

LEADERSHIP STYLES OF MANAGERS IN CORRELATION TO EMPLOYEES' WORK PERFORMANCE IN SELECTED FASTFOOD RESTAURANTS

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ABSTRACT

This study focused on determining managers' leadership styles correlated with employees' work performance in selected fast food restaurants. This also determined the relationship between managers' leadership styles and employee work performance. It employed a descriptive research design using a survey questionnaire administered using Google forms. For this study, the researcher used the purposive sampling technique to consider 100 service crews from selected fast food restaurants in Tanza, Cavite. They have been employed for at least a year to review their immediate superior's leadership styles better. Data were tabulated and analyzed using SPSS. Results show that participative leadership style was the perceived leadership style of managers in the selected fast food restaurants. Also, most of the respondents were rated very satisfactory work performance by their respective managers. Results also show a small positive relationship between the authoritative leadership style of managers and employees' work performance, and the relationship is significant. Results also reveal that while managers' participative and democratic leadership styles have negligible negative relationships with employees' work performances, the relationships are significant. Furthermore, there is no significant difference when respondents' views of managers' leadership styles are classified by gender, age, civil status, educational attainment, and duration with the organization.

Keywords: Leadership styles, work performance, fastfood restaurants

1.0 INTRODUCTION

Leadership can be viewed as a novel and effective strategy for managing individuals and corporations. The old idea of Personnel Administration has increasingly given way to Human Resource Management to emphasize the strategic integration of new leadership styles into successful employee management and to increase employee performance. To satisfy the demands of the context in which they operate, an effective leader must establish a good style. Different leadership styles are used that fit employee based on the amount of direction, empowerment, and decision-making power. An administrative phenomenon reflects the contingency of leadership, and style, situation, and performance criteria have been left to suffocate on their own. As a result, employee performance was affected due to a lack of proper direction and application of strategic style in managing daily duties (Haider et al., 2015).

Leadership is the interpersonal process by which a leader influences, motivates, and enables others to contribute to the effectiveness and success of the organization to which they belong. Furthermore, leadership style is defined as a person's behavior pattern when attempting to influence others. It is also the way and approach to delivering guidance, carrying out plans, and encouraging others (Vera, 2016).

Previous research explored performance phenomena and how they were affected by numerous variables, such as leadership and its varied leadership styles. Most studies have found that leadership styles in an organization significantly boost or reduce the performance of the individuals in the business. The importance of a manager discovering their leadership style is thus underlined. Supervisors and researchers are concerned about this leadership style because of its impact on subordinates, who, it is argued, work more successfully and productively when their managers adopt a specific style (Ogunola, 2015).

A fastfood manager's management style can either motivate or discourage staff, which can either enhance or reduce their level of performance. Employing effective leadership styles to motivate people results in higher quality and increased work performance (Hatter, 2015).

In reality, improving employee performance benefits the firm in the long run. A qualified, skilled, and motivated employee significantly contributes to the organization's success. In this aspect, an organization's performance depends on the leader's capacity to optimize human resources. Furthermore, a competent leader recognizes the role of employees in attaining organizational goals. As a result, personnel is critical to attaining these objectives (Solomon, 2016).

This study aimed to determine managers' leadership styles correlated with employees' work performance in selected fast food restaurants. This also determined the relationship between managers' leadership styles and employee work performance.

In view of the preceding statements, this study was conducted to:

1. Determine the demographic profiles of the respondents in terms of:
 - a. Age;
 - b. Gender;
 - c. Civil Status;
 - d. Educational Attainment; and
 - e. Tenure in the company;
2. Identify managers' leadership styles as perceived by employees of selected fast food restaurants;
3. Determine work performance ratings of the respondents in the selected fast food restaurants;
4. Identify the significant relationship between managers' leadership styles and employee work performance; and
5. Determine the significant difference in respondents' assessments when grouped according to their demographic profiles.

2.0 METHODOLOGY

The study used the descriptive research method in describing the characteristics of the respondents, the leadership styles of managers in correlation to employees' work performance, the significant relationship between the manager's leadership styles and employee work performance, and the significant difference in respondents' ratings when they are classified based on their demographic profile. The researcher considered 100 service crew members from selected fastfood restaurants in Tanza, Cavite, for this study. The respondents considered in the study were only those employees who have been employed for at least a year to get a better review of the leadership styles of their immediate superiors. In addition, the recent performance record of the employees was provided by the selected fastfood restaurants. They were selected using purposive sampling. The researcher used an adapted survey questionnaire administered thru Google forms to collect the data from service crew members.

After the data were gathered and tallied, different statistical tools and techniques were used.

1. The percentage and frequency count was used to determine the profile of the respondents in problem number 1 and work performance ratings in problem number 3.
2. In problem number 2, a weighted mean was applied to determine the leadership styles of managers as perceived by service crew members. A five-point Likert scale was used in the questionnaire. The scale had the following pattern: 5 for to a very high extent; 4 for to a high extent; 3 for to a moderate extent; 2 for to some extent and 1 for none at all. Table 2 presents the conversion scale for interpreting the weighted mean.

Table 1. Conversion scale

WEIGHTED MEAN	VERBAL INTERPRETATION
4.21-5.00	To a very high extent
3.41-4.20	To a high extent
2.61-3.40	To a moderate extent
1.81-2.60	To some extent
1.00-1.80	None at all

- 3 Pearson Correlation and T-test were used in problem number 4 to test the significant relationship between managers' leadership styles and employee work performance. Table 3 presents the interpretation of Pearson's correlation.

Table 2. Interpretation of Pearson's correlation

WEIGHTED MEAN	VERBAL INTERPRETATION
0.00 – 0.20	Very Weak
0.21 – 0.40	Weak

0.41 – 0.60	Moderate
0.61 – 0.80	Strong
0.81 – 1.00	Very Strong

4. F-test and T-test were used in problem 5 to test the significant difference in respondents' assessments when grouped according to their demographic profiles.

3.0 RESULTS AND DISCUSSION

3.1 Demographic Profiles of the Participants

Table 3 shows the demographic profiles of the participants. Regarding gender, out of 100 respondents, 53% are females while 47% are males. Regarding age, 57% of the respondents are between 18-23 years old, 40% are 24-29 years old, and 3% are above 30 years old. This means that most respondents are between 18-23 years old. As to civil status, 96% of the respondents are single, and 4% are married. As to educational attainment, out of 100 respondents, 61% of them are college undergraduates, while 34% finished high school and only 5% finished college level. As to tenure, there are 55% of the respondents have been with the company for 1-2 years now, 34% of them have been with the company for 3-4 years already, and 11% of the respondents have been with the company for five years and above. This means that most of the respondents have already been with the company for more than 1-2 years.

Table 3. Description of the respondents in terms of their demographic profile

Gender	Frequency	Percentage
Male	47	47%
Female	53	53%
Age	Frequency	Percentage
18-23 years old	57	57%
24-29 years old	49	49%
30 years old and above	3	3%
Civil Status	Frequency	Percentage
Single	96	96%
Married	4	4%
Educational Attainment	Frequency	Percentage
High School Graduate	34	34%

College Undergraduate	61	61%
College Graduate	5	5%
Tenure	Frequency	Percentage
1-2 years	55	55%
3-4 years	34	34%
5 years and above	11	11%
TOTAL	100	100%

3.2 Leadership Styles of the Managers

Table 4 shows the respondents' assessments of the managers' leadership styles in terms of authoritative style. Overall, the findings revealed that the majority of the respondents gave the managers a high extent rating (3.84) on their leadership styles in terms of authoritative style.

The study by Olar (2016) reinforced that most fast food restaurant employees perceived their managers as authoritative leaders as they believed they had a hands-on approach to supervision. This includes demonstrating the task and telling them what to do in each of those tasks. The respondents also rated their managers to a high extent in giving them threats with punishment for them to follow their orders and avoid mistakes.

Table 4. Mean assessments on the leadership styles of managers as to Authoritative

CRITERIA	MEAN	SD	INTERPRETATION
1. My superior always retain the final decision making authority within his/her team.	4.06	1.14	To a high extent
2. My superior do not consider suggestions made by his/her subordinates as he/she do not have the time for them.	2.83	1.54	To a moderate extent
3. My superior tells us what to do and how to do it.	3.58	1.51	To a high extent
4. My superior tells us not to ever commit that mistake again and make a note of it.	3.93	1.17	To a high extent
5. My superior does not allows new employees to make any decisions unless it is approved by him/her first.	3.47	1.22	To a high extent
6. My superior tells us that a procedure is not working correctly and he /she establishes a new one when the result is not good.	3.83	0.93	To a high extent
7. My superior closely monitors his/her subordinates to ensure they are	4.12	1.17	To a high extent

performing correctly.			
8. My superior likes the control he/she holds over subordinates.	3.64	1.06	To a high extent
9. My superior believes that employees must be directed or threatened with punishment in order to get them to achieve the organizational objectives.	3.48	1.26	To a high extent
10. My superior believes that most employees feel insecure about their work and need directions.	3.47	1.17	To a high extent
OVER-ALL	3.64	1.22	To a high extent

Table 5 shows the respondents' assessments of the managers' leadership styles in terms of participative styles. Overall, the findings revealed that most of the respondents gave the managers a very high extent rating (4.23) on their leadership styles in terms of participative style.

Bunaan (2016) asserted that a participative leadership style is an effective option. Compared to other typical styles, they rarely make decisions; leave this portion to the employees. Mostly, these leaders delegate responsibility to their employees and offer guidance to trusted team members. Also, Cole (2016) elaborated that this leadership style positively affects employees as they feel power and confidence in doing their job.

Table 5. Mean assessments on the leadership styles of managers as to Participative

Criteria	MEAN	SD	INTERPRETATION
1. My superior always try to include one or more employees in determining what to do and how to do it. However, he/she maintain the final decision making authority.	3.99	0.70	To a high extent
2. My superior asks for employees' ideas and input into upcoming plans and projects.	4.00	0.91	To a high extent
3. My superior calls a meeting to get our advice when things go wrong and when he/she need to create a strategy to keep a project or process running on schedule.	4.30	0.73	To a very high extent
4. My superior wants to create an environment where the employees take ownership of the project and allows them to participate in the decision making process.	4.09	0.82	To a high extent
5. My superior believes that employees are basically competent and if included in a task will do a good job.	4.44	0.80	To a very high extent
6. My superior allows us to set priorities with	4.27	0.81	To a very high extent

his/her guidance.			
7. My superior works with us to resolve the differences in role expectations.	4.10	1.04	To a high extent
8. My superior uses his/her abilities to help subordinates grow.	4.29	0.98	To a very high extent
9. My superior thinks that his/her subordinates will have self-direction if they are committed to the objectives.	4.46	0.77	To a very high extent
10. My superior knows that we can use creativity and ingenuity to solve organizational problems.	4.32	0.94	To a very high extent
OVER-ALL	4.23	0.85	To a very high extent

Table 6 shows the respondents' assessments of the managers' leadership styles in terms of democratic styles. Generally, the findings revealed that the majority of the respondents gave the managers a high degree rating (4.03) on their leadership styles in terms of democratic style.

Callejas (2016) confirmed the result of the study that employees in fast-food restaurants rated an overall to high extent the democratic leadership of their managers. Their manager's leadership style encourages the free exchange of ideas throughout the group, as all members have an equally valued voice. This means that difficult issues are more easily addressed, and better solutions are more likely to be found.

Table 6. Mean assessments on the leadership styles of managers as to Democratic

Criteria	MEAN	SD	INTERPRETATION
1. My superior allows us to vote whenever a major decision has to be made.	4.00	0.98	To a high extent
2. My superior asks the individual or the majority before approving a major decision.	3.87	0.88	To a high extent
3. My superior rarely calls for a meeting and allows us to send the information he/she needed through email, memos, or voice mail.	3.10	1.49	To a moderate extent
4. My superior gives us the freedom to determine what needs to be done and how to do it.	4.09	0.85	To a high extent
5. My superior gives us the freedom to carry out the decisions to do our job because we know more about it compared to him/her.	3.79	1.05	To a high extent
6. My superior allows us to implement a new procedure or process that can improve our	4.40	0.78	To a very high extent

tasks.			
7. My superior knows each individual is responsible for defining their job.	4.47	0.80	To a very high extent
8. My superior knows we have the right to determine our own organizational objectives.	4.33	0.77	To a very high extent
9. My superior knows we can lead ourselves just as well as he/she can.	4.20	0.71	To a very high extent
10. My superior gives us the freedom to solve our problems.	4.07	0.79	To a high extent
OVER-ALL	4.03	0.91	To a high extent

3.3 Managers' Leadership Styles Toward Employee Work Performance

Table 7 summarizes the performance ratings of the respondents. The data showed that 48% of the respondents were rated very satisfactorily (4.00) by their respective managers, 28% of them were rated satisfactory in performance (3.00), 21% of the respondents were rated outstanding by their respective managers (5.00) and 3 of the respondents are poor in performance (2.00) respectively. This suggests that the majority of respondents' managers assessed their work performances as highly satisfactory.

Table 7. Performance ratings of the respondents

Performance Ratings	Description	Frequency	Percentage
1.00	Needs Improvement	0	0%
2.00	Poor	3	3%
3.00	Satisfactory	28	28%
4.00	Very Satisfactory	48	48%
5.00	Outstanding	21	21%
Over-all		100	100%

Table 8 presents the relationship between managers' leadership styles and employee work performance. The findings revealed that there is a small positive relationship ($r=0.29$) between the authoritative leadership style of the managers and employees' work performance and that the relationship is significant since the computed t-ratio of 30.9 is greater than the tabular t-ratio of 1.960 at 98 degrees of freedom using 0.05 level of significance. However, participative and democratic leadership styles have negligible negative relationships ($r = -0.05$ and $r = -0.08$) with employees' work performances, and the relationships are significant since the computed t-ratios of 5.29 and 7.79 are greater than the tabular t-value of 1.960 using

98 degrees of freedom at 0.05 level of significance. The findings imply that managers' authoritative leadership styles are attributed to the employees' good performances.

A study conducted about the impact of leadership style on employee performance in an organization by Babatunde et al. (2015) revealed a significant relationship between leadership style and employees' performance. This is in relation to the study of Abrifor et al. (2015) that leadership styles had a significant relationship with employees' work performance.

The findings that the authoritative leadership styles of managers are attributed to the good performances of the employees was established by Duwason (2015) that the autocratic style might show great results in a short period. However, excessive use of authority will distort productivity in the long term. People either get bored and dissatisfied, leave, or fall into repetitive tasks without creativity and innovation and become demotivated.

Table 8. Relationship between the managers' leadership styles and employees' work performance

STYLES	Computed r-ratio	Computed t-ratio	Tabular t-value	Interpretation
Authoritative	0.29 (Small positive relationship)	30.9	1.960	Significant
Participative	-0.05 (Negligible negative relationship)	5.29	1.960	Significant
Democratic	-0.08 (Negligible negative relationship)	7.95	1.960	Significant

3.4 Demographic Profiles and Leadership Styles

Table 9 shows no significant difference in the respondents' assessments when grouped according to gender since the computed t-ratio of 0.36 is less than the critical t-value of 1.960 using 0.05 as the significance level with 98 degrees of freedom.

Table 9. A significant difference in the assessments of the respondents when grouped according to age

AGE	Mean	SD	Computed F-value	Tabular F-value	Interpretation
18-23 years old	4.01	0.36	2.52	3.07	Not Significant

24-29 years old	3.94	0.30			
30 years old and Above	3.59	0.21			

Table 10 reveals nosignificant difference in the respondents' assessments regarding managers' leadership styles when grouped according to age. The computed F-ratio of 2.52 is less than the critical F-value of 3.037 using 0.05 as the significance level with 2 and 97 degrees of freedom.

Table 10. A significant difference in the assessments of the respondents when grouped according to gender

Gender	Mean	SD	Computed t-value	Tabular t-value	Interpretation
Male	3.98	0.35	0.36	1.960	Not Significant
Female	3.95	0.34			

Table 11 shows no significant difference in the respondents' assessments when grouped according to civil status since the computed t-ratio of 0.50 is smaller than the critical t-value of 1.960 using 0.05 as the significance level with 98 degrees of freedom.

Table 11. A significant difference in the assessments of the respondents when grouped according to Civil Status

Civil Status	Mean	SD	Computed T-value	Tabular T-value	Interpretation
Single	3.97	0.34	0.50	1.960	Not Significant
Married	3.92	0.19			

Table 12 reveals no significant difference in the respondents' assessments regarding managers' leadership styles when grouped according to educational attainment. The computed F-ratio of 0.11 is less than the critical F-value of 3.07, using 0.05 as the significance level with 2 and 97 degrees of freedom.

Table 12. The difference in the assessments of the respondents when grouped according to educational attainment

Educational Attainment	Mean	SD	Compute d F-value	Tabular F-value	Interpretation
High School Graduate	3.95	0.30	0.11	3.07	Not Significant
College Undergraduate	3.97	0.38			

College Graduate	4.03	0.16			
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Table 13 shows no significant difference in the respondents' assessments regarding managers' leadership styles when grouped according to tenure since the computed F-ratio of 3.00 is less than the critical F-value of 3.07 using 0.05 as the significance level with 2 and 97 degrees of freedom.

Table 13. The difference in the assessments of the respondents when grouped according to years of tenure

Category	Mean	SD	Computed F-value	Tabular F-value	Interpretation
1-2 years	4.00	0.34	3.00	3.07	Not Significant
3-4 Years	3.98	0.29			
5-Years and above	3.74	0.28			

4.0 CONCLUSIONS AND RECOMMENDATIONS

This study determined managers' leadership styles correlated with employees' work performance in selected fastfood restaurants. This also determined the relationship between managers' leadership styles and employee work performance. Based on the findings, the following conclusions were drawn:

1. Most respondents are females, 18-23 years old, single, college undergraduates with one to two years of tenure in the company.
2. Participative leadership was the perceived leadership style of managers in the selected fastfood restaurants.
3. Most of the respondents were rated very satisfactory work performance by their respective managers.
4. There is a small positive relationship between the autocratic leadership style of managers and employees' work performance. The relationship is significant. At the same time, managers' participative and democratic leadership styles have negligible negative relationships with employees' work performances. The relationships are significant.
5. There is no significant difference in the respondents' assessments regarding managers' leadership styles when they are grouped according to gender, age, civil status, educational attainment, and tenure with the company.

Based on the above conclusions, the following recommendations are made:

1. The study results can be used to create management development programs for fast-food restaurant managers.
2. Fast-food restaurants can also use the study results as a basis for an intervention program for their employees.

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