

## **Management skills in restaurants: the case of Sincelejo-Sucre-Colombia**

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### **Abstract**

*Objective: This article aims to describe the managerial competencies assumed by micro-entrepreneurs in the restaurant sector in the city of Sincelejo - Sucre. Method: A sample of 41 restaurants in the city was taken to achieve the proposed purpose, using quantitative methodology, the descriptive study method with a correlational analysis. Results: the majority of managers always (90.24%) possess the Ability to work, while only 9.78% sometimes, followed by 87.24% always have empathy, while only 12.20% sometimes, 100% of employees feel committed to their organization, on the other hand 85, 37% of them encourage motivation and only 14,63% of them sometimes, 68,29% of them are resilient, while only 31,71% of them sometimes, finally regarding communication skills and listening, most of the managers (85,37%) always achieve this while 14,63% of them sometimes. Conclusions: Most of the restaurant managers possess the skills of working ability, communication skills and listening, empathy, commitment, resilience and motivation when running their businesses, however, they should improve in some aspects.*

**Keywords:** Managers, Managerial Skills, Microenterprises, Restaurants.

### **1. INTRODUCTION**

Running a company does not only require knowledge, but the entrepreneur must also demonstrate competencies and skills. Nowadays, where there is a marked competitive business context, one cannot afford to just organize and lead an organization, it is necessary to demonstrate that one has managerial skills similar to any leader in which they can make a difference against the competition. (Lorenzana, 2020).

Castro & Marchant (2005) state that managers must have the knowledge, skills and values to provide their employees with an optimal environment that motivates commitment and willingness in different areas, individually or in groups, in order to achieve results. The sustainability of a company depends to a large extent on the management skills of the person who runs it, since it is he who, by making decisions about objectives, actions and optimization of resources, allows the satisfaction of the daily work of his collaborators and the achievement of the organizational objectives.

Whetten & Cameron (2011) define management skills as the necessary skills, techniques, tools or attributes that people or collaborators of an organization possess to manage different environmental issues within organizations.

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Management skills include: Ability to work, communication skills and listening skills, empathy, commitment, resilience and motivation.

a) Capacity for work and organization: To achieve this, it is necessary to transmit to employees, firstly, business values in which each worker feels identified with the work they carry out, secondly, communication channels must be established so that employees can know how or who to contact in any situation and, lastly, productivity tools must be promoted to facilitate production within the company (Lorenzana, 2020).

b) Communication skills and listening skills: A leading entrepreneur must have communication skills to be eloquent and to make himself understood, as this would differentiate him from other managers, but the most fundamental thing is that in addition to knowing how to speak, he must know how to listen to the needs of his workers. It is important that the entrepreneur pays attention to what is happening in his organization, he must also be concise and have control of non-verbal language, as this is essential to improve communication skills (Sisternas, 2019).

c) Empathy: An entrepreneur must have the ability to put himself in the other person's shoes, as this will enable him to understand the different situations that may arise and then develop good communication and thus adjust his discourse according to the person with whom he is having a conversation without hurting sensitivities and motivating him when necessary (Lorenzana, 2020).

d) Be committed: In this case, the entrepreneur must be committed to his work team, since it would guarantee that they are committed to obtaining the best results for the organization, he must also be committed to the company since he must not abandon for any reason his suppliers or customers to whom he must always offer the best products and services, and of course, he must be committed to himself to continue improving the experience offered within his company (Cuarín, 2018).

e) Resilience: This is the capacity that an entrepreneur must have to bounce back in the face of moments that may be adverse to his company and recover quickly from them. In other words, falling down and getting up, but applied to the managerial sphere (Palanca, 2020).

f) Fostering motivation: A business leader must be able to motivate his employees as this would guarantee an increase in performance and of course in productivity. An entrepreneur who does not understand the importance of work motivation as a fundamental element within the company will never be a good leader (Sánchez, 2013).

The efficient and effective performance of a restaurant begins with the ability of its managers to organize, direct, communicate and motivate their staff to achieve their objectives, so the research aims to describe the managerial competencies assumed by micro-entrepreneurs in the restaurant sector in the city of Sincelejo. This study was carried out in the city of Sincelejo, capital of the department of Sucre, taking as a reference 41 managers or leaders of the restaurant sector in the city in the year 2022.

## 2. METHODOLOGY

The study used the population of restaurants in the city of Sincelejo (Sucre-Colombia), taking as a sample 41 of them, taking into account the commercial register reported in the database of the Chamber of Commerce of Sincelejo, in order to describe the managerial skills of the managers of these restaurants.

In this sense, Chávez (2007) points out that descriptive research is based on collecting information related to the reality of individuals, objects, environments and phenomena as they are presented at the time of collecting the information.

As for correlational research, according to Chávez (2007), its purpose is to establish the level of correspondence that exists between variables, seeking to interpret when the alterations of one influence or depend on the other. Similarly, Hernández (2006), argues that this type of study seeks to measure the variables to determine whether they are related in the same subjects, and then analyze their correlation, in terms of the correlation coefficient analysis, the Rho Spearman coefficient is used because they are ordinal or interval scale variables (Camacho, 2008; Barrera, 2014).

### 3. RESULTS

For the analysis of the results of the data collection instrument, we used the scales technique (rating scale) for each of the indicators, dimensions and variables in our database.

After the transformation of the data, we proceeded to perform the correlation analysis for non-parametric Rho Spearman tests for the management skills indicators, taking into account that according to Barrera (2014), the ranges of values and the interpretation of the results of the relationship coefficient between study variables are:

- If the values are close to +1.0 they indicate that there is a strong positive association between the variables.
- If the values are close to -1.0 they indicate that there is a strong negative association.
- If it is 0.0 it means that there is no relationship between the study variables.

Likewise, taking into account that managerial skills are composed of: the managers' capacity for work and organization, communication and listening skills, empathy, resilience, motivation and commitment to the organization, three indicators were measured in each of them, and after that a correlational analysis was carried out between them in order to describe the managerial skills of the managers of the restaurants in the city of Sincelejo. Table 1 shows the rating scale of the Management Skills dimension found in the sample evaluated.

Table 1. Management Skills Dimension

Management Skills	
Minimum Values	18
Maximum Values	90
Difference	72
Amplitude	24
Categories	Interval
Never	18 - 42
Sometimes	43 - 66
Always	67 - 90

Figure 1 shows that 100% of the managers in the restaurant sector in the city of Sincelejo always have managerial skills when it comes to making decisions in their companies; it can be said that they do have skills when it comes to managing their companies.

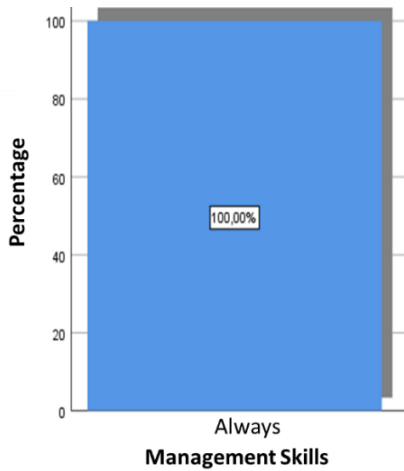


Figure 1. Managerial Skills Dimension of managers

From the work and organizational capacity indicators shown in Figure 2, it can be observed that 52.7% of the managers sometimes have clear communication channels, 25.1% almost always and only 22.3% always, likewise in terms of commitment to achieving the management mission 55.5% of them always achieve it and only 44.5% almost always, lastly, in terms of achieving business values 51.7% of them do not achieve them, 12.9% of them sometimes, the following 18.5% almost always and only 16.9% always.

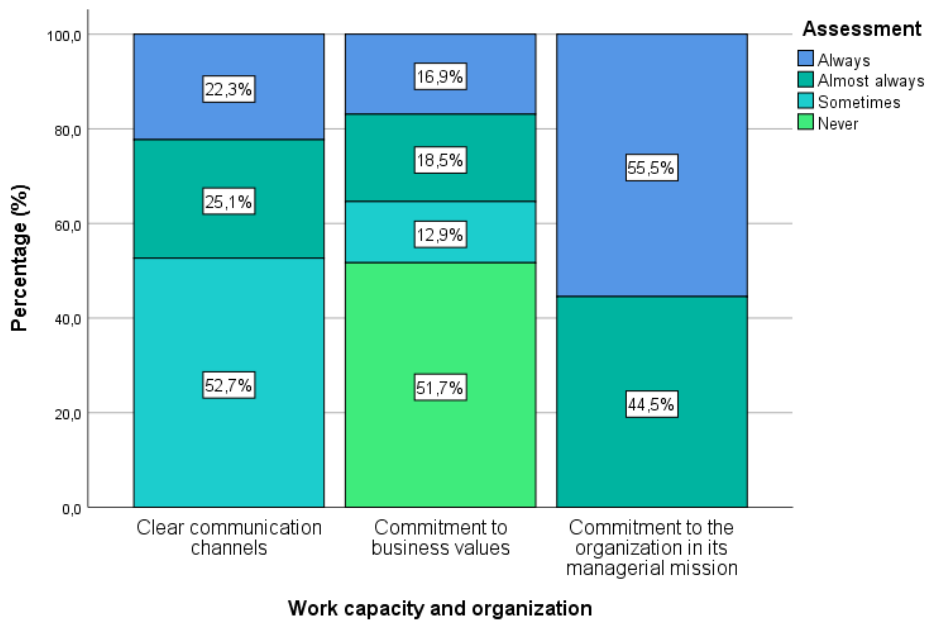


Figure 2. Indicators of Managers' Work and Organizational Capability

The indicators of communication skills and listening skills, observed in Figure 3, show that 40.2% of managers always or almost always have eloquent communication and only 19. On the other hand, 47.8% of them manage non-verbal control, while 35.9% of them almost always and only 16.3% always. Finally, in terms of listening to the needs of their employees, 57% always care about what their work force needs, 20.9% of them almost always and only 22.1% sometimes.

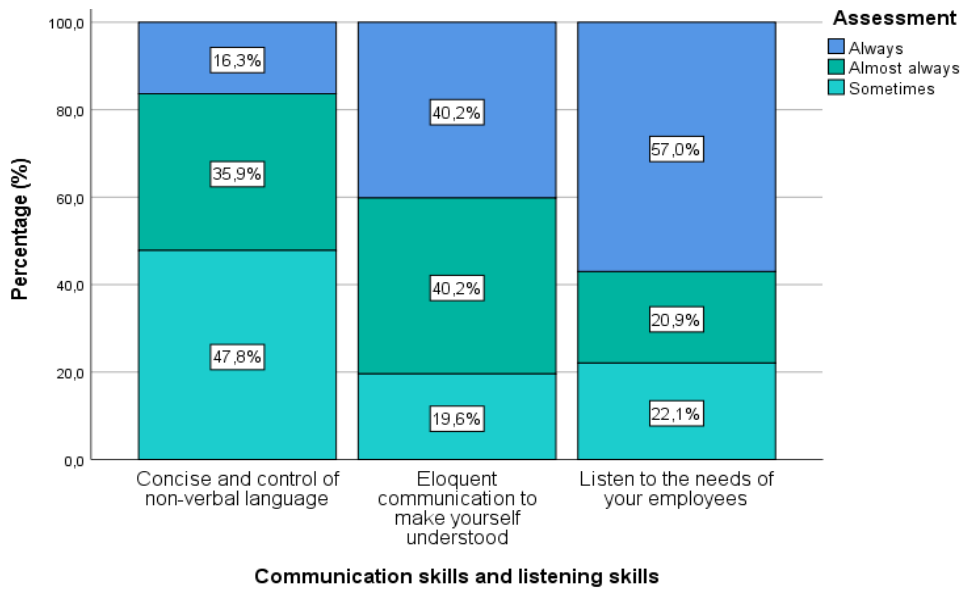


Figure 3. Indicators of Communication Skills and Listening Skills of Managers

Regarding managers' empathy, figure 4 shows that 48% of managers do not adjust their discourse to their employees, and only 13.6% always do, 50% of them almost never put themselves in their employees' shoes, and the rest do, finally, 39.8% motivate them to continue generating ideas and achieving objectives, 24.8% almost always and 35.4% sometimes.

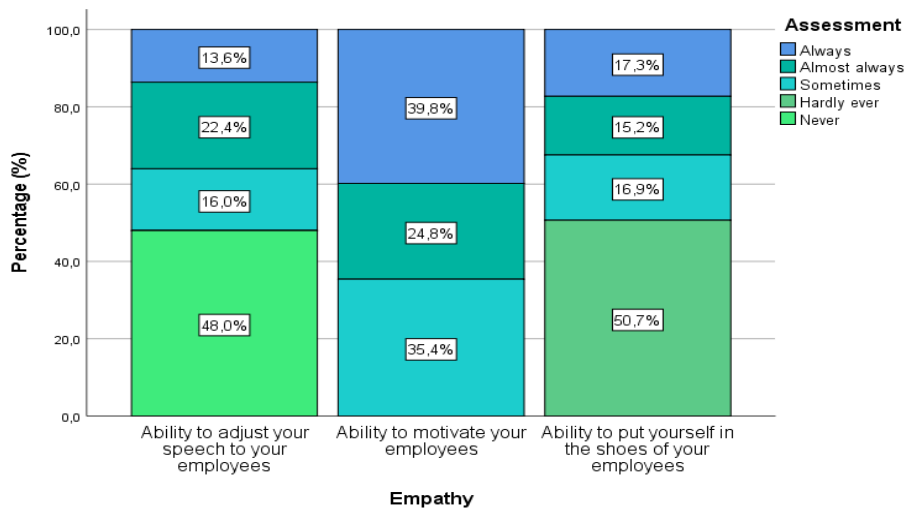


Figure 4. Empathy indicators of managers

For the case of commitment, 65.6% of the managers show sometimes commitment to the organization, while 22.5% take an always committed attitude, although some of them show almost always (11.95%) commitment. In general, managers are committed to their work and try to improve their experience.

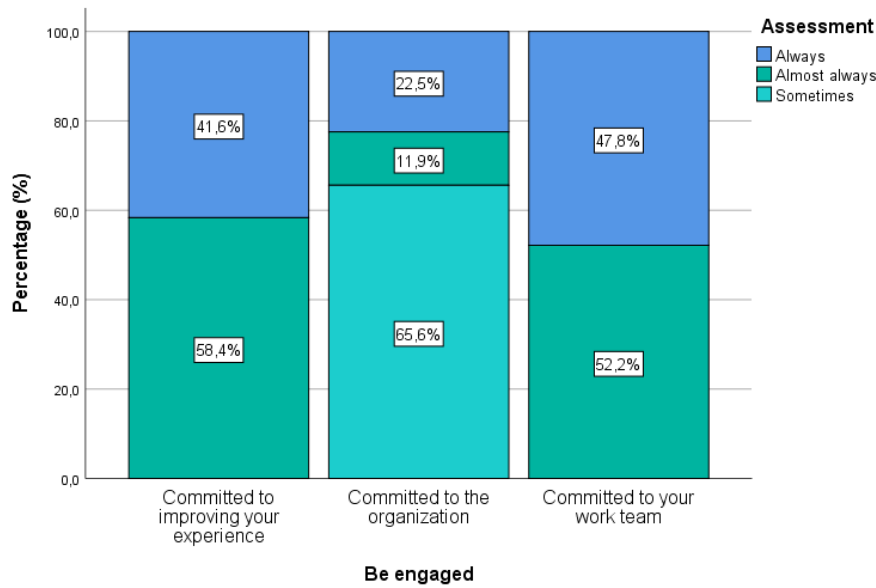


Figure 5. Indicators of managerial commitment

From the resilience indicator, figure 6 shows that 29.6% of the managers have the capacity to recover from adverse situations, 26.6% almost always do so and only 43.8% sometimes; as for the capacity to reflect on these situations, 30.6% always do so, 36.5% almost always do so and only 32.9% sometimes; and finally, 41.7% of them think of new strategies to mitigate these problems, 38.6% almost always do so and only 19.7% sometimes do so.

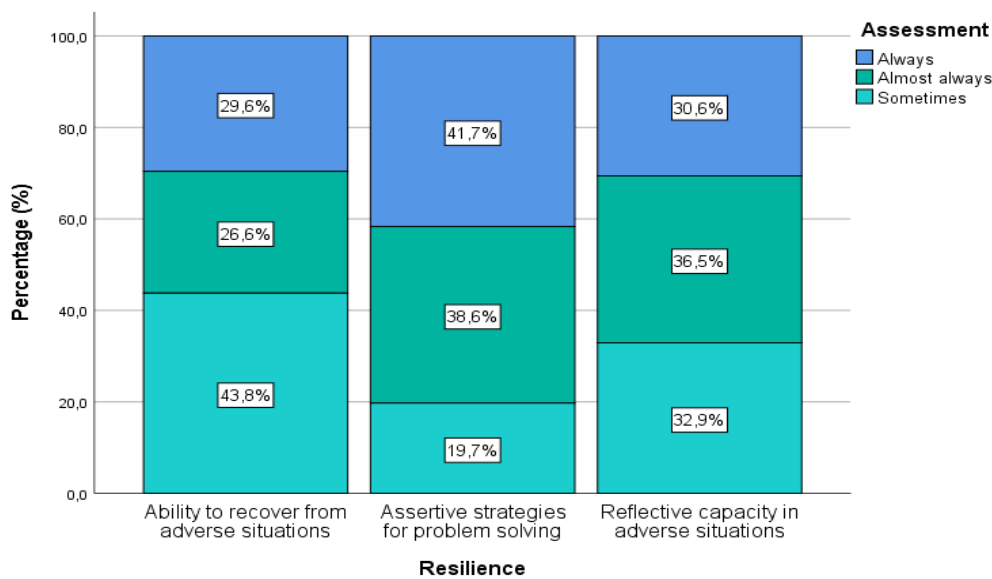


Figure 6. Resilience of managers

In relation to motivation, few managers (26.1%) share with their employees, while 40.5% sometimes do, 37.1% almost never know their employees' goals, and a higher percentage of 54.6% of them always or almost always know what their goals are and finally 54.5% of restaurant managers always take a genuine interest in their employees' well-being, as well as 30.3% of them almost always show interest and only 15.2% sometimes.

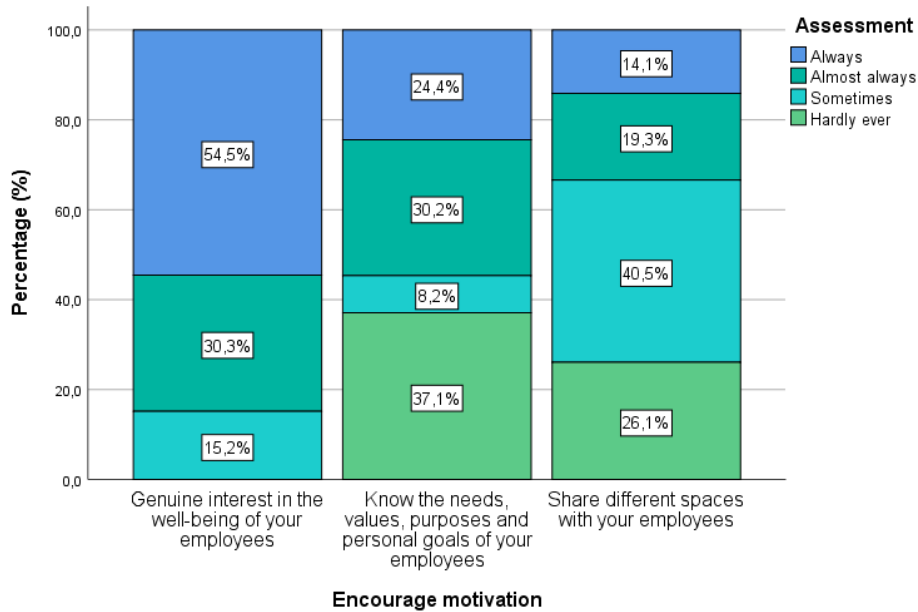


Figure 7. Indicators of managerial motivation

Figure 8 shows that the majority of managers always (90.24%) have the ability to work, while only 9.78% of managers sometimes. 87.24% of the managers have empathy with their employees, while only 12.20% of them sometimes, 100% of the employees feel committed to their organization, on the other hand, 85.37% of them encourage motivation in their employees and only 14.63% of them sometimes, likewise 68.29% of them are resilient, while only 31.71% of them sometimes. Regarding communication skills and listening skills, most of the managers (85.37%) always achieve this, while 14.63% of them sometimes.

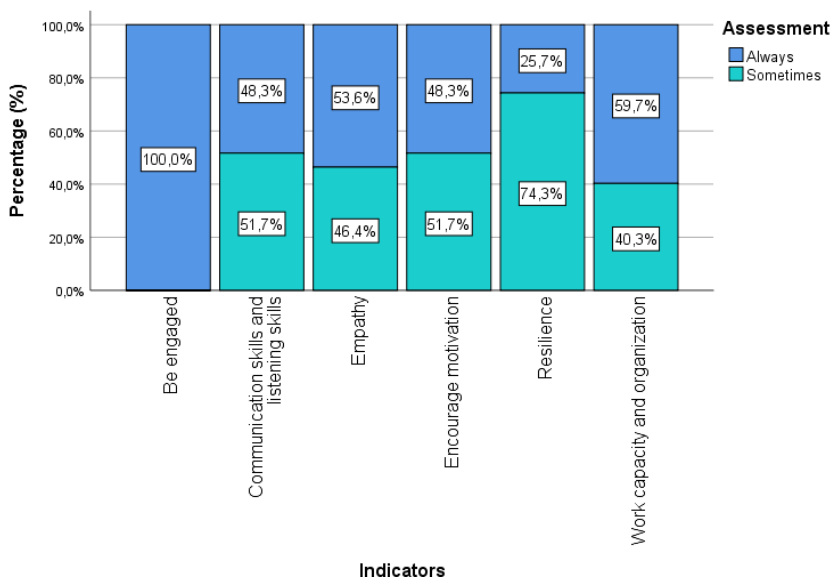


Figure 8. Behaviour of indicators Management Skills Dimension

Table 2 shows the correlation coefficients of the Management Skills Indicators.

In the case of the Capacity for work and organization indicator, this only has an association with the Communication skills and listening skills indicator with a considerable positive correlation level (0.540) and the Being committed

indicator with a moderate positive correlation level (0.477), with the other indicators it does not have any level of association.

In the case of the indicator Communication skills and listening skills, it is only associated with the indicator Capacity for work and organization with a considerable level of positive correlation (0.540) and the indicators Empathy (0.454) and Being committed (0.321) with moderate levels of positive correlation, with the other indicators it does not have any level of association.

In the case of the Empathy indicator, this only has an association with the Communicative skills and listening skills indicator (0.434) with moderate positive correlation levels, with the other indicators it does not have any level of association.

In the case of the indicator Being committed, it is only associated with the indicator Capacity for work and organization (0.477), Communication skills and listening skills (0.321), Resilience (0.444), Encouraging motivation (0.378) with moderate positive correlation levels, with the other indicators it does not have any level of association.

In the case of the Resilience indicator, it is only associated with the Being committed indicator (0.444) with a moderate positive correlation, with the other indicators it does not have any level of association.

In the case of the Fostering motivation indicator, it is only associated with the Being committed indicator (0.378) with a moderate positive correlation, with the other indicators it does not have any level of association.

Table 2. Correlation Coefficient Test of Management Skills Indicators

Indicadores		A	B	C	D	E	F
A	Indicators	1	0,540**	0,297	0,477**	0,175	0,161
	Correlation		0	0,06	0,002	0,273	0,313
B	Sig. (bilateral)	0,540**	1	0,454**	0,321*	0,162	0,008
	Correlation	0		0,003	0,041	0,31	0,96
C	Correlation	0,297	0,454**	1	0,131	0,075	0,137
	Sig. (bilateral)	0,06	0,003		0,415	0,641	0,394
D	Correlation	0,477**	0,321*	0,131	1	0,444**	0,378*
	Sig. (bilateral)	0,002	0,041	0,415		0,004	0,015
E	Correlation	0,175	0,162	0,075	0,444**	1	0,291
	Sig. (bilateral)	0,273	0,31	0,641	0,004		0,065
F	Correlation	0,161	0,008	0,137	0,378*	0,291	1
	Sig. (bilateral)	0,313	0,96	0,394	0,015	0,065	

\*\* Significant correlation at the 0.01 level (bilateral); \* Significant correlation at the 0.05 level (bilateral).

A: Ability to work and organize; B: Communication skills and listening; C: Empathy; D: Being committed; E: Resilience; F: Fostering motivation; n= 41: Being committed; E: Resilience; F: Fostering motivation; n= 41.



#### **4. DISCUSSION**

Taking as a reference the results obtained from the surveyed managers, most of them possess the competences of management skills for the management of their restaurants, which form the basis for the development and growth of their businesses, as well as allowing them to manage human resources and be competent, in order to guarantee the fulfilment of the organization goals and purposes. Ferrer and Clemenza (2006) explain that business management seeks to ensure that individuals can integrate their knowledge and skills into all organizational processes.

Within the set of management skills mentioned are the ability to work and organize, communication skills and listening skills, empathy, commitment, resilience and finally motivation, all of which are essential characteristics in the development of any senior management position: Assigning and supervising work, creating a healthy work environment, promoting the talents and skills of the staff in charge.

According to what was stated by (Lorenzana 2020) in the case of our research it was found that the managers of the restaurants in the city of Sincelejo, according to the statistical analysis, shows us the behaviour of managerial skills, where it can be highlighted that most managers are always in working capacity, transmitting to their team of collaborators business values in order to make them feel identified with the organization, They also possess communication skills, transmitting assertive information and listening to the opinions of their teams for the continuous improvement of their processes. They are also committed and motivate their work teams, achieving the competitive goals of the restaurants, and finally, they have the ability to be empathetic and resilient, often putting themselves in the place of their teams and recovering from the adversities that happen in the organizations.

#### **5. CONCLUSIONS**

As part of the statistical analysis carried out, it is concluded that the managers of the microenterprises in the restaurant sector manage the managerial skills in their businesses, showing that some of them have greater affinity in some aspects than in others.

In relation to the indicators of working capacity and organization, most of the managers sometimes have clear communication channels, are always committed to the managerial mission and never comply with the business values.

From the indicator of communication skills and listening skills, it can be inferred that most restaurant managers have eloquent communication to make themselves understood, are concise and control non-verbal language and know how to listen to their employees in order to know their needs.

From the empathy indicator, it can be inferred that most of them have the ability to motivate their employees, but they need to improve in their speech and the ability to put themselves in their employees' shoes.

From the indicator of being committed, it can be inferred that most of the managers manage very well the commitment with the work team as well as the commitment to improve their experience, although only sometimes are they committed to the organization.

From the resilience indicator, most managers manage the three indicators, have the ability to recover from adverse situations, as well as reflect on everything that has happened and propose strategies to resolve them.

In terms of the indicator of fostering motivation, it can be said that most managers sometimes share in different scenarios with their collaborators, and are aware of their goals, needs and purposes, as well as being concerned about their wellbeing.

In the case of the correlation analysis of the indicators of the Management Skills variable, we can infer that most of them are not related to each other, only associations by groups are found, such as: the Work and organizational skills indicator is associated with the Communication skills and listening skills indicator and the Being committed indicator; the Communication skills and listening skills indicator is associated with the Work and organizational skills, Empathy and Being committed indicators; the Empathy indicator is only associated with the Communication skills and listening skills indicator, the Being engaged indicator is associated with the Working and organizational skills, Communication skills and listening skills, Resilience and Fostering motivation indicators; the Resilience indicator is only associated with the Being engaged indicator and the Fostering motivation indicator is only associated with the Being engaged indicator.

According to what has been analyzed in this research, restaurant managers in the city of Sincelejo show a good performance of managerial competencies.

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