

Managers of Fast Food Chain in Batangas City: Their Managerial Skills

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ABSTRACT

This study determined the managerial skills of managers of fast food chain in Batangas City. Descriptive type of research was utilized in the study. Results showed that the respondents were equipped with knowledge and abilities in the different areas of operation like accounting, marketing, production and so forth which was rated moderately true to them. It is evident that the respondents like people and they feel that they also like them in return; they can resolve conflicts between and among employees and between management and employees satisfactorily.

Keywords: Managerial Skill, Fast Food Chain

I. INTRODUCTION

Effective and innovative management is essential to any business overall success. Millions of men and women around the world spend their days as managers in organization. A manager is a person who allocates human and material resources and directs the operation of a department or an entire organization. The managers motivate employees, expand focus on defining the objectives and become more innovative to meet the challenges and stiff competition that lie ahead. A more detailed description of what it means to be a manager is aptly stated by Robbins and Coulter (2004).

Controlling as a management function is monitoring performance, comparing results to goals and taking corrective action. It is a process of gathering and interpreting performance feedback as a basis for constructive action and change. In short, controlling is deciding if it is or is not getting done, and what to do if it isn't (Scherrnerhorn, 1996). Being a manager into today's dynamic workplace presents many challenges. It is hard work, it can be tough and often thankless job. Managers may also find it difficult to effectively blend the knowledge, skills, ambitions and experience of a diverse group of employees. Finally, as a manager, his success typically depends on others' work perfor-

mance.

A managerial skill is the ability to accomplish a particular type of managerial goal through personal action. The action may be as simple as a single behavior, or may comprise a system of behaviors implemented interactively over a period of time. It includes conceptual skills, technical skills and human skills as classified by Katz (cited by Daft, 2004). As such, managers in high performance organization are required to develop these skills to be successful.

Because these fast food chain thriving the industry in Batangas City, it is of great importance to find out the managerial skills of people who are managing this food services thereby identifying how they cope with new demands, new problems and new challenges.

II. OBJECTIVES OF THE STUDY

This study determined the managerial skills of managers of fast food chain in Batangas City, specifically the profile of the managers of fast food chain in Batangas City in terms of age, civil status, educational attainment, undergraduate course and length of service; how do the managers rate their managerial skills categorized into conceptual skills, technical skills, human skills; and to analyze the if there is a significant relationship between the managerial skills and the profile variables.

III. MATERIALS AND METHOD

The descriptive method of research was used in this study. KFC, Kenny Rogers Roaster and Chowking are represented by five manager respondents each. Four respondents are from McDonald's. The same number of respondents comes from Goto king. Jollibee has three respondents while Max s Restaurant and Greenwich Pizza have two manager respondents each Both Pizza Hut and Burger King have one manager-respondent. All in all thirty-two (32) manager-respondents coming from ten (10) fast food chains participated in the study.

To gather the needed data, a researcher-made questionnaire was used. The conceptual definitions of Katz's managerial skills served as guides in constructing the items for each category. The research adviser's comments and suggestions helped very much in refining the data-gathering instrument. Her careful examination of each item was the first step towards establishing content validity. Another step that ensured content validity was the submission of the questionnaire to three professors from the Graduate School who teach management subjects both in-the graduate and undergraduate levels. Their identification of the items in terms of the three managerial skills, namely, conceptual,

technical and human skills revealed that except for three items classified wrongly by a member of the panel of experts, all the items were correctly classified by them. Since the minimum requirement set for an item to be accepted was two correct answers out of three, the three items were still considered acceptable. Therefore, all the items submitted to the panel were used as presented.

The researcher-made questionnaire has two parts. Part I presents the respondents profile. Part II contains the indicators of the three managerial skills of Katz. The researcher personally distributed the questionnaire to the managers often fast food chains located in Batangas City. For the convenience of the manager-respondents, she left the questionnaires with them with the request that she would retrieve them after two days. She retrieved the questionnaires personally with 80 percent success. The data gathered were analyzed by using percentage, weighted mean and chi-square as statistical tools.

IV. RESULTS AND DISCUSSIONS

Conceptual Skills

Quantitatively speaking, it appears that the respondents can formulate goals based on the vision and mission of the company which obtained the highest mean of 3.72, they are sensitive to the changing needs of the business environment and act accordingly obtained the lowest mean of 3.50. The finding seems logical. One of the major tasks of managers is goal setting, which gives directions for the effective and efficient utilization of human and material resources. On the other hand, being "sensitive to the changing needs of the business environment and act accordingly" is much more difficult to meet considering the unstable political situation in the country which has direct influence on business. The composite mean is 3.58 or "Very true of me". The findings reveal that the manager-respondents are well-grounded on conceptual skills.

Technical Skills

Respondents were equipped with knowledge and abilities in the different areas of operation like accounting, marketing, production and so forth which was rated Moderately true of them. All of the other five skills were rated Very true of them as indicated by the weighted means ranging from 3.50 to 3.84. They can operate the gadgets and equipment that are used by employees; they have working knowledge of the tasks that are done by the employees in preparing the food to be served to customers; they can explain intelligently and demonstrate some techniques in marketing the products of the company; they can detect easily the problems in certain areas of operation and they can give suggestions that are worth trying concerning some areas of operation. It appears that the managers are aware that they may not be as highly competent as the accoun-

tant and marketing and production staff, for example, in handling their respective tasks. The composite mean of 3.64 verbally interpreted as "Very true of me" reveals that the manager-respondents possess the technical competencies in manning their respective fast food business.

Human Skills

It is evident that the respondents like people and they feel that they also like them in return; they can resolve conflicts between and among employees and between management and employees satisfactorily which yielded weighted mean of 3.41 and 3.38 respectively which is verbally described as "Moderately true of them". These findings imply that liking people and feeling that they like the manager in return and resolving conflicts are the human skills which the manager recognizes as not as well developed as the other five indicators of human skills such as getting the best from employees, expressing thoughts and feelings clearly and effectively, understanding others' feelings, making every employee important and letting employees express themselves freely. These five human skills yielded weighted means that are within the qualitative interpretation of "Very true of me". Worthy of note that they make their employees feel that everyone is important to the success of the company which garnered the highest weighted mean of 3.97 which is Very true of them. This high rating given by the manager-respondents to this item reveals that they recognize the important role of each one in the organization where he/she belongs. On the whole, human skills obtained a weighted mean of 3.62 or "Very true of them".

The Managerial Skills and Profile Variables

Five personal characteristics of the manager-respondents were used as variables. These are age, civil status, educational attainment, undergraduate course and length of service. The null hypothesis tested in this study is that there is no significant relationship between the profile variables and each of the three classifications of managerial skills.

Table 1
The Conceptual Skills and Profile Variables

Variables	Chi-Square	Tabular Value	Interpretation
Age	18.8364	12.592	Significant
Civil Status	0.0404	3.841	Not Significant
Educational Attainment	1.622	9.488	Not Significant
Undergraduate course	2.3425	3.841	Not Significant
Length of service	6.4545	15.507	Not Significant

Using the chi-square test of association on the data on conceptual skills given in Table 4.1, the findings show that of the five variables, only age shows significant re-

relationship with conceptual skills, as given by the computed chi-square value (18.8364) against the tabular value (12.592) with 0.05 level of significance. Civil status, educational attainment undergraduate course and length of service do not relate significantly with conceptual skills since their computed chi-square values (0.0404, 4.6222, 2.3425 and 6.454) are lower than the tabular values (3.841, 9.488, 3.841 and 15.507). It appears that the managers' skills in relating with people are affected by age not by the four aforementioned characteristics. Age, therefore, is an important factor to be considered in hiring applicant to the managerial position.

Table 2
The Technical Skills and Profile Variables

Variables	Chi-Square	Tabular Value	Interpretation
Age	5.6494	12.592	Not Significant
Civil Status	0.9902	3.841	Not Significant
Educational Attainment	0.4464	9.488	Not Significant
Undergraduate course	0.7212	3.841	Not Significant
Length of service	4.7973	15.507	Not Significant

Table 2 contains the result of the relationship between technical skills and profile variables. It is evident from the table that computed chi-square values for age (5.6494), civil status (0.9902), educational attainment (0.4464), undergraduate course (0.7212) and length of service (4.7973) are lower than their respective tabular values such as 12.592, 3.841, 9.488, 3.841 and 15.507, indicating no significant relationship between the technical skills possessed by the manager-respondents and their profile variables. The findings imply that the technical skills of the respondents are not dependent on or affected by age, civil status, educational attainment, undergraduate course and length of service. The results seem understandable, since these are skills and it does not matter whether the manager is single or married. What seems not reasonable from the viewpoint of the researcher is the lack of relationship between managers' technical skills and length of service in the food business. Could it mean that most managers do not give much attention to how the cooks operate the oven, how they are able to fry golden brown chicken and the like because they have more important matters to mind, considering how busy they are, as described by Robbins and Coutler.

Table 3
The Human Skills and Profile Variables

Variables	Chi-Square	Tabular Value	Interpretation
Age	7.4583	12.592	Not Significant
Civil Status	0.9241	3.841	Not Significant
Educational Attainment	1.2086	9.488	Not Significant
Undergraduate course	0.4209	3.841	Not Significant
Length of service	15.5071	15.507	Significant

The relationship between human skills and the manager-respondents' profile variables is presented in Table 4.3. An examination of the table reveals that the computed chi-square values for age are 7.4583; for civil status, 0.9241; for educational attainment, 1.2086 and for undergraduate course, 0.4209 against their respective tabular values of 12.592, 3.841, 9.488 and 3.841 which are bigger than their respective computed values, indicating no significant relationship between human skills and profile variables. On the other hand, length of service yielded a computed chi-square value 15.5071 which is equal to the tabular value 15.507, showing significant relationship. The finding implies that the managers' skills in interpersonal relation are influenced by length of service. This result appears reasonable because frequent and long exposure to people leads to the enhancement of human skills. Conversely, fewer opportunities in dealing with people could retard the development of human skills.

To summarize, the results reveal that age is the only variable that relates significantly to conceptual skills, that all the five variables have no significant relationship with technical skills and that only length of service is significantly related to human skills. Therefore, the null hypothesis of no significant relationship between the managerial skills and the profile variables is for the most part sustained.

V. CONCLUSIONS AND RECOMMENDATIONS

Most of the managers of fast food chain in Batangas City are young, single, bachelor's degree holders in business related courses and with few years of experience in the food service industry. The managers of the ten fast food chain of Batangas City possess conceptual, technical and human skills, the three managerial skills needed to carry out the management functions effectively. The null hypothesis of no significant relationship between the managerial skills and profile variables is for the most part not rejected.

The franchisor of the respective fast food chain in Batangas City should conduct refresher courses on Enhancement of conflict resolution skills, strengthening self-esteem and Enhancement of important technical skills. The human resource officer should consider age and length of service in evaluating applicants for managerial position. Similar studies should be conducted in other cities of Batangas to widen generalizability of the findings. Other variables such as place of residence, gender, rate of salary, work-related-seminars/trainings attended, work schedule, personality traits, mental ability and work values of fast food chain managers should be investigated to shed more light on the factors that relate to managerial skills of fast food chain managers.

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