Managerial Skills of Supervisors in Dealing with Human Needs

Ma. Faye M. Fajardo

Abstract— This study was conducted to find out the managerial skills of supervisors as perceived by the employees in fast food establishments in Iligan City. Specifically, I looked into the common problems of the fast food employees in the workplace; their views towards the managerial skills of their supervisors in terms of conceptual, human and technical skills and the significant relationship between the profile of the respondents and their perceptions towards the managerial skills of their supervisors.

A sample of fifty (50) fast food employees of the three top fast food chains in the city were chosen as respondents using the purposive sampling method. The researcher- made questionnaire was used to gather the data. The percentage, weighted mean and the correlation coefficient were the statistical tools used to analyze the results.

The findings showed that most of the fast food employees are male ages 17-21 years old, college level, service crew and employed for less than two years with a salary of Php8, 000 and below. The top five common problems they faced in their workplace were: (1) Inadequate salary or low pay; (2) Unhealthy relationship with superiors/ supervisors; (3) Incompetent supervisors; (4) unclear policies, rules and standards of the company; (5)inadequate job security. However, the employees had positive perceptions on the management skills of their supervisors.

In conclusion, the employees have good views regarding the managerial skills of their supervisors even if sometimes they do not have good relationship with them and they find them less competent in their position. Moreover, the employees continue to work despite the problems they encounter while in the workplace because they need a job.

Keywords— Fast Food Employees, Human Needs, Managerial Skills Of Supervisors

I. INTRODUCTION

IN managerial skills, many factors need to be considered like the attitudes and educational qualifications of the employees, ecological system, and the type of work. In other words, managerial styles will always vary depending on the human needs based from Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in Psychological Review (https://en.wikipedia.org/wiki/Maslow's_hierarchy_of_needs). That is why, human needs particularly for the employees, must be given importance in human resource management which will be the basis of managing the

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employees. Hence, this study aimed to analyze the managerial skills of supervisors for the fast food employees in Iligan City, Philippines.

II. LITERATURE REVIEW

The crucial behavioral, managerial and emotional competency areas as well as the leadership styles contributing most to project success have been detected. The managerial implications derived justify the need for practitioners to be trained in specific categories of competencies.[1]

Moreover, qualitative evidence was found for managerial style preferences in accordance with cognitive styles, leading to various ways of decision making, conflict handling, and giving feedback. Research limitations/implications – future research should explore how these results can be linked to contextual elements and to managerial performance.[2]

In addition, Kirton has proposed that creative styles form a continuum from the most adaptive (implying a preference for solving problems through incremental improvement with the system) to the most innovative (preference for restructuring the system in order to solve the problem). This dimension of creative style has traditionally been measured by the Kirton adaption-innovation inventory (KAI), a 32-item measure that contains three factors: sufficiency vs. proliferation of originality, efficiency and rule-conformity.[3]

Furthermore, Variations in leadership styles are due to cultural influences because people have different beliefs and assumptions about characteristics that are deemed effective for leadership. Therefore, it is fundamental to know what leadership skills and knowledge are valued most by managers on a global level. This information is critical as it offers insight into developing competencies in different workplaces, especially as organizations expand their geographical boundaries into international markets.[4]

In addition, findings of a certain study, indicate that, not surprisingly, the importance of IS managerial activities varies significantly for different levels of management but does not vary significantly for different industries. The results of this study have implications for

management development, training, and IS management career planning. They can also serve as a guideline for recruiting the right IS managers.[5]

In like manner, in the results of the study conducted by Dasgupta and Suar, revealed that assertive style of communication lends maximum support to employees. Perceived supervisory support at the workplace enhances employees' satisfaction with communication of supervisors and organization-based self-esteem. Satisfaction with communication fosters a strong emotional bond with organizations and the emotional bond with organizations reduces employees' absenteeism. Originality/value – The paper shows that employees' z-based self-esteem increases their job performance. Organizations can conduct training programs to develop an assertive communication style in their managers/supervisors to increase the support to subordinates; thereby its positive consequences will follow in increasing employees' performance and commitment and reducing absenteeism.[6]

Moreover, Armstrong and Mahmud, also found support for the belief that learners with a strong preference for all four different abilities defined in Kolb's learning theory may be critical for effective experiential learning.[7] Role of brain lateralization research; Research on management decision styles; Measures of decision style and their expected relationship to cerebral dominance.[8] Using "plurality" and "synergy" as response dimensions, we offer a classification scheme identifying four major types of managerial responses: compartmentalization, deletion, integration, and aggregation. We also suggest several key conditions that may affect the use and appropriateness of these identity management responses and develop a series of propositions for research.[9] Specific differences in CVs exist in the areas of human nature, time, family relationships, the relationship between man and nature and the supernatural, and activity. Managerial practices in companies in Hong Kong that are run by both local Chinese and Western management are compared with American and Japanese MSs. It is concluded that the MS is a function of level of industrialization, but is tempered by cultural characteristics.[10]

In analyzing the literature review articles using thematic analysis, I have found out that managerial skills need to consider individual differences of the employees because of culture diversity. It implies that to have effective managerial skills, philosophical, psychological, sociological and anthropological theories and principles must be the guide in managing the employees in relation to their human needs.

III. METHODS

A sample of fifty (50) fast food employees of the three top fast food chains in the city were chosen as respondents using the purposive sampling method. The researcher- made questionnaire was used to gather the data. The percentage, weighted mean and the correlation coefficient were the statistical tools used to analyze the results.

IV. FINDINGS AND DISCUSSION

The findings showed that most of the fast food employees are male ages 17-21 years old, college level, service crew and employed for less than two years with a salary of Php8, 000 and below. The top five common problems they faced in their workplace were: (1) Inadequate salary or low pay; (2) Unhealthy relationship with superiors/ supervisors; (3) Incompetent supervisors; (4) unclear policies, rules and standards of the company; (5)inadequate job security. However, the employees had positive perceptions on the management skills of their supervisors.

V.CONCLUSION

Based from the findings of this study, I have found out that the employees have good views regarding the managerial skills of their supervisors even if sometimes they do not have good relationship with them and they find them less competent in their position. Moreover, the employees continue to work despite the problems they encounter while in the workplace because they need a job.

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