

## Managers Decision-Making Styles Among Fine Dining Restaurants in Mandaluyong City

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**Abstract:** This study aimed to determine the decision-making styles of managers in fine dining restaurants in Mandaluyong City through a descriptive research method, utilizing self-administered questionnaires and a quantitative approach. The findings revealed that respondents “strongly agree” that their managers primarily employ conceptual and analytical decision-making styles. Meanwhile, they “agree” that directive and behavioral styles are also applied. This indicates that managers utilize a mix of decision-making styles, with the conceptual style being the most prominent. Further analysis showed no statistically significant differences in respondents’ perceptions of managerial decision-making styles when grouped by gender, age, civil status, or years of experience. However, significant differences were observed in their perceptions of analytical and behavioral styles when grouped according to respondents’ highest educational attainment, suggesting that individual educational backgrounds influence these perceptions. These findings underscore the diversity and adaptability of decision-making styles employed by managers in fine dining restaurants and highlight the nuanced ways in which respondents’ educational attainment shapes their views. To gain a more comprehensive understanding of managerial decision-making in this context, the researchers recommend a follow-up study involving managers themselves as respondents. Such an approach would provide firsthand insights into the decision-making processes employed by managers, potentially enhancing the understanding of how these approaches contribute to operational success within the fine dining industry. This study ultimately emphasizes the importance of diverse managerial decision-making styles and the role of educational attainment in shaping perceptions, paving the way for further exploration of this dynamic in the restaurant sector.

**Key Words:** managers; decision-making, decision-making styles; perception; fine dining restaurants

## 1. INTRODUCTION

Decision-making is one of the most essential tasks of management. The decisions made can significantly impact the effectiveness of management and its overall success or failure. The growth and future of a company depend on how well its leaders can make smart and effective decisions (Maw, 2020).

The restaurant industry is an ever-changing field that requires effective decision-making to ensure success and profitability. According to the Fine Dining Restaurants Market report (2022), as the market becomes competitive worldwide and the demand for service is high, the global fine dining restaurant industry will experience continuous growth. It implies that the fine dining industry has to cope with the rapidly growing and changing market. They need to make thorough decisions and strengthen their management. Decision-making is crucial for every organization to meet and exceed the global competition (Asikhia et al., 2021).

Managers make strategic decisions that impact various aspects of their establishments, such as developing menus, providing excellent customer service, managing employees, and planning finances. According to Abood and Thabet (2017), managers play a crucial role in structuring decision-making processes, determining the extent of employee input, and selecting the most effective strategies for making those decisions.

In the Philippine context, there are few or no studies about the decision-making style of managers in the fine dining restaurant industry, specifically in Mandaluyong City. The majority of studies focus on different fields or industries. This study aimed to investigate the decision-making styles among managers in fine dining restaurants in Mandaluyong City as perceived by waiters and waitresses. Specifically, it aimed to determine the decision-making styles in terms of directive, analytical, conceptual, and behavioral.

## 2. METHODOLOGY

This study used the descriptive method in order to attain its objectives. The population of this study includes 259 waiters and waitresses among fine

dining restaurants in Mandaluyong City. Convenience sampling was used as the total population was not clearly obtained due to numerous fine dining establishments in Mandaluyong City.

In gathering information and data, the self-administered survey questionnaire instrument was used in this study. The survey questionnaire was divided into two parts. The first part included the demographics of the respondents, such as gender, age, civil status, highest educational attainment, and years of experience. The second part consisted of close-ended questions concerning the respondents' perception of their managers' decision-making style. Statistical analyses were also conducted including frequency, percentage, weighted mean, Mann-Whitney U, and Kruskal-Wallis.

### 1. Frequency and Percentage

This method is used in determining the profile of the respondents in terms of their demographic variables (gender, age, civil status, highest educational attainment, and years of experience).

$$\% = f/N \times 100 \quad (\text{Eq. 1})$$

where:

$\%$  = percentage

$f$  = frequency

$n$  = total number of respondents

### 2. Weighted Mean

The weighted mean equation is a statistical method that calculates the average by multiplying the weights with their respective mean and taking its sum.

$$\bar{x} = \sum fx / n \quad (\text{Eq. 2})$$

where:

$\bar{x}$  = weighted mean

$\sum fx$  = the sum of the all the products

$n$  = total number of respondents

### 3. Mann-Whitney U

The Mann-Whitney U test is a non-parametric statistical method used to compare differences between two independent groups when the sampling distributions are not normal.

4. Kruskal-Wallis

The Kruskal-Wallis is used to determine the differences between three or more independent groups. It is used particularly when the data do not meet the assumption of normality. This test is an extension of Mann-Whitney U non-parametric test.

### 3. RESULTS AND DISCUSSION

#### 3.1 Demographic Profile of Respondents

Table 1. Demographic Profile of Respondents

Variable	Category	Frequency	Percent (%)
Gender	Male	99	38%
	Female	132	51%
	LGBTQ+	28	11%
Age	20 and below	18	7%
	21 to 25	122	47%
	26 to 30	88	34%
	31 and above	31	12%
Civil Status	Married or Widowed	35	14%
	Single	224	86%
Highest Educational Attainment	Bachelor's Degree	132	51%
	High School Level	61	24%
	Vocational or Special Courses	66	25%
Years of Experience	One year and below	115	44%
	2 to 3 years	68	26%
	4 to 5 years	43	17%
	5 years or more	33	13%

As shown in Table 1, the majority of respondents were female, aged 21 to 25 years old, single, held a bachelor's degree, and had one year or less of work experience. These findings provide a clear overview of the respondents' demographic profile. The data gathered will serve as a guide in ensuring that the study's conclusions and recommendations are aligned with the needs of the target population, thereby enhancing the relevance and impact of the research.

#### 3.2 Decision-Making Style of Manager Among Fine Dining Restaurants Assessment Result

The respondents' assessment on the Decision-Making Style of the Manager Among Fine Dining Restaurants in terms of Directive, managers "prefer clear and specific information when making a decision" garnered the highest weighted mean of 4.40 with a verbal interpretation of Strongly Agree, while managers "prioritize the task over the opinions or emotions of others" had the lowest weighted mean of 4.08 with a verbal interpretation of agree. In terms of the Analytical, managers "prefers to have clear guidelines and procedures before implementing a decision" received the highest weighted mean of 4.36 with a verbal interpretation of Strongly Agree, while managers "relying on evidence and data gathered when making decisions" received the lowest weighted mean of 4.12 with a verbal interpretation of Agree. For the Conceptual, managers "makes decisions that align with the organization's overall vision" acquired the highest weighted mean of 4.41 with a verbal interpretation of Strongly Agree, while managers "can handle situations with unclear or incomplete information without feeling overwhelmed" acquired the lowest weighted mean of 4.10 with a verbal interpretation of Agree. In terms of Behavioral, respondents strongly agreed to managers "values open communication and collaboration in the decision-making process" and are "adaptable and willing to adjust decisions based on changing circumstances or new information" with the highest weighted mean of 4.34, while respondents only agreed to managers "focus on relationships more than tasks" with the lowest weighted mean of 3.78. The overall respondents' assessment on the Decision-Making Style of the Manager Among Fine Dining Restaurants revealed that the decision-making style with the highest grand mean of 4.26 was the conceptual decision-making style, followed by the analytical decision-making style with a grand mean of 4.23. The second to the lowest included directive decision-making styles, with a grand mean of 4.19. On the other hand, behavioral decision-making style had the lowest grand mean of 4.18.



### *3.3 Significant difference between the respondents' assessment on the decision-making style among fine dining restaurants when grouped according to their profile*

#### *Result*

#### *3.3.1 Gender*

Table 2 illustrates that directive attained a p-value of .085, analytical with p-value of .914, conceptual with p-value of .736, and behavioral with a p-value of .602. Directive, analytical, conceptual, and behavioral p-values were above the level of significance of .05, therefore, the null hypothesis were failed to reject. Since the null hypothesis was accepted there was no significant difference between the gender of the respondents and their perception of their manager's decision-making style.

Based on the data presented in the table, it can be concluded that the perception of waiters and waitresses towards their managers' decision-making style, considering directive, analytical, conceptual, and behavioral aspects, remained the same regardless of their gender, be it female, male, or LGBTQ. Therefore, it can be concluded that gender differences do not affect the perception of decision-making styles of their manager.

Table 2. Kruskal-Wallis: Difference Between the Respondents' Assessment on the Decision-making Style Among Fine Dining Restaurants According to Gender

<b>Decision-making Style Among Fine Dining Restaurants</b>	<b>p-value</b>	<b>Decision</b>	<b>Remarks</b>
Directive	.085	Failed to reject ho	Insignificant
Analytical	.914	Failed to reject ho	Insignificant
Conceptual	.736	Failed to reject ho	Insignificant
Behavioral	.602	Failed to reject ho	Insignificant

Legend: If p-value is less than 0.05 the null hypothesis is rejected. Otherwise, failed to reject.

Budur and Demir (2019) found that an

employee's gender makes no difference in evaluating the leaders' three virtues (morale, knowledge, and attitude). The reason for this could be that all genders evaluate leadership virtues similarly. Moreover, Ismail et al. (2023) concluded that the gender of employees does not affect their awareness of the organizational decision-making process.

#### *3.3.2 Age*

Table 3 shows that the "Directive" received a p-value=.662 and the "Conceptual" attained p-value=.649 and "Analytical" with p-value=.615 and the "Behavioral" got p-value=.393. The assessed remarks were insignificant since the p-value was greater than the assumed level of significance of .05, the null hypothesis was failed to reject. This means that there was no significant difference in the respondents' assessment on their manager's decision-making style and their age.

Findings suggest that the perception of waiters and waitresses toward their managers' decision-making style remains consistent across age groups. Regardless of their age, employees perceive their managers similarly in terms of directive, analytical, conceptual, and behavioral aspects. Therefore, age does not appear to impact employees' perceptions of their managers.

Table 3. Kruskal-Wallis: Difference Between the Respondents' Assessment on the Decision-making Style Among Fine Dining Restaurants According to Age

<b>Decision-making Style Among Fine Dining Restaurants</b>	<b>p-value</b>	<b>Decision</b>	<b>Remarks</b>
Directive	.662	Failed to reject ho	Insignificant
Analytical	.615	Failed to reject ho	Insignificant
Conceptual	.649	Failed to reject ho	Insignificant
Behavioral	.393	Failed to reject ho	Insignificant

Legend: If p-value is less than 0.05 the null hypothesis is rejected. Otherwise, failed to reject.

This finding aligns with the study of Iqbal,

Akhtar, and Saleem (2020), which found no significant demographic difference in academic managers' decision-making style based on age.

### 3.3.3 Civil Status

Table 4 illustrates the statistical analysis of different decision-making styles based on the civil status of respondents. The p-values associated with each style were as follows: "Behavioral" (p-value = .979), "Directive" (p-value = .812), and "Analytical" (p-value = .763). Notably, the p-value for "Conceptual" was .538.

Given that the assumed level of significance was .05, the assessed remarks were deemed insignificant. Consequently, the null hypothesis indicating no significant difference between civil status and the perception of managers' decision-making style was not rejected. In other words, whether respondents were single, married, or widowed, it did not impact their perception of their managers' decision-making style.

Table 4. Mann-Whitney U: Difference Between the Respondents' Assessment on the Decision-making Style Among Fine Dining Restaurants According to Civil Status

Decision-making Style Among Fine Dining Restaurants	p-value	Decision	Remarks
Directive	.812	Failed to reject ho	Insignificant
Analytical	.763	Failed to reject ho	Insignificant
Conceptual	.538	Failed to reject ho	Insignificant
Behavioral	.979	Failed to reject ho	Insignificant

Legend: If p-value is less than 0.05 the null hypothesis is rejected. Otherwise, failed to reject.

This was supported in Al-Yami, Galdas, and Watson (2018) which concluded that marital status does not influence an individual's perception of a manager's leadership style.

### 3.3.4 Educational Attainment

Table 5. Kruskal-Wallis: Difference Between the Respondents' Assessment on the Decision-making Style Among Fine Dining Restaurants According to Educational Attainment

Decision-making Style Among Fine Dining Restaurants	p-value	Decision	Remarks
Directive	.052	Failed to reject ho	Insignificant
Analytical	.041	Reject ho	Significant
Conceptual	.061	Failed to reject ho	Insignificant
Behavioral	.027	Reject ho	Significant

Legend: If p-value is less than 0.05 the null hypothesis is rejected. Otherwise, failed to reject.

In summary, the findings indicate that the perception of waiters and waitresses towards their managers' decision-making style, considering directive, and conceptual aspects, remained the same regardless of their educational attainment. However, there were significant differences in perceptions regarding analytical and behavioral aspects. This implies that highest educational attainment influences the waiter and waitresses' perception of their managers' decision-making styles. This is likely due to the varying expectations and experiences shaped by their educational background, which may have influenced their understanding of decision-making styles.

Budur and Demir (2019) revealed that education level significantly impacts perceptions of leadership. The findings indicated that individuals with higher education levels tend to view a leader's virtues more favorably compared to those with lower education levels. This could be attributed to the increased tolerance of leaders among more educated employees, leading to more positive evaluations compared to those by less educated employees.

### 3.3.5 Years of Experience

Table 6 displays that "Conceptual" acquired a p-value = .992 and the "Behavioral" attained p-value = .937 and "Analytical" with p-value = .864 and the last is "Directive" garnered p-value = .538.



The assessed remarks were insignificant since the p-value was greater than the assumed level of significance of .05, the null hypothesis was failed to reject. In other words, there is no statistically significant difference in how respondents assess their managers' decision-making style based on their years of experience. Therefore, it can be interpreted that the perception of waiters and waitresses toward their managers' decision-making style remains consistent, regardless of their level of experience.

Table 6. Kruskal-Wallis: Difference Between the Respondents' Assessment on the Decision-making Style Among Fine Dining Restaurants According to Years of Experience

Decision-making Style Among Fine Dining Restaurants	p-value	Decision	Remarks
Directive	.683	Failed to reject ho	Insignificant
Analytical	.864	Failed to reject ho	Insignificant
Conceptual	.992	Failed to reject ho	Insignificant
Behavioral	.937	Failed to reject ho	Insignificant

Legend: If p-value is less than 0.05 the null hypothesis is rejected. Otherwise, failed to reject.

This finding is consistent with the research of Ismail et al. (2023) which indicates that employees' job experience does not have a significant effect on their awareness of organizational decision-making processes.

#### 4. CONCLUSIONS

The fine dining industry continues to grow and become more competitive. Managers have to keep up with changing trends and customer demands. To adapt, it is essential to utilize creative thinking, engage in long-term planning, and implement flexible strategies. This explains why the conceptual decision-making style is the most commonly used—it allows managers to stay innovative and make decisions that help the

restaurant succeed in a fast-changing environment.

The study also revealed that the gender, age, civil status, and years of experience of waiters and waitresses do not affect their perception of their managers' decision-making style. In contrast, their level of education influences how they perceive their managers' decision-making style. The reason for this could be that education promotes the development of critical and analytical thinking skills, which enable individuals to analyze and comprehend the reasons behind the decisions that were made.

Future researchers may conduct a further study about the impact of different decision-making styles on employee satisfaction and productivity in fine-dining restaurants, the relationship between decision-making style, restaurant performance metrics, such as customer satisfaction and revenue growth, and how external factors, such as economic conditions or industry trends, influence decision-making styles and outcomes in fine dining restaurants.

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