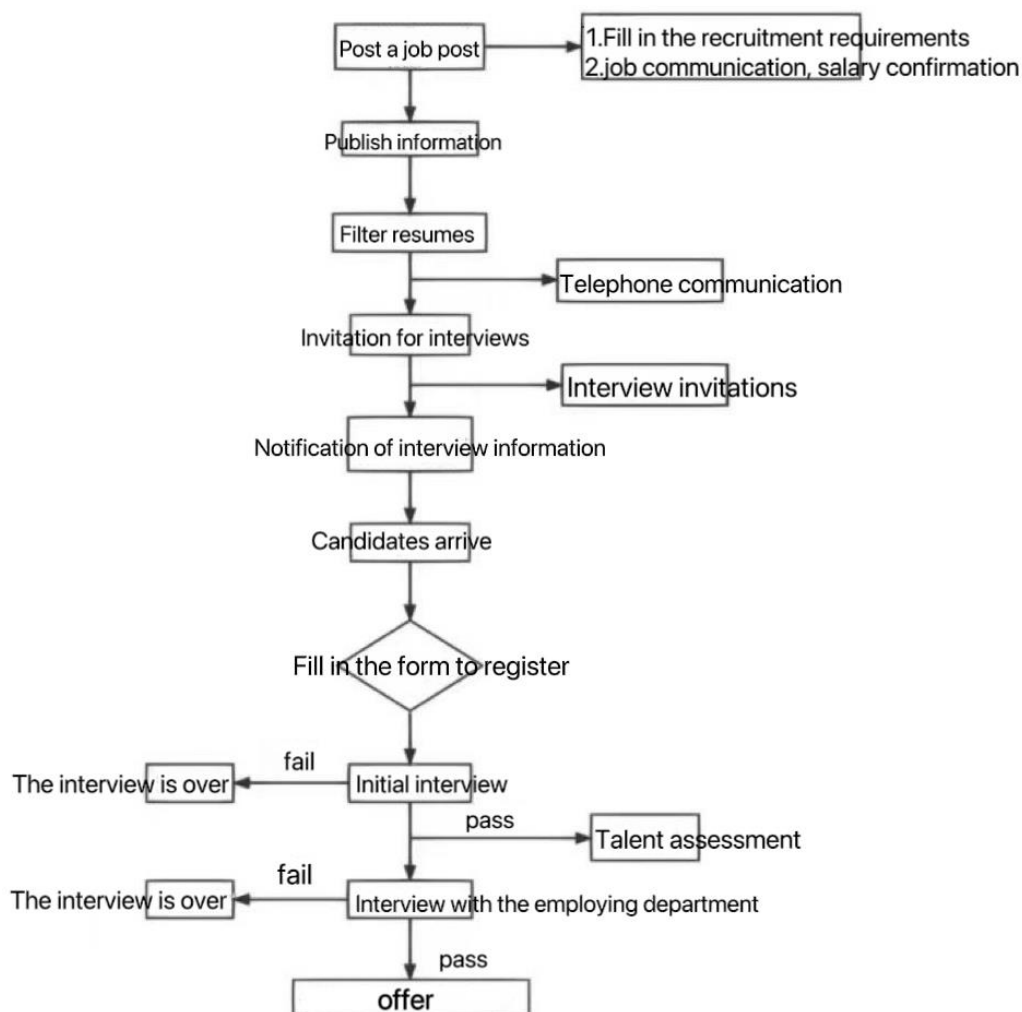


Figure 4. Optimization of recruitment flow chart for front-line employees of HDL catering enterprises

5.2. Expand Recruitment Channels

HDL should proactively adopt a diversified strategy to expand the talent recruitment pipeline to meet the needs and habits of different types of candidates. HDL conducts recruitment activities on traditional recruitment websites, Weibo, WeChat and other social media platforms to attract more young job seekers. This kind of platform has a huge user base and strong interaction capabilities, which can enable companies to publish job information in a short period of time. It can cooperate with institutions of higher learning, vocational and technical colleges, vocational and technical colleges, etc. Through cooperation with colleges and universities, we cultivate capable and skilled talents for enterprises and prepare them for long-term development. Another way is to have a referral within the company. HDL can take incentive measures to encourage existing employees to recommend qualified candidates, and establish a corresponding reward and punishment system to motivate employees to actively recommend. This can not only save human resources, but also better meet the needs of employers.

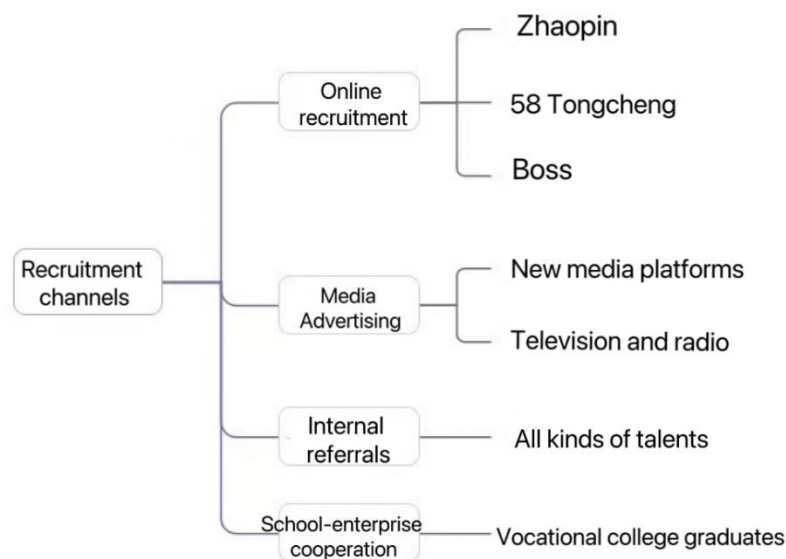


Figure 5. Optimization of recruitment channels for front-line employees in HDL catering enterprises

5.3. Innovative Selection Methods

HDL can use a variety of innovative ways to improve the efficiency of employee recruitment and attract more talent. Online psychological testing is used to quantify certain psychological characteristics of people through a series of tools and means, understand the psychological characteristics and personality characteristics of the tested person, and detect whether the candidate is mentally healthy. For the waiter position of the research, the most important thing is that the staff should not be easily excited, and they should have the spirit of customer service. The use of role-play interviews to conduct mock interviews on the actual work content can design some sharp contradictions and conflicts between customers or between customers and employees, test the interviewer's communication ability and handling awareness, and let the interviewer directly understand whether the interviewer is familiar with the position and whether it can meet the needs of the position.

Table 3. Innovation in the selection method of front-line employees in HDL catering enterprises

Selection Methodology	Implementation
Online psychometric tests	Personality test: A set of personality test questionnaires is developed, and the test subject answers all the questions in the questionnaire according to his or her actual situation or feelings, so as to measure a person's personality. For example: MBTI test.
Role-play interviews	Conduct a mock interview on the actual work content, you can design some sharp contradictions and conflicts, test the interviewer's communication ability and processing awareness, and let the interviewer directly understand whether the interviewer is familiar with the position and whether it can meet the needs of the position. For example, in the scenario play, we set up two adjacent tables of customers because one of the tables is too noisy and has an argument, we arrange for the interviewer to go over to resolve the conflict, we can watch the interviewer's methods of easing the atmosphere, conflict resolution skills, emotional control ability, etc., we can evaluate whether the interviewer's ability to deal with emergencies is in line with the purpose of the waiter's position to satisfy customers.

5.4. Improve the Professional Quality of the Recruitment Team

Improving the professionalism of HDL's catering recruitment team is the key to ensuring the efficiency and quality of recruitment. Companies need to provide regular professional training to their recruitment teams on best practices, the use of modern recruitment technology tools, and how to effectively use social media for talent attraction. Strengthen legal compliance training to ensure that the recruitment team has a full understanding of labor laws and anti-discrimination regulations, and avoid legal risks in the recruitment process. During the interview process, it is necessary to overcome the halo effect and avoid excessive examination of the interviewee's academic qualifications, work experience, etc., while ignoring other considerations. Improving team members' communication skills and coordination skills is essential for internal communication and building good relationships with candidates. At the same time, senior employees can also serve as lecturers to pass on their experience and skills to newcomers, help newcomers grow rapidly, and at the same time promote the sharing of knowledge and experience within the team. By taking the above comprehensive measures, the HR department of HDL catering enterprises can improve their professional ability and knowledge level, strengthen teamwork, innovation and leadership ability, and provide better support for the company's talent recruitment and development strategy.

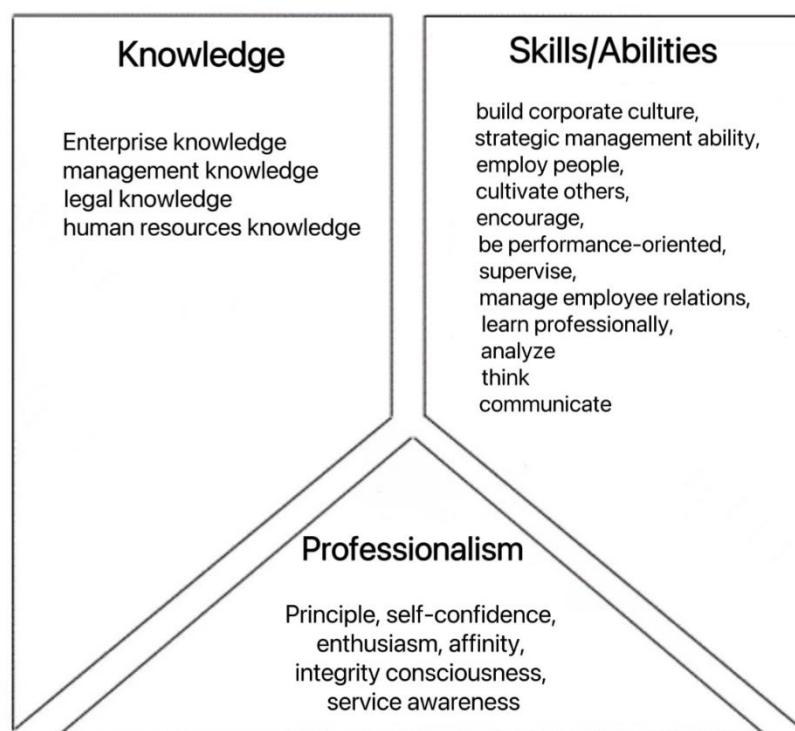


Figure 6. Competency model of recruiters

6. CONCLUSION

With the rapid development of China's catering industry, HDL has encountered unprecedented opportunities and challenges in the recruitment of front-line employees. This paper makes a comprehensive analysis of the actual recruitment situation of HDL employees from both theoretical and practical aspects, finds the problems, and conducts an in-depth analysis of the causes. By optimizing the recruitment process, broadening the recruitment channels, innovating the recruitment methods, and improving the professional level of the personnel department, HDL Catering Company will improve the efficiency and quality of recruitment. Through empirical analysis, this paper shows that talent acquisition is not just a simple personnel work, it has become an indispensable part of the company's development strategy. A set of scientific and systematic talent selection procedures can effectively introduce and cultivate high-quality talents for enterprises and promote the sustainable and healthy development of enterprises. In the future, HDL will continue to pay attention to the development of the labor market, make appropriate adjustments to the recruitment strategy of front-line employees, and strengthen the construction of the workforce to cope with the rapidly changing talent market.

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APPENDIX

Appendix An Interview Outline of an Interview Survey on Employee Recruitment in HDL F&B Companies

When researching the recruitment of front-line employees in HDL catering enterprises, the positions that need to be paid attention to mainly include waiters, kitchen staff and nail technicians who directly face customers. The following is an outline of an interview for the waiter position.

1. Purpose of the interview: To gain an in-depth understanding of the problems and challenges existing in the recruitment process, as well as the commonalities and particularities between different positions.
2. Interviewees: 12 waiters
3. Interview methods: individual interviews, group interviews

Fourth, interview questions

Waiter job interview outline

1. How did you hear about the job postings at HDL Catering Companies?
2. When you applied for a waiter position, how did you feel about the recruitment process?
3. What did you go through during the interview?
4. How many rounds of interviews did you go through before you were finally hired?
5. What's the biggest challenge you've faced in interacting with customers?
6. What else do you have to talk about when you apply for the waiter position in addition to offline interviews?
7. What career opportunities do you see in HDL F&B?
8. How long did it take for you to submit your resume and get in touch with the recruiter?
9. What do you think is the biggest challenge in the hiring process for waiter positions?
10. Different from other positions, are there any special recruitment challenges for the waiter position?