

ABSTRACT

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MANAGEMENT STYLES OF HOTEL AND RESTAURANT MANAGERS IN NAGA CITY.

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in Naga City

This study determined the relationship of the management styles and demographic profile of managers in selected Hotels in Naga City. Specifically, the following problems were answered: 1.) What is the demographic profile of the respondents along: a) age; b) sex; c) level of management; d) highest education qualification; e) number of years as a manager; and f) number of people supervised? 2.) What are the management styles of selected Hotels and Restaurant Managers in Naga City? 3) Is there a significant relationship between the management styles of the selected Hotel and Restaurant Managers to their demographic profile?

The five selected hotels represented the research sample in which there were managers of the hotel in every department serving as the main respondents. Thirty respondents were surveyed using a self-made questionnaire for their demographic profile and management styles and a 4-point scale to determine the level of management styles of selected hotels and restaurant in Naga City.

Results revealed that: 1.) As to age, 12 respondents were from 20-30 years old or 40%, 9 from 31-40 years old or 30%, 7 from 41-50 years old or 23.33% and 2 respondents from 51-60 years old or 6.67%. As to sex, 15 respondents or 50% were males while the 15 respondents or 50% were females. As to the level of management, 25 or 83% of the respondents were from the middle/supervisory level and 5 or 16.67% were from the top management level. As to the educational attainment, 28 or 93.33% earned their college degree, and a minimal 2 or 6.67% were M.A/Ph.D. As to the number of years as a manager, majority at 22 or 73.33 percent were within 5 years and below, and 2 or 6.67% in 16 - 20 years. As to the number of people supervised, 8 or 26.66% were from 9 employees and below, 11 or 36.67% were from 10-20 people, 2 or 6.67% were 21 to 30 people and 9

respondents or 30% from 31 and above. 2.) Of the six management styles, rank 1 was the democratic style where the managers decide for the employees as well as the organization. Its weighted mean of 3.70 was interpreted as Highly Practiced. Rank 2 was the paternalistic style where the managers decide what is best for the employees. Its weighted mean of 3.63 interpreted as Highly Practiced. Rank 3 was the participative style where all employees at all levels are encouraged to contribute ideas. Its weighted mean of 3.50 interpreted as Highly Practiced. The least was autocratic style with a weighted mean of 1.16 interpreted as Not Practiced where managers do not take ideas and suggestions of the subordinates. 3.) As to age, four respondents with the average of 13.33% who were 20-30 years old, four respondents with the average of 13.33% who were 31-40 years old, three respondents with the average of 10% who were 41-50 years old and two respondents with the average of 6.67% who were 51-60 years old were using Democratic Style. Seven respondents with the average of 23.33% were females and five respondents with the average of 16.67% were males that were using the Democratic Style. Eleven respondents with the average of 36.67% belonged to Middle Management and two with the average of 6.67% belonged to Top Management who were using the Democratic Style. Eleven respondents with the average of 36.67% reached college degree and two respondents with the average of 6.67% that reached M.A. were using the Democratic Style. Seven respondents with the average of 23.33% were in 5 and below years as a manager, four with the average of 13.33% were between 6 to 10 years, two respondents with the average of 6.67% were between 16-20 years as a manager that were using the Democratic Style. Three respondents supervised 9 and below people, six respondents supervised 10-20 people, and four (4) respondents supervised 31 and above people were using the Democratic Style.

The study concludes that 1.) The managers of hotels and restaurants in Naga City are predominantly young adults between 20-30 years old, females, and supervise 10-20 people. 2.) Democratic style was most used by majority of the hotel and restaurant managers and the least was the autocratic style of management. 3.) Across the various variables, the educational qualification and the middle management were found to be significantly associated with management styles. Others like age, sex, level of management, educational qualification, number of years as a manager, and number of employees supervised, were not found to be significantly associated with the management styles.

The study recommends that:

- 1.) The Hotel and Restaurant managers must have a continuous training and seminars on management as well as on leadership in order to develop the skills on the following areas : technical competence, human relations and knowledge. This will also enhance their personal development and professional growth which can help build their future career.
- 2.) The Hotel managers must learn how to develop their human relations which is one of the major core areas in the participative management style. On the basis of the findings, most of the respondents are in the younger age level, it is also recommended that the hotel top management must be able to have the succession planning for the younger employees for a continuous and better management style.
- 3.) As for the future researchers, it is recommended that further intensive research study on management style related to leadership for the hotel and restaurant managers be given emphasis for reference purposes.
- 4.) As for the top management in the hotel and restaurant businesses, it is highly recommended that a need of support to all the employees for further and extensive training especially among the hotel and restaurant managers on management skills and competencies.