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The Relationship Between Business Owners' Supervisory Approaches and Sales Performance of Short-Order Food Outlets Supported by DSWD's Sustainable Livelihood Program Beneficiaries in Masbate City

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ABSTRACT

This study examined the relationship between business owners' supervisory approaches and reported performance of short-order food outlets associated with the Department of Social Welfare and Development's Sustainable Livelihood Program in Masbate City, Philippines. Using a descriptive-quantitative design, data were collected from 120 business owners selected through convenience sampling using a structured, four-point Likert-scale questionnaire. Frequencies, percentages, weighted means, and one-way analysis of variance were used to analyze responses. Assessments were generally favorable for service efficiency (mean = 3.21), customer satisfaction (3.18), employee productivity (3.15), and sales growth (3.15). Coordination among coworkers (3.38), encouraging customers to return (3.33), and effective time use (3.32) received particularly strong ratings, whereas contributions to profitability (2.92) and faster service (3.02) were comparatively less favorable. The analysis did not identify statistically significant differences across the compared performance assessments ($F = 0.2435$, $p = 0.8660$). Overall, the findings underscore the perceived value of effective supervision for routine operations but do not establish causal effects or verified financial gains. Owners should strengthen task assignments, feedback, customer complaint handling, and service processes while reviewing pricing and operational costs. Convenience sampling, reliance on self-reports, and a single-city setting limit generalizability. The study offers local evidence to guide food-enterprise improvement and may inform socioeconomic sustainability efforts aligned with SDG 1 (No Poverty) and SDG 8 (Decent Work and Economic Growth).

Keywords: *Business Supervision, Customer Satisfaction, Employee Productivity, Sales Growth, Service Efficiency, Short-Order Food, Sustainable Livelihoods*

1. INTRODUCTION

Short-order food outlets contribute to local employment, ready-to-eat food provision, and small-enterprise activity. Their continued operation depends not only on customer demand but also on how business owners organize work, supervise employees, and respond to service requirements. In the Philippine food-service sector, evidence links management practices with productivity and service quality with customer satisfaction (Villarta et al., 2022; Ong et al., 2022). However, restaurant performance is multidimensional. A recent synthesis identified service quality and innovation as important predictors while cautioning against treating customer satisfaction as an equivalent measure of financial performance (Whitman, 2026). Against this background, the present study examines business owners' supervisory approaches and reported performance outcomes among short-order food outlets associated with the Department of Social Welfare and Development (DSWD) Sustainable Livelihood Program in Masbate City.

1.1 Background and Context of the Study

Small food-service enterprises depend on routine supervision to coordinate meal preparation, staff assignments, customer transactions, and service delivery. In a Philippine study of eateries, Villarta et al. (2022) reported a positive association between management practices and productivity. Similarly, Campos (2024) found a strong relationship between microentrepreneurs' leadership skills and employee productivity in food-related microenterprises in Bulacan. These findings suggest that guidance, clear expectations, and work coordination are relevant to the everyday operation of small establishments, although findings from other settings should not be presumed to apply automatically to Masbate City. Supervisors also influence the work experience in restaurant operations. Wei (2024) found that front-line managers in Chinese quick-service establishments must navigate organizational policies, work demands, and role conflicts. In Philippine restaurants, Silvano et al. (2022) identified operational efficiency concerns involving kitchen and dining processes, including waiting time and cleanliness. Customer-facing outcomes are similarly important. Ong et al. (2022) found service quality to be a significant factor in customer satisfaction in a Philippine fast-food context, while Villanueva et al. (2023) reported relationships among service quality, satisfaction, and loyalty. Digital processes can support productivity, although such technologies are distinct from direct owner supervision (Lee et al., 2024). The DSWD Sustainable Livelihood Program supports eligible participants through microenterprise development and employment facilitation (Department of Social Welfare and Development [DSWD], 2026). The present research focuses on the specific small-food-outlet setting identified in the manuscript: short-order businesses associated with program beneficiaries in Masbate City.

1.2 Research Problem

Business owners are responsible for directing workers and maintaining reliable daily operations, yet improved supervision does not necessarily translate directly into greater sales. Service processes, employee productivity, and customer perceptions may move in different directions. In a Philippine restaurant study, Cordova et al. (2024) examined service quality and customer repurchase intention, while Ardales et al. (2024) found that high customer satisfaction did not correspond to a statistically significant relationship with sales performance among the restaurants they studied. Whitman (2026) likewise found that customer satisfaction was only moderately related to restaurant performance in a broader synthesis. The central problem, therefore, is the limited setting-specific evidence on how the supervisory approaches of owners of short-order food outlets in Masbate City are associated with employee productivity, customer satisfaction, service efficiency, and reported sales growth. These four domains represent the

outcome areas identified in the original study. The first three are operational or customer-related indicators, whereas sales growth directly concerns sales performance.

1.3 Research Gap

Recent studies have examined related but distinct questions. Campos (2024) focused on microentrepreneurs' leadership skills and employee productivity; Villarta et al. (2022) assessed management practices and productivity among eateries; Silvano et al. (2022) evaluated restaurant operational efficiency; and Ong et al. (2022) and Villanueva et al. (2023) studied customer-facing service outcomes. Other research has explored front-line managerial discretion (Wei, 2024) and digital transformation (Lee et al., 2024). Although these studies illuminate components of restaurant performance, they do not jointly address the supervisory practices of owners of DSWD-program-associated short-order food outlets in Masbate City across the four outcome domains specified in the present manuscript. The gap is primarily contextual and integrative rather than evidence that supervision has not been studied elsewhere. The study can add localized, owner-reported evidence while its descriptive quantitative design and nonprobability selection limit causal interpretation and statistical generalization beyond the participating outlets.

1.4 Purpose and Objectives of the Study

The purpose of this study is to examine the relationship between business owners' supervisory approaches and the reported performance of selected short-order food outlets associated with DSWD Sustainable Livelihood Program beneficiaries in Masbate City. Specifically, it seeks to describe the respondents according to age, sex, civil status, educational attainment, and years of business experience; assess owners' perceptions of supervisory approaches in relation to employee productivity, customer satisfaction, service efficiency, and sales growth; and determine whether statistically significant differences in the assessed outcomes are observed across the supervisory groupings defined in the study. These objectives retain the original scope while interpreting the questionnaire evidence as reported associations rather than demonstrated causal effects.

1.5 Significance and Practical Contribution of the Study

The study may provide small food-outlet owners with evidence for reviewing task allocation, employee guidance, coordination, and customer-service routines. For employees, clearer and more appropriate supervisory practices may support work organization and service consistency. For customers, identifying service bottlenecks may inform practical improvements in responsiveness and efficiency. The relevance of these areas is supported by Philippine evidence connecting leadership with productivity (Campos, 2024), restaurant processes with operational efficiency (Silvano et al., 2022), and service quality with customer satisfaction and repurchase intention (Ong et al., 2022; Cordova et al., 2024). For livelihood-program implementers and local stakeholders, the findings may serve as preliminary, context-specific information when designing business coaching or capacity-building support. The study also contributes a local assessment framework that considers operational and customer-related performance alongside reported sales growth, without assuming that any one measure alone establishes business success (Whitman, 2026).

1.6 Alignment with Relevant Sustainable Development Goals (SDGs)

The study most directly aligns with Sustainable Development Goal 1 (No Poverty) and Sustainable Development Goal 8 (Decent Work and Economic Growth). Its relevance to SDG 1 lies in examining business practices within the livelihood-support context of DSWD's microenterprise development efforts. The program is intended to improve livelihood

opportunities for vulnerable households (DSWD, 2026). Its relevance to SDG 8 lies in the potential usefulness of evidence on productive work organization, employee supervision, and the viability of small enterprises. These links are consistent with the United Nations' development framework and its continuing emphasis on inclusive economic opportunity (United Nations, 2026). The sustainability contribution is therefore principally socioeconomic, community-based, and operational. It is prospective rather than proven: the study does not directly measure poverty reduction, decent-work compliance, environmental impact, or long-term enterprise survival, and no such results should be inferred from its survey findings.

2. METHODOLOGY

This section describes the research design, study locale, sampling technique, data gathering procedure, statistical analysis, and ethical considerations employed in examining the relationship between business owners' supervisory approaches and the performance of short-order food outlets associated with the Department of Social Welfare and Development (DSWD) Sustainable Livelihood Program in Masbate City, Philippines.

2.1. Research Design

The study employed a descriptive-quantitative research design to examine business owners' supervisory approaches and their relationship with the performance of short-order food outlets in Masbate City. The descriptive approach was used to assess supervisory practices and reported business performance, while the quantitative approach facilitated the collection and statistical analysis of numerical data through a structured questionnaire. Business owners' supervisory approaches served as the independent variable, encompassing employee guidance, monitoring, communication, and support. Business performance was assessed through four dimensions: employee productivity, customer satisfaction, service efficiency, and sales growth. The design provided a systematic basis for describing supervisory practices and assessing their statistical relationships with the identified performance indicators.

2.2 Research Locale

The study was conducted among selected short-order food outlets in Masbate City, Masbate Province, Philippines. The research setting comprised food-service establishments where business owners were directly involved in supervising employees, managing daily operations, and monitoring business performance. These establishments provided the context for examining how supervisory approaches relate to employee productivity, customer satisfaction, service efficiency, and sales growth. The study focused on selected food outlets associated with beneficiaries of the DSWD Sustainable Livelihood Program.

2.3 Sampling Technique

The study involved 120 business owners of selected short-order food outlets in Masbate City. Convenience sampling was employed to identify respondents who were accessible, available, and willing to participate. Eligible respondents were business owners with direct experience supervising employees, managing food-service operations, and monitoring their establishments' performance. Participation was voluntary, and only individuals who agreed to participate and could provide the required information were included. The sampling approach enabled the collection of relevant information from individuals directly involved in the supervisory and operational activities being investigated.

2.4 Data Gathering Procedure

Data were collected using a structured questionnaire developed according to the objectives and variables of the study. The instrument consisted of two parts. The first gathered respondents'

demographic characteristics, including age, sex, civil status, educational attainment, and years of business experience. The second assessed business owners' supervisory approaches in relation to employee productivity, customer satisfaction, service efficiency, and sales growth using a four-point Likert scale. The questionnaire underwent content validation by a panel consisting of a research adviser, a business management practitioner, and an experienced teacher knowledgeable in research and questionnaire development. The evaluators assessed the instrument's clarity, relevance, organization, and alignment with the research objectives. Their recommendations were incorporated into the revised questionnaire. A pilot test was subsequently conducted among business owners excluded from the actual study, and Cronbach's alpha was used to assess the instrument's internal consistency. Following approval of the research proposal by the school thesis committee, the researcher secured permission to conduct the study. The finalized questionnaire was distributed to eligible business owners after explaining the study's purpose and obtaining their agreement to participate. A total of 120 questionnaire copies were prepared and distributed. The collection process extended beyond one month. Retrieved questionnaires were checked, organized, and prepared for statistical analysis with the assistance of a statistician.

2.5 Data Analysis

The collected data were organized, tabulated, and analyzed using descriptive and inferential statistical techniques. Frequency counts and percentages were employed to summarize the respondents' demographic characteristics, including age, sex, civil status, educational attainment, and years of business experience. Weighted means were calculated to describe respondents' assessments of supervisory approaches in relation to employee productivity, customer satisfaction, service efficiency, and sales growth. One-way analysis of variance (ANOVA) was employed to examine whether statistically significant differences existed among the supervisory-approach-related performance assessments. The statistical results served as the basis for interpreting the respondents' reported experiences and identifying patterns in the performance indicators. The analysis focused on the quantitative responses obtained through the structured questionnaire.

2.6 Ethical Considerations

The study observed ethical considerations concerning institutional permission, voluntary participation, confidentiality, and responsible data handling. Following approval of the research proposal, the researcher sought permission from the concerned business establishments before distributing the questionnaires. Prospective respondents were informed about the purpose of the research and were invited to participate voluntarily. Only business owners who agreed to participate were included. Respondents were assured that their information would be treated confidentially and used exclusively for academic research purposes. The questionnaire permitted respondents to leave their names undisclosed. Completed questionnaires were handled by the researcher and used for the statistical analysis and interpretation of the study findings. These measures were intended to protect respondents' privacy and maintain the integrity of the research process.

3. RESULTS AND DISCUSSION

3.1. Demographic Profile of the Respondents

3.1.1 Age and Sex

The findings revealed that the largest age group consisted of respondents aged 31–35 years, accounting for 20.83% (25), followed by those aged 26–30 years at 19.17% (23) and 36–40 years at 17.50% (21). The smallest group comprised respondents aged 20 years and below, representing 3.33% (4). In terms of sex, 56.67% (68) were female, while 43.33% (52) were male.

The distribution indicates that the respondents represented different stages of adulthood, with the largest concentration between 26 and 40 years. Female respondents slightly outnumbered male respondents. These characteristics provide demographic context for interpreting the supervisory and operational assessments but do not independently establish differences in leadership effectiveness or business performance.

3.1.2 Civil Status and Educational Attainment

Regarding civil status, 57.50% (69) of the respondents were married, 31.67% (38) were single, and 10.83% (13) were widowed. In terms of educational attainment, 52.50% (63) held bachelor's degrees, 22.50% (27) had undergraduate college education, 10.83% (13) were high school graduates, and 10.00% (12) had earned master's degree units. The remaining respondents included high school undergraduates and elementary graduates. None reported having completed a master's or doctoral degree. These findings indicate that more than half of the respondents possessed a completed college education, while others had varied levels of formal schooling. The diversity of educational backgrounds provides context for understanding the respondents' experiences in managing food-service businesses. However, educational attainment alone does not establish supervisory competence, operational effectiveness, or sales performance.

3.1.3 Years of Business Experience

The largest proportion of respondents, 35.83% (43), had operated their businesses for 1–5 years, followed by 20.83% (25) with 6–10 years of experience. Respondents with less than one year of experience accounted for 21.67% (26), while 10.83% (13) had 11–15 years, 6.67% (8) had 16–20 years, and 4.17% (5) had 21 years or more of business experience. The findings show that the sample included both relatively new and established business operators, with the largest concentration having 1–5 years of experience. This variation provides background for understanding respondents' familiarity with business supervision and daily operations. Nevertheless, the descriptive distribution does not demonstrate that longer business experience produces better supervisory practices or higher sales.

3.2 Perceived Effects of Business Owners' Supervisory Approaches on Performance

3.2.1 Employee Productivity

The findings revealed a composite weighted mean of 3.15, verbally interpreted as Agree, for employee productivity. Among the indicators, effective time utilization received the highest weighted mean of 3.32, interpreted as Strongly Agree. Conversely, improvement in overall productivity obtained the lowest mean of 2.99, although it remained within the Agree category. Other indicators, including task consistency, timely completion, error reduction, concentration, and work efficiency, also received positive assessments. These results indicate that respondents generally agreed with statements describing positive employee productivity, particularly effective time management. However, the relatively lower assessment of overall productivity suggests that favorable perceptions of individual work practices do not necessarily reflect equally strong improvements in total output. Campos (2024) found a strong relationship between microentrepreneurs' leadership skills and employee productivity in Philippine food-related enterprises. Similarly, Taheri et al. (2024) emphasized the importance of supervisory behavior and workplace relationships in commercial kitchens. Liu et al. (2026) further demonstrated that changes in supervisor support were associated with frontline employees' service performance. These studies support the relevance of supervisory practices to employee-

related outcomes, although the present findings remain perception-based and do not establish causation.

3.2.2 Customer Satisfaction

Customer satisfaction obtained a composite weighted mean of 3.18, interpreted as Agree. The highest-rated indicator was prioritizing customer satisfaction, with a weighted mean of 3.29, interpreted as Strongly Agree. In contrast, contributing to a better overall customer experience received the lowest mean of 3.07, interpreted as Agree. Positive ratings were also recorded for customer interaction, complaint handling, service consistency, and responsiveness to customer needs. The results suggest that respondents recognized the importance of customer-oriented service, although their perceived contribution to the overall customer experience was comparatively lower. Rondilla et al. (2023) identified price, ambiance, satisfaction, food quality, and service as factors associated with customer retention in a Philippine restaurant. Similarly, Ibañez et al. (2023) emphasized the importance of food presentation and the management of customer expectations. Doeim et al. (2022) further demonstrated that service value, particularly service quality, reputation, and confidence-related benefits, was associated with repurchase intentions among fast-food customers. These studies highlight the relevance of consistent service and customer-oriented practices. However, the present results describe respondents' assessments rather than satisfaction ratings obtained directly from customers.

3.2.3 Service Efficiency

Service efficiency recorded the highest composite weighted mean among the four performance dimensions at 3.21, interpreted as Agree. Employee coordination received the highest indicator mean of 3.38, interpreted as Strongly Agree. Smooth task performance and efficient service delivery both obtained means of 3.28, also interpreted as Strongly Agree. Conversely, faster customer service recorded the lowest mean of 3.02, interpreted as Agree. The remaining indicators concerning reduced delays, fewer service errors, organized processes, and order accuracy received favorable assessments. These findings suggest that coordination and teamwork were relatively stronger aspects of reported service efficiency, while service speed remained comparatively less favorable. Alcober, et.al. (2022) identified employee behavior quality as an important predictor of customer satisfaction among selected casual restaurants in Makati City. Likewise, Rodriguez et al. (2025) found that operational processes and supply chain management were associated with service and product quality in Philippine quick-service restaurants. Together, these findings underscore the importance of coordinated work procedures and operational management. The present results suggest that business owners may examine task coordination and service-processing procedures to identify areas for improvement, although actual service completion times were not measured.

3.2.4 Sales Growth

Sales growth obtained a composite weighted mean of 3.15, interpreted as Agree. The highest-rated indicator was encouraging customers to return, with a mean of 3.33, interpreted as Strongly Agree. In contrast, the perceived contribution of employees' work to outlet profitability received the lowest mean of 2.92, interpreted as Agree. Other indicators concerning increasing sales, supporting sales targets, serving more customers, and contributing to business performance also received positive ratings. The findings suggest that respondents perceived their activities as contributing to repeat customer patronage and sales-related objectives, although their perceived contribution to profitability was comparatively weaker. Agoncillo (2023) emphasized

the importance of coordinated marketing strategies and restaurant management in supporting sales development. Similarly, Arista and Fitriyah (2024) reported significant positive relationships involving marketing strategies, customer satisfaction, and sales growth among culinary micro, small, and medium enterprises. These findings indicate that business performance involves customer-related activities and broader managerial practices. Nevertheless, the present study assessed perceived contributions to sales growth and profitability rather than verified changes in financial records.

3.3 Significant Difference in Supervisory-Approach-Related Performance Assessments

The one-way analysis of variance reported an F-value of 0.2435, which was lower than the critical F-value of 2.6238 at the 0.05 significance level. The corresponding p-value of 0.8660 exceeded the significance threshold, with reported degrees of freedom of 3 and 472. Consequently, the null hypothesis was not rejected, indicating that the analysis did not detect a statistically significant difference among the assessments compared. The result indicates that the observed variation was insufficient to establish statistically significant differences under the reported analysis. However, failure to reject the null hypothesis does not establish that supervisory approaches or business outcomes are identical. The finding should therefore be interpreted as an absence of statistically significant differences in the reported comparison, rather than proof that supervision has no relationship with business performance. Given the descriptive design and the use of perception-based measures, causal conclusions regarding supervisory approaches and actual sales growth cannot be established.

4. CONCLUSIONS AND RECOMMENDATIONS

The study examined business owners' supervisory approaches and reported business performance among 120 short-order food outlet owners associated with the DSWD Sustainable Livelihood Program in Masbate City. The findings revealed generally positive assessments across employee productivity, customer satisfaction, service efficiency, and sales growth, with service efficiency receiving the highest overall rating. Effective time management, employee coordination, attention to customer needs, and encouragement of repeat patronage emerged as notable strengths. However, comparatively lower ratings for overall productivity improvement, customer experience, service speed, and contribution to profitability indicated areas requiring further attention. The analysis found no statistically significant difference among the performance assessments examined, suggesting that the reported variations were insufficient to establish meaningful statistical differences. Overall, the findings highlight the practical relevance of supervisory practices in organizing daily operations and supporting service delivery while emphasizing that perceived improvements do not necessarily establish actual sales growth or causal relationships.

Business owners should strengthen supervisory practices by establishing clear work instructions, assigning responsibilities appropriately, providing regular performance feedback, and maintaining consistent employee guidance. Particular attention should be given to improving service speed, overall productivity, and customer experience through better coordination, organized order-processing procedures, and prompt resolution of customer concerns. Recognizing employee contributions and providing appropriate incentives may help sustain motivation, service consistency, and customer-oriented performance. To strengthen sales-related outcomes, business owners should also review food quality, pricing strategies, promotional activities, customer preferences, and operational expenses rather than relying exclusively on supervisory practices. Regular assessment of employee performance, customer complaints, service efficiency, and sales-related activities may help identify areas requiring

improvement. Future researchers are encouraged to conduct similar investigations involving larger samples and additional business settings to provide broader evidence regarding supervisory approaches and business performance among small food-service establishments.

The study was limited to 120 business owners selected through convenience sampling from short-order food outlets in Masbate City, restricting the generalizability of its findings. Data were obtained through structured questionnaires using self-reported assessments rather than independently verified employee performance, customer satisfaction, or financial records. The descriptive-quantitative design did not establish causal relationships between supervisory approaches and business outcomes. Furthermore, factors such as pricing, competition, location, product quality, and economic conditions were outside the study's defined scope. Future investigations may address these limitations through broader samples, additional business-performance indicators, and complementary research approaches.

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