

## ABSTRACT

**Name of Institution:** De La Salle University – Dasmariñas

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**Title:** The Leadership Styles and Job Performance of Selected Restaurant Head Chefs

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### Objectives of the Study:

#### A. General:

1. To know the leadership style and job performance of selected restaurant head chefs

#### B. Specific:

1. What is the leadership style of the respondents?

2. What is the level of job performance of the respondents?
3. Is there any relationship between a specific leadership style and the level of job performance of the respondents?

### **Scope and Limitation**

This research focused on the leadership styles and job performance of head chefs in Filipino restaurants serving Filipino cuisines. Leadership styles in this study are categorized as the autocratic-aggressive, autocratic-submissive, democratic-cooperative and laissez-faire measured through the Leadership Ability Evaluation. Only Filipino chefs serving Filipino cuisines in a Filipino restaurant were considered. The job performance, on the other hand, is about the assumed and expected set of behaviors of these respondents to carry out in a standard period of time. This is rated by the chefs' managers through the Chefs' Job Performance Evaluation Survey.

The data on leadership styles and job performance were gathered from four head chefs of different Filipino restaurants.

## **Methodology**

### **Research Procedure**

The researchers had a preliminary interview with chefs to know the latest trends in culinary arts as well as inquire on the interesting topics that could be studied about chefs. Then they gathered information from culinary resources such as magazines, books and internet sources in order to find restaurants that specialize and promote Filipino cuisine. The researchers asked the executive office or the main restaurant through phone calls to get the name of their chef and manager and inquired for the possibility of the group to conduct a study regarding their chefs. After that, the researchers sent letters to these chefs and managers personally to ask the permission whether they were willing to be part of the study. After the confirmation of four restaurants, the researchers set schedules through phone calls and personal appearance with the manager and the head chef of each branch regarding the interview and the test administration needed in the study.

The manager rated the job performance level of the head chef in their branch through the Chef's Performance Evaluation

Survey or the adapted version of Philippine National Police Performance Evaluation Survey. On the other hand, the administration of the Leadership Ability Evaluation of the head chefs to measure their leadership styles was done through face-to-face meetings. The head chefs had the option to take the test or the interview first.

During the interview, test administration and occasional visits in the restaurant, the researchers had time to observe the chef's leadership style and job performance.

### **Research Instrumentation**

There were three methods used to gather data in this study. First, the researchers used two tests: one for measuring the leadership style and another for measuring the job performance of the respondents. The researchers used The Leadership Ability Evaluation (LAE), a standardized test developed by Russel N. Cassel, Ed. D. and Edward J. Stancik, M.A. (1961). It has 50 items to assess an individual's decision making patterns as influenced by the behavior of other people. Each item contains four multiple-choice answers representing four decision patterns of leadership styles. These decision modes were described

initially by Lewin and used extensively by Flanagan (1952). The four modes are laissez faire, democratic-cooperative, autocratic-submissive and autocratic-aggressive (Calaria, Mapandi & Cruz, 2000). For the job performance, the researchers adapted a researcher-made test by Baria (1999), which is the Philippine National Police Performance Evaluation Survey, a 15-item evaluation system with 15 facets based on the Memorandum Circular 92-012 as required by RA 6975, to measure the respondents' performance in their present work setting. This test was revised, referred to as Chef's Job Performance Evaluation Survey. It was validated by two chefs and one psychometrician.

Second, an interview with the chefs was conducted with the use of a self-made interview guide (*See appendix B*). The interview was divided into two topics namely: leadership styles and job performance. Questions on leadership styles aimed to know the style used by the chefs in managing the kitchen. The questions asked indicate whether they were using autocratic-aggressive, autocratic-submissive, democratic-cooperative and laissez-faire leadership style. The questions were based on the definition of the said leadership styles. Questions on job performance on the other hand, aimed to know the performance

of the respondents regarding their duties at work. The interview questions were based on the facets of the Philippine National Police Performance Evaluation Survey.

Finally, observations were done during interviews and occasional visits to the restaurants to support and validate the leadership style and job performance of the respondents based on the result of the tests and interviews.

### **Findings**

This study reveals that the respondents possess different leadership styles however, most of them were found to be autocratic in leading the kitchen and staff. One of them was described to be a laissez-faire leader based on the LAE, which did not match the results of the interview and observation conducted by the researchers. All of the respondents were rated high in their job performance, particularly exceeds standards and outstanding. The result of this study shows that a specific leadership style of the respondent does not correspond to their level of job performance.

## **Conclusions**

Based on the study, the following conclusions were drawn:

1. The respondents possess characteristics of an autocratic leader because their responsibility is to take charge of all operations, supervision and development inside the restaurant's kitchen.
2. The respondents exhibit a high level of job performance as rated by their managers in terms of knowledge of work. It also revealed that their performance exceeds the standards in terms of quality of work.
3. The level of job performance of the respondents does not depend on a specific leadership style they possess. As long as the chef effectively influences the kitchen staffs towards its goal, the job performance can be outstanding.

## **Recommendations**

The following are recommended by the researchers:

1. To take into consideration the demographic profile of chefs and know how it could affect their leadership styles and job performance.
2. To get more respondents so that more data will be gathered, and the results will be further verified.
3. To use various tests in measuring the leadership style and job performance, to at least have a comparison of the results.

4. To let the subordinates rate the job performance of the chef instead of the manager/supervisor.
5. To choose the subordinates as the respondents and the chefs as the rater of their job performance to oversee the difficulties happening inside the kitchen.
6. To provide a training program or seminar for the chefs to improve their leadership qualities in the kitchen and maintain high level of job performance.
7. To have a wellness program for the chefs to cope effectively with the physical as well as mental stresses they encounter in their works.

