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## AN EMPIRICAL ASSESSMENT ON SERVICE QUALITY, MANAGEMENT, AND OPERATION PRACTICES OF RESTOBARS AT NATIONAL CAPITAL REGION


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## Abstract

*Restobars have become an integral part of the social and cultural landscape of the Philippines, especially within the National Capital Region (NCR). These establishments, which blend dining and entertainment, trace their origins to the evolving Filipino social scene, influenced by both local traditions and global trends. As consumer preferences shift toward more unique and immersive dining experiences, restobars have grown rapidly in number and diversity across the metro, intensifying competition among owners and operators to deliver superior service while sustaining efficient and well-managed business operations.*

***Statement of the Problem***

*This study aimed to provide a comprehensive understanding of the current state of restobars in the NCR, offering actionable insights and recommendations for improving service quality, management practices, and operational efficiency. Specifically, it sought to assess the level of service quality, management practices, and operational practices of restobars; to determine whether significant differences exist in these assessments when respondents are grouped according to the restobar's profile in terms of type of ownership, capitalization, years of operation, and size of business; and to examine the relationship among service quality, management, and operational practices. This contributes to the overall body of knowledge in hospitality management and supports the sustainable development of restobars in the region.*

***Methodology***

*This study employed the descriptive-evaluative, comparative, and correlational research design to assess and analyze the service quality, management, and operational practices of restobars operating within the National Capital Region. It focused on two groups of respondents, distributed as follows: managers/owners and employees, collected from selected restobars in the National Capital Region. The researcher used a census sampling technique, gathering data from the entire population of 855 respondents comprising managers/owners and employees, who were chosen because they are in the best position to fairly assess the service quality, management, and operational practices of their respective establishments. A researcher-made survey questionnaire served as the primary data-gathering instrument, while weighted mean, analysis of variance, and Pearson product-moment correlation*




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*were used to statistically treat the data. The study excluded customer complaints about other restobar offerings, such as food and beverages, to maintain focus on service quality, management, and operations alone.*

***Findings***

*Findings of the study revealed a significant difference in the respondents' assessment of restobar operation practices when grouped according to business profile, particularly in terms of type of ownership (p=0.011), capitalization (p=0.046), years of operation (p=0.013), and size of business (p=0.016), with all p-values falling below the 0.05 level of significance. Likewise, a significant relationship was found among service quality, management, and operational practices in restobars, with p-values of 0.000 for each pairing. Management practices showed the strongest correlation with service quality, yielding an r-value of 0.920, followed by its correlation with operational practices at 0.814, indicating that as management practices improve, both service quality and operational efficiency tend to improve correspondingly.*

***Conclusion and Recommendation***

*These findings suggest that restobar owners and managers tend to adopt operational strategies tailored to their specific business profiles. Smaller or less-capitalized restobars typically rely on cost-efficient procedures, simplified workflows, and hands-on supervision, while larger or better-funded establishments are better positioned to invest in advanced technologies, formalized systems, and specialized personnel to strengthen operational efficiency. Given the strong correlation between management and both service quality and operations, it is recommended that restobar owners and managers prioritize strengthening their management systems as a central strategy for overall business improvement. Enhancing leadership skills, decision-making processes, and strategic planning can significantly elevate service delivery and operational practices. Ultimately, the results of this study provide empirical evidence that restobar owners, managers, and other industry stakeholders may use to develop a comprehensive operational plan geared toward sustained competitiveness and growth.*

**Keywords:** service quality, management practices, operational practices, restobars, hospitality industry, National Capital Region

## Introduction

In contemporary society, people frequently visit bars and restaurants to socialize and unwind. Bars are popular venues for unwinding, with patrons often visiting to alleviate anxiety through social interactions and beverages. Similarly, restaurants with lively atmospheres offer a perfect setting for enjoyable, relaxing nights out, particularly for millennials who seek socializing and entertainment.

People nowadays tend to go to bars and restaurants just to enjoy themselves and relax. Bars are the best place to calm down when you are feeling anxious; going to a bar and buying a drink is a perfect way to chill out, and restaurants that are buzzing with a social, fun atmosphere are great for those relaxing nights out. Millennials are more likely to visit and stay simply to have fun and spend the night out with their friends.

A *restobar* is a hybrid hospitality establishment integrating restaurant dining and bar operations, requiring coordinated service delivery systems to maintain quality and operational consistency. This venue offers a diverse range of food options alongside a well-stocked bar, creating an atmosphere that caters to both diners and patrons seeking drinks and socializing. The restobars typically feature a full-service kitchen serving a menu that ranges from appetizers and small plates to full entrees, allowing guests to enjoy a complete dining experience. At the same time, they offer a comprehensive selection of alcoholic and non-alcoholic beverages, including cocktails, wine, beer, and spirits, to complement the food and enhance the overall dining experience.

The ambiance of a restobar is often designed to be stylish and inviting, with comfortable seating arrangements, mood lighting, and sometimes live music or entertainment to create a lively atmosphere. Whether you're looking to enjoy a casual meal with friends, unwind after work with a few drinks, or celebrate a special occasion, restobars offer a versatile setting that caters to a wide range of tastes and preferences.

This study focuses on "restobars," a hybrid concept combining elements of both a restaurant and a bar. Restobars offer a diverse range of food options alongside a well-stocked bar, creating an ambiance that caters to both diners and social drinkers.

The popularity of restobars has surged in recent years due to their ability to provide a comprehensive dining and social experience. However, the hospitality industry, including restobars, faced significant challenges during the COVID-19 pandemic.

Understanding these challenges and the evolving trends in the post-pandemic era is crucial for the sustainability and growth of restobars in Manila.

This study is motivated by the need to explore how restobars in Manila are adapting to the new normal after the pandemic. Given the financial losses, changing consumer behaviors, and evolving health regulations, it is essential to examine the strategies employed by restobars to overcome these hurdles and continue attracting customers.

The primary objectives of this study are to analyze the current trends and challenges faced by restobars in Manila post-pandemic. To assess the impact of the pandemic on restobar operations, including financial, operational, and staffing issues. To explore the adaptive strategies and innovations implemented by restobars to attract and retain customers. To provide insights into consumer preferences and behaviors towards restobars in the current context. To offer recommendations for restobar owners and managers to


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enhance service quality and operational efficiency in the post-pandemic era.

By addressing these objectives, this study aims to contribute valuable knowledge to the hospitality industry, helping restobar stakeholders navigate challenges and leverage opportunities in the evolving market landscape.

Despite the growing popularity and dynamism of restobars in the National Capital Region (NCR), there remains a significant gap in comprehensive research on the specific aspects of service quality, management, and operations within this sector, particularly in the context of post-pandemic recovery and adaptation.

While there has been general research on the impact of some predicaments on the hospitality industry, specific studies focusing on restobars in the NCR and their unique challenges are scarce. This includes understanding how restobars have managed financial losses, adapted to changing health regulations, and modified their operations to ensure safety and compliance.

It has significantly altered consumer behaviors and preferences, yet there is limited research on how these changes specifically affect restobar patrons in Manila. Understanding what current customers value in terms of service, ambiance, and product offerings is crucial for restobar owners to meet market demands effectively. There is a lack of detailed analysis on the innovative strategies and adaptations restobars have implemented to attract and retain customers. This includes changes in menu offerings, the incorporation of health-conscious options, the use of digital and social media marketing, and the creation of engaging and safe dining environments.

Restobars are increasingly focusing on creating visually appealing, Instagram-worthy spaces to attract social media-savvy customers. This could include stylish décor, vibrant murals, or photogenic food and drink presentations designed for sharing online.

With a growing emphasis on health and wellness, some restobars were offering more health-conscious menu options, including vegetarian, vegan, and gluten-free choices. Fresh, nutritious ingredients and lighter fare were becoming more prominent on menus to cater to health-conscious diners.

These are just a few trends that were influencing the restobar scene in the NCR before the pandemic. While some of these trends may have persisted or evolved, it's essential to consider how the COVID-19 pandemic may have impacted consumer preferences and industry dynamics in the region.

Service quality outcomes in hospitality are shaped not only by frontline behavior but also by managerial planning, organizing, leading, and controlling, as well as by operational systems such as scheduling, layout, and maintenance.

Managing service quality and operations in a restobar in the NCR requires attention to various aspects to ensure a seamless and memorable dining experience for customers.

Management functions establish direction and controls, while operational systems translate plans into consistent service delivery—together shaping perceived service quality.

Although service quality has been examined in restaurants and bars, limited studies integrate service quality, management functions, and operational practices within NCR restobars; thus, evidence remains insufficient on how these constructs vary across profiles and interrelate empirically.

Given the experiential nature of hospitality services, perceived service quality and perceived operational effectiveness are appropriate indicators for diagnosing improvement priorities.

While service quality is a critical component of the hospitality industry, specific insights into how restobars in the NCR are maintaining or improving service quality in the current climate are limited. Research is needed to identify best practices and areas for improvement in delivering high-quality customer experiences.

In this study, service quality is conceptualized through SERVQUAL dimensions; management functions through planning, organizing, leading, and controlling; and operational practices through service design, scheduling, layout design, maintenance, and HR systems."

There is insufficient research on the management and operational challenges faced by restobars in the NCR, including labor shortages, supply chain disruptions, and rising costs. Understanding these challenges and how different establishments are addressing them can provide valuable insights for the industry.

There is a gap in research exploring the long-term sustainability and growth strategies for restobars. This includes how they can remain competitive in a dynamic and evolving market, adapt to future challenges, and capitalize on emerging trends.

Given the identified gaps, this study aims to provide a comprehensive understanding of the current state of restobars in the NCR and offer actionable insights and recommendations to improve service quality, management practices, and operational efficiency. This will contribute to the overall body of knowledge in hospitality management and support the sustainable development of restobars in the region.

Understanding these challenges and the evolving trends in the post-pandemic era is crucial for the sustainability and growth of restobars in NCR.

However, NCR restobars face variability in service delivery and operational consistency, and there is limited empirical evidence identifying which dimensions require improvement and how management and operational systems relate to service quality outcomes.

This study is motivated by the need to explore how restobars in NCR are adapting to the new normal after the pandemic. Given financial losses, changing consumer behavior, and evolving health regulations, it is essential to examine the strategies restobars employ to overcome these hurdles and continue attracting customers.

This study is anchored in SERVQUAL for service quality assessment, classical management functions for managerial practices, and service operations principles for operational practices that affect service outcomes.

This study aims to provide a comprehensive understanding of the current state of restobars in the NCR, offering actionable insights and recommendations for improving service quality, management practices, and operational efficiency. This will contribute to the overall body of knowledge in hospitality management and support the sustainable development of Restobars in the region.


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**Statement of the Problems**

The study's primary purpose was to assess the service quality, management, and operation practices of restobars in the National Capital Region.

Specifically, it seeks to ask the following questions:

1. What is the firmographic profile of the restobars in the National Capital Region in terms of:

1.1 types of business ownership,

1.2 capitalization,

1.3 number of years of operations and

1.4 numbers of employees

1.5 location, and

1.7 size of business?

2. What is the demographic profile of the managers in terms of:

2.1 sex,

2.2 age,

2.3 civil status,

2.4 designation,

2.5 number of years working in a restobar, and

2.6 highest educational attainment?

3. What is the respondent's assessment of the service quality of restobars in terms of:

3.1 reliability,

3.2 assurance,

3.3 tangibility,

3.4 empathy, and

3.5 responsiveness?

4. What is the respondents' assessment in the management functions of restobars in the NCR in terms of:

4.1 planning,

4.2 organizing,

4.3 controllin,g and

4.4 leading?

5. What is the respondents' assessment of the operation practices of restobars in terms of:

5.1 service designs,

5.2 scheduling,

5.3 layout design,

5.4 maintenance, and

5.5 human resources?

6. Is there a significant difference in the assessment of the respondents in the service quality when their demographic profile is considered?

7. Is there a significant difference in the assessment of the respondents in management functions when their demographic profile is considered?

8. Is there a significant difference in the assessment of the respondents in the operation practices of restobars when the firmographic profile is considered?

9. Is there a significant relationship between service quality and management functions in the restobars?

10. Is there a significant relationship between service quality and operations practices in the restobars?

11. What are the challenges encountered by the managers in the service quality, management, and operation practices as identified through a structured checklist?

12. What operational enhancement plan may be proposed based on (a) lowest-rated indicators and (b) statistically significant differences/relationships?

**Hypotheses of the Study**

To prove the statements below, the researcher hypothesized the following:

There is no significant difference in service quality when grouped according to respondent demographic profile.

There is no significant difference in the assessment of the respondents in management functions when their demographic profile is considered.

There is no significant difference in the assessment of the respondents in the operation practices of restobars when the firmographic profile is considered.

There is no significant relationship between service quality and management functions in the restobars.

There is no significant relationship between service quality and operations practices in the restobars.

**Scope and Limitations of the Study**

The main aim of this study was to assess the service quality, management, and operations practices of the restobars. This study shall focus only on the above-mentioned variables in the selected restobars in the National Capital Region. The included restobars are the selected licensed restobars in NCR, along with their managers and employees; non-restobar formats and establishments outside NCR, and their owners and managers, were excluded from the study.

The study uses cross-sectional self-reported data and may be subject to response and social desirability bias. A 4-point Likert scale was used to reduce central tendency bias by removing a neutral midpoint. The study commenced in March to April, 2026.

**Significance of the Study**

The research study aims to assess the service quality, management, and operations practices, while the findings may benefit the following groups or entities:

**Restobar owners/managers.** The findings of the study will identify which SERVQUAL dimensions and operational practices most require improvement, enabling targeted interventions in training, scheduling, and process control."


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**Employees.** The employees of the restobars may gain motivation and encouragement to work with commitment for the organization's success and growth.

**Higher Education Institutions.** Academically, the study contributes by empirically integrating service quality, management functions, and operational practices within a single framework applied to NCR restobars.

**Community.** The people in the community can benefit from the findings by becoming more responsible and dedicated to the stakeholders' goal.

**LGU**. Findings may support LGU and industry associations in designing guidance on operational controls that reinforce service standards.

**Researcher.** The findings of the study can justify that the service quality, management, and operations practices are vital to the success and growth of the restobars.

**Future Researcher**. The findings of the study can be the basis for the next interested students, who will research the same study.

**Definition of Terms**

For a better understanding of the study, some words/phrases are defined operationally by the researchers.

**Assurance** refers to the proof that they can render services to performers, including stand-up comedians.

**Entertainment** refers to an event, performance, or activity designed to entertain an audience or clients.

**Empathy** is a kind of feeling in the relationship between employees and customers.

**Management** refers to the process of dealing with or controlling things or people in an organization.

**Operation** refers to the action where all the systems, procedures, methods, processes, and executions in the organization are well manifested, which will create value for the organization's productivity.

**Quality** is what makes the customer happy and meets the customers' satisfaction.

**Reliability** refers to the ability to perform promised service dependably and accurately.

**Responsiveness**- refers to a service that quickly responds to issues or client concerns.

**Restobar** refers to an establishment offering integrated restaurant and bar services within a single venue, typically serving both meals and alcoholic/non-alcoholic beverages.

**Service** refers to what the management and employees provide to the customers of the restaurants.

**Service Quality** refers to the mean score across SERVQUAL indicators rated by respondents using a Likert scale.

**Tangibility** refers to the physical evidence of the service provided by the owners.

## Review of Related Literature

This chapter of the paper presents a review of related literature, related studies, the theoretical framework, and the conceptual framework of the study.

**History of Restobar in the Philippines**

The restobar, a hybrid of restaurant and bar, represents a relatively modern development in the Philippine hospitality and nightlife industry. It combines dining and beverage service with a social entertainment environment, catering to customers seeking both food and leisure in a single venue. While the concept of drinking establishments in the Philippines has long existed in forms such as taverns, beer houses, and pubs influenced by Western colonial periods, the formal emergence of the "restobar" as a distinct business model is closely linked to the rapid urbanization and lifestyle changes in Metro Manila and other major cities in the late 20th and early 21st centuries.

Historically, Filipino drinking and social dining spaces evolved from informal community gatherings and early eateries to more structured commercial establishments. Traditional Filipino restaurants, such as long-standing heritage eateries, demonstrate the early development of food-centered hospitality businesses, while nightlife-oriented venues grew alongside urban entertainment districts. For instance, iconic establishments such as Aristocrat Restaurant, which traces its roots back to the 1930s, reflect the early institutionalization of dining businesses that combined food service with social interaction, laying the groundwork for later hybrid concepts in the hospitality industry.

By the 1980s and 1990s, the Philippine food service industry experienced diversification, including the introduction of buffet-style dining and more specialized restaurant formats such as Cabalen, which opened its buffet concept in 1986. This period marked a shift toward experiential dining, where customers were not only purchasing food but also engaging in a social and leisure-oriented experience. At the same time, nightlife culture in urban centers such as Manila expanded, with bars, clubs, and entertainment venues becoming increasingly central to the social lives of youth and the working class.

The modern Restobar concept began to gain a clearer identity in the early 2000s, driven by the growth of Metro Manila's nightlife districts and the influence of global food and beverage trends. Establishments such as O Bar, which opened in 2005, illustrate the increasing popularity of themed bars and entertainment-oriented venues that combine drinks, performances, and social interaction. Similarly, the rise of cocktail bars and neighborhood nightlife hubs in areas such as Makati, Poblacion, and Quezon City in the 2010s further shaped the evolution of hybrid establishments that offer both dining and bar experiences in a single setting.

The growth of Restobars was further accelerated by changing consumer preferences, particularly among younger urban populations who value convenience, experiential consumption, and social lifestyle spaces. As noted in discussions of Manila's nightlife revival, post-pandemic demand for social dining and drinking experiences has contributed to the resurgence and expansion of bars and hybrid establishments across Metro Manila. This reflects a broader shift in the hospitality industry toward integrated service environments where food, drinks, ambiance, and entertainment are deliberately designed to function as a unified customer experience.

The Restobar in the Philippines is a product of layered historical developments: early restaurant traditions, the expansion of nightlife culture, and the globalization of hospitality concepts. Its evolution reflects broader socio-economic changes, including urbanization, consumer lifestyle shifts, and the increasing demand for


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multifunctional leisure spaces. Today, restobars are recognized as key components of the Philippine food and beverage industry, particularly in urban centers where competition and consumer expectations continue to drive innovation in service design and operational practices.

**Types of Ownership in the Hospitality Industry**

According to Walker, J. R. (2016), Ownership structures in the hospitality industry, including restobars, vary widely and can significantly impact operational and financial outcomes. Common types of ownership include sole proprietorships, partnerships, corporations, and franchises.

Sole Proprietorship: This is the simplest form of ownership where a single individual owns and operates the business. It offers complete control but also comes with unlimited personal liability.

Partnership: In a partnership, two or more individuals share ownership. This structure allows for shared decision-making and resources, but can also lead to conflicts if not managed well.

Corporation: A corporation is a more complex structure where the business is a separate legal entity from its owners. This provides limited liability protection but comes with more regulatory requirements and potential double taxation.

Franchise: Franchising allows individuals to operate a business under the brand and business model of an established company. This can reduce the risk associated with startup ventures and provide support from the franchisor, but requires adherence to franchise agreements and payment of fees.

**Capitalization in the Hospitality Industry**

Tesone (2010) expressed that capitalization refers to the total amount of funds invested in a business to finance its operations. In the hospitality sector, this includes initial startup costs, ongoing operating expenses, and funds allocated for expansion or improvement.

Startup Capital: This includes costs related to property acquisition or leasing, renovations, equipment purchases, and initial marketing efforts.

Operating Capital: Funds required for day-to-day operations, including payroll, utilities, supplies, and inventory.

Growth Capital: Additional investments needed for expanding services, opening new locations, or enhancing facilities.

The ability to secure adequate capital is crucial for the success and sustainability of restobars. Sources of capital can include personal savings, bank loans, investor funding, and revenue reinvestment.

Franchise: Franchising allows individuals to operate a business under the brand and business model of an established company. This can reduce the risk associated with startup ventures and provide support from the franchisor, but requires adherence to franchise agreements and payment of fees.

**Regulatory Requirements in the Hospitality Industry**

There are many rules that restaurants and bars must follow to keep people in the neighborhood safe, healthy, and happy. Most of the time, hospitality businesses need to obtain important permits and licenses before they can operate legally. These usually include a business license to register the business, a health permit to ensure the business complies with food safety and sanitation rules, and a liquor license to sell alcohol. Zoning permits also ensure the site is allowed for business use, and fire safety and construction permits ensure the building is safe. These rules are institutional ways to encourage businesses to act responsibly and keep both customers and staff safe.

Policies like Executive Order No. 326 make it easier for the Philippine government to regulate businesses that sell alcohol. This policy sets guidelines for how bars can operate, including which types of businesses are covered by the law, where they can be located, what they must do to remain open, and what local authorities must do to monitor them. The policy specifies rules for things like the physical environment of bars, their hours of operation, their entrance criteria, their employee requirements, and how to ensure they comply with the rules. It also sets up mechanisms for issuing permissions, for government organizations to monitor activities, and for punishments such as revoking permits and licenses when rules are broken.

From an analytical point of view, these rules are important because they govern how hospitality businesses can operate. Government regulations affect how restobars operate, design their services, and make management decisions. For example, rules on hours of operation, where businesses can be located, and safety standards affect how they run their everyday operations and handle customer service. Licensing and inspection procedures, on the other hand, make sure that businesses keep their premises clean, serve alcohol responsibly, and provide safe places for customers to hang out.

So, regulatory frameworks like Executive Order No. 326 are vital for hospitality management studies. They set the legal and operational limits that firms must obey, and they also affect how managers plan, run their businesses, and deliver services. Researchers may examine how hotels and restaurants ensure they comply with regulations and operate in environmentally sustainable ways by understanding these rules.

**Impact of Operational Tenure on Business Performance**

Parsa and Naraparedy (2015) expressed that the number of years a restobar has been in operation can influence its stability, customer base, and reputation. Longer operational tenure often correlates with a more established market presence and refined operational processes.

Experience and Reputation: Older establishments benefit from accumulated experience and often have a loyal customer base.

Operational Efficiency: With time, businesses can streamline operations, improve service quality, and better manage resources.

Challenges: Long-standing businesses must continually innovate to stay relevant and competitive in a dynamic market.

**Staffing and Human Resource Management in Restobars**

According to Bahal (2024), the number of employees in a restobar directly affects its service capacity, customer experience, and operational efficiency. Effective human resource management is crucial in the hospitality industry due to its labor-intensive nature.

Staffing Levels: Adequate staffing ensures timely service and enhances customer satisfaction. Overstaffing, however, can lead to unnecessary labor costs.


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Employee Training: Ongoing training and development are essential for maintaining high service standards and operational consistency.

Retention and Motivation: High turnover rates are standard in the hospitality industry. Implementing strategies to retain and motivate employees, such as offering competitive wages, benefits, and a positive work environment, is crucial.

**Essentials of Management**

Management is widely acknowledged as a crucial element of organizational success, as it ensures the effective coordination of resources, personnel, and operations to achieve institutional objectives. Classical management theories characterize management as a process that encompasses planning, organizing, leading, and controlling. Henry Fayol and Harold Koontz were two of the first thinkers to argue that effective management requires coordinating an organization's resources and activities systematically to achieve set goals. These fundamental notions formed the framework for comprehending administrative roles across many sectors.

However, recent studies focus more on how these management principles are actually applied in specific fields, especially in the hotel and food service industries. Recent studies show that effective management practices have a significant impact on how well hotels, restaurants, and restobars operate, how well their employees perform, and how happy their customers are. For example, research published between 2021 and 2024 demonstrates that management methods related to staff oversight, service coordination, and operational planning strongly influence service delivery and customer experience in hospitality environments. These findings indicate that managerial functions are not solely theoretical constructs but real instruments that direct daily operations in service-oriented enterprises.

Moreover, empirical studies underscore the significance of managerial leadership and communication in maintaining service consistency and operational efficiency. Hospitality managers are responsible for ensuring quality standards are met by coordinating staff, allocating resources, and monitoring service operations. Research shows that businesses with good managerial leadership have more engaged employees, better service performance, and happier customers than businesses with inadequate managerial structures (González-Rodríguez et al., 2023 and Nguyen & Tran, (2024) as cited by Jitmaneeroj (2026). This shows how important management is in ensuring that employees act in ways that support the firm's goals and use resources wisely.

Recent study in hotel management indicates that strategic planning and operational control are crucial for sustaining competitiveness in the service sector. To get the best results, managers should combine human resources, financial management, service operations, and technology. In restaurants and restobars, the way managers decide on personnel, service design, and how to engage with customers has a big impact on the overall dining experience. Recent empirical research (Barth, 2011; Bujalance-López, 2025) underscores that good management techniques enhance operational outcomes, foster customer loyalty, and ensure the long-term sustainability of hospitality enterprises.

Overall, traditional management theorists established the essential functions of management; contemporary empirical literature shows that these ideas are still very useful when running a modern hospitality business. The actual application of management functions in hospitality settings underscores the significance of leadership, coordination, and strategic decision-making in guaranteeing service quality and organizational success.

**Characteristics of Management**

Universal: All organizations, whether they are profit-making or not, require management to manage their activities. Hence, it is universal.

Goal-Oriented: Every organization is set up with a predetermined objective, and management helps in reaching those goals in a timely and smooth manner.

Continuous Process: It is an ongoing process that persists as long as the organization exists. It is required in every sphere of the organization, whether it is production, human resources, finance, or marketing.

Multi-dimensional: Management is not confined to the administration of people only, but it also manages work, processes, and operations, which makes it a multi-disciplinary activity.

Group activity: An organization consists of various members who have different needs, expectations, and beliefs. Every person joins the organization with a different motive, but once they join, they work towards achieving the same goal. It requires supervision, teamwork, and coordination, and in this way, management comes into the picture.

Dynamic function: An organization exists in a business environment that has various factors, such as social, political, legal, technological, and economic.

**Planning**

Any sound delivery system begins with careful planning. Careful analysis and detailing of every step in the entire service delivery process will make the difference between having it mostly right and reaching the level of excellence that the very best service organizations deliver. Planning is a fundamental management function that involves setting objectives, forecasting future conditions, allocating resources, and developing strategies to achieve organizational goals. In the restobar industry, effective planning is essential for managing operations, customer demand, inventory, staffing, marketing activities, and financial performance. Through strategic planning, restobars can improve service quality, operational efficiency, and long-term sustainability in an increasingly competitive hospitality environment. Recent studies indicate that planning has become more important as restaurant businesses adapt to changing consumer preferences, technological advancements, and economic uncertainties.

According to Malheiros, Gomes, Lima Santos, and Campos (2025), planning plays a crucial role in restaurant management through revenue management strategies such as reservation planning, meal-duration forecasting, capacity management, and demand prediction. Their systematic literature review identified planning as a key managerial activity that enables restaurants to maximize profitability while maintaining customer satisfaction. The authors emphasized that effective planning allows restaurant managers to anticipate customer demand and optimize resource utilization.

Similarly, Bujalance-López, et al. (2025) found that modern restaurant management increasingly relies on data-driven planning techniques, including demand forecasting, dynamic pricing, menu


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engineering, and artificial intelligence-supported decision-making. Their review highlighted that strategic planning helps restaurant operators respond effectively to market changes, customer behavior patterns, and operational challenges.

Furthermore, Popović, Conić, and Vukolić (2025) examined the evolution of gastronomic management and concluded that post-pandemic restaurant businesses require more comprehensive planning approaches. Their study emphasized the importance of strategic planning in areas such as digital transformation, risk management, customer experience enhancement, and sustainable business development. The authors argued that successful restaurant managers integrate long-term planning with operational flexibility to remain competitive in a rapidly changing environment.

Recent research also indicates that planning contributes significantly to operational efficiency through inventory management, cost control, workforce scheduling, and sustainability initiatives. Restaurants that engage in proactive planning are better equipped to reduce waste, optimize resources, and improve overall business performance.

Service standards should be established early in the planning process.

They are the company's expectations for how the different aspects of the service experience should be delivered every time to every guest.

Johnson and Scholes define strategy as the direction and scope of an organization over the long term, through the configuration of resources within a changing environment, to meet market needs and fulfill stakeholders' expectations *(Johnson and scholes strategy framework, 2024*)

Pearce and Robinson (2007), as cited by Kaapanda (2023), pointed out that strategy provides long-term direction for an organization. This provides a perspective for the various diverse activities over time, which enables organizations to perform current activities while viewing them in terms of their long-term implications for the probable success of the organization. Similarly, the strategy helps companies to cope with change. Many authors in their definitions of strategic planning refer to objectives and results, and thus to the effectiveness of strategic planning. During the past decade, social work organizations have increasingly engaged in strategic planning to determine their future direction. " A complex, ever-changing, and competitive environment has provided impetus for the emergence of this type of planning as a critical leadership activity. Despite its increased use, however, confusion and skepticism about the definition and value of strategic planning remain a significant challenge.

Strategic planning involves an attempt to alter a company's strengths relative to those of its competitors as efficiently and effectively as possible. Strategic planning focuses on the organization's direction and the actions necessary to improve its performance.

It is the foremost function of management, i.e., to decide in advance what is to be done in the future. It encompasses formulating policies, establishing targets, scheduling actions, and so forth.

**Organizing**

Organizing is a fundamental management function that involves arranging resources, assigning responsibilities, establishing authority relationships, and coordinating activities to achieve organizational goals efficiently. In the context of Restobars, organizing includes structuring departments, defining employee roles, coordinating food and beverage operations, managing workflows, and ensuring effective communication among staff. Proper organization enables restobars to provide efficient service, maintain operational consistency, and enhance customer satisfaction. Recent studies indicate that effective organizational structures and workforce coordination are critical determinants of success in the hospitality industry.

According to Graham and Sasraku-Neequaye (2026), restaurant management increasingly depends on effective organizational systems that integrate human resources, operational processes, organizational culture, and technology. Their systematic review found that restaurants with clearly defined roles, standardized operating procedures, and coordinated teams achieve higher levels of operational excellence. The authors emphasized that organizing is essential for ensuring smooth workflow, employee accountability, and service consistency.

Similarly, Popović, Conić, and Vukolić (2025) highlighted that modern gastronomic management requires well-organized structures that support collaboration among kitchen staff, service personnel, and management teams. Their review emphasized that organizational effectiveness contributes to improved service quality, employee performance, and customer experiences. The study further noted that post-pandemic hospitality businesses increasingly rely on flexible organizational arrangements and cross-functional teamwork to respond to changing market demands.

Furthermore, Malheiros, Gomes, Lima Santos, and Campos (2025) found that organizing restaurant operations through reservation management, workforce coordination, capacity planning, and resource allocation contributes significantly to operational efficiency and profitability. Their systematic literature review demonstrated that restaurants benefit from organized management systems that facilitate communication, scheduling, and service delivery.

Research on restaurant service management also suggests that organizing involves designing structures and allocating resources that enable employees to work collaboratively toward common objectives. Effective organization helps managers coordinate customer service activities, streamline operations, and create engaging dining experiences. Restaurants that implement organized management systems are better positioned to achieve customer satisfaction and long-term sustainability.It is the process of bringing together physical, financial, and human resources and developing productive relationships among them to achieve organizational goals.

Organizing as a process involves: Identification of activities, Classification and grouping of activities, Assignment of duties, Delegation of authority and creation of responsibility, and Coordination of authority and responsibility relationships.

The managerial function of staffing involves operating the organizational structure through the proper and effective selection, appraisal, and development of the personnel to fill the roles assigned to the employers/workforce.


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Once the plans are formulated, the next step is to organize the activities and resources, including identifying tasks, classifying them, assigning duties to subordinates, and allocating resources.

**Purpose of Organizing**

The primary purpose of such a structure is to help the organization work towards its goals. It brings members of the organization together and demarcates functions between them. Secondly, the structure also helps in ensuring smooth and efficient functioning. In other words, it reduces time, money, and effort. This happens only because every person knows what their responsibilities are. Work happens with precise coordination and minimum wastage of resources.

**Controlling**

Controlling is one of the essential functions of management that involves monitoring activities, comparing actual performance with planned standards, identifying deviations, and implementing corrective actions to ensure organizational goals are achieved. In the context of Restobars, controlling is critical in maintaining service quality, managing costs, ensuring food safety, regulating employee performance, and sustaining customer satisfaction. It ensures that operations remain aligned with established standards, including service speed, order accuracy, cleanliness, and consistency in customer experience.

According to Were (2025), controlling in restaurant operations is strongly associated with quality assurance mechanisms such as customer feedback systems, complaint handling, and service monitoring tools. The study highlights that restaurant managers apply controlling strategies like on-the-spot complaint resolution and customer satisfaction surveys to maintain service quality and improve operational performance. These control mechanisms directly contribute to customer retention, profitability, and sustainability in the hospitality industry.

A process in which the managers instruct, guide, and oversee the performance of the workers to achieve predetermined goals. Directing is said to be the heart of the management process. Planning, organizing, and staffing are irrelevant if the direction function does not take place.

Controlling initiates action, and it is from here that the actual work starts. Direction is said to consist of human factors. In simple words, it can be described as guiding workers in doing work. In the field of management, the direction is said to be all those activities that are designed to encourage subordinates to work effectively and efficiently.

Therefore, Controlling is the function of guiding, inspiring, overseeing, and instructing people towards the accomplishment of organizational goals. Consists of verifying whether everything occurs in conformity with the plans adopted, instructions issued, and principles established. Controlling ensures that there is effective and efficient utilization of organizational resources to achieve the planned goals. Controlling measures, the deviation.

The controlling function of management involves several steps to be taken to ensure that the performance of the employees meets the plans. It involves establishing performance standards and comparing them with the actual performance. In case of any variations, necessary steps are to be taken to correct them.

**Leading**

According to contingency theory, leadership styles are divided into two types: task-motivated and relationship-motivated. These two styles are similar in terms of production and concern people in the Leadership Grid model. If leaders are primarily concerned about achieving goals and objectives, they have a dominant task-motivated style.

Conversely, if leaders are primarily concerned about developing close interpersonal relationships, they have a predominantly relationship-motivated style. Fiedler and his associates have developed the LPC scale to measure leadership style.

Leader-member relations are measured as good or bad. Leader-member relations include characteristics such as group atmosphere, the extent of loyalty, confidence, attraction to leaders, and the existence of friction within the group.

A leader carries out such a process by applying their leadership qualities, such as values, beliefs, character, knowledge, skills, ethics, experience, and culture. Leaders inspire people, move them to action, and change the world. Leadership is a social process that is highly complex.

Leadership is a social phenomenon that is found everywhere. People are always attracted to legends and myths about what distinguishes great leaders from followers (Den Hartog & Koopman, 2001). Several main trends can be discernible in the development of the study of leadership.

While early theories tend to focus on the characteristics and behaviors of successful leaders, later theories begin to consider the role of followers and the contextual nature of leadership.

Over the years, there have been several theories addressing the understanding of leadership, including the great man theory, the trait theory of leadership, behavioral theories, contingency theories, and contemporary leadership theories, such as charismatic leadership, transformational leadership, transactional leadership, and servant leadership theory.

Studies indicate that effective planning and controlling systems significantly correlate with service reliability and customer retention.

Management literature repeatedly acknowledges that organizational efficiency relies on defined managerial processes that direct resource utilization and synchronize organizational operations. Henry Fayol and Harold Koontz, two classical theorists, said that planning, organizing, directing, and controlling are the most important parts of managerial work. These roles create the structure that turns organizational goals into coordinated activities. However, present research is less concerned with explaining these classical notions and more with how they may be used in today's service sectors.

Recent theoretical discourse posits that managerial processes precede operational performance and eventually influence service outcomes. In service organizations, planning, coordination, and supervision create the framework for how operational tasks are done. If managers don't give clear directions, service operations can become inconsistent and inefficient, which can lead to bad service and unhappy customers. Research in hotel management underscores that managerial decision-making—encompassing labor allocation, service design, and quality monitoring—directly influences the execution of operational procedures and the client


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experience (Kim & Lee, 2021; Rahman et al., 2022). This substantiates the assertion that management functions serve as precursors to operational performance and service quality outcomes.

Empirical research undertaken in hospitality contexts substantiates this correlation. Studies show that good management leadership, communication, and coordination have a big impact on how well employees do their jobs and how consistently they give service in hotels and restaurants (González-Rodríguez et al., 2023; Alananzeh et al., 2023). Managers set rules for how things should be done, allocate resources, and monitor service standards. This affects how well frontline workers do their jobs. When strategic management practices are used, businesses can maintain reliable service, increase employee engagement, and make customers happier.

Additionally, current hospitality research underscores that strategic management decisions directly impact service outcomes, including client satisfaction, loyalty, and overall business performance. Managers combine human resources, operational systems, and service quality strategies to ensure that service encounters meet customer expectations. These results support the theoretical assertion that managerial processes are the primary catalysts for operational execution, which in turn influences the quality and consistency of service outputs.

The literature suggests that traditional management theories provide a conceptual framework for understanding managerial functions, while recent empirical studies underscore their practical relevance in hospitality operations. Planning, coordinating, and controlling by managers precede operations and affect how employees perform, how services are delivered, and, ultimately, how customers feel about their experiences in hospitality businesses.

**Service Quality of Restaurants**

Service quality in restaurants is a critical determinant of customer satisfaction, loyalty, and overall success. It encompasses various elements, including food and beverage quality, customer service, ambiance, and overall dining experience.

In service marketing literature, service quality is generally defined as the overall assessment of a service by the customers or the extent to which a service meets customer needs and expectations (Eshgi et al.2008). The intangible elements of service: the inseparability, heterogeneity, and perishability, are the critical determinants influencing service quality perceived by a consumer (Douglas and Cannor) (2003) and (Ladhari) (2008).

A widely used tool for assessing service quality is SERVQUAL, which is an instrument designed to obtain feedback on an organization's ability to provide quality service to customers (Sun Chee Chuong) (2008) It also found that SERVQUAL as a measuring tool "appears to remain the most complete attempt to conceptualize and measure service quality". The simplified RATER allows customer experiences to be explored and assessed quantitatively. (*Nyeck et,al 2002)*

Service quality is considered an essential tool for a firm's struggle to differentiate itself from its competitors. (Ladhari, 2008) The relevance of service quality to companies is that it offers a competitive advantage and brings customer satisfaction. Service quality has received a great deal of attention from both academicians and practitioners. (Negi,2009) Understanding service quality must involve acknowledging the characteristics of service. Evaluating service quality is important because it allows service providers to determine whether their customers are satisfied or dissatisfied.

Shah and Aryal (2025) declared that customers evaluate the quality of service by comparing what they received and what they expect. Suppose customers' expectations are met or exceeded. In that case, they believe that they have achieved service quality, and Sharma et al. (2022) pointed out that by defining service quality, companies will be able to deliver services with a higher quality level, resulting in increased customer satisfaction.

This only shows that providing internet service to the user is not easy. Moreover, complaints happen every day. To avoid complaints, make sure that the service you are going to offer is of the best quality.

Service quality became five dimensions. These are the tangibility, reliability, assurance, empathy, and responsiveness (Reyes & Jayme, 2025). The tangibility dimension of the service quality refers to the appearance of the physical surroundings and facilities, equipment, personnel, and the communication method. In other words, the tangible dimension is about creating first-hand impressions.

A company should want all its customers to have a unique positive experience and never forget their first-hand impression. This would make them more likely to return in the future.

The reliability dimension of the service quality refers to how the company is performing and completing its promised service, quality, and accuracy within the given set of requirements between the company and the customer. Reliability is just as important as a good first-hand impression, because every customer wants to know if their supplier is reliable and fulfills the set requirements with satisfaction.

The responsiveness dimension of the service quality refers to the willingness of the company to help its customers by providing them with high-quality, fast service.

This is also a critical dimension, because every customer feels more valued if they receive the best possible service quality.

The assurance dimension of the service quality refers to the company's employees. Are the employees skilled workers who can gain the trust and confidence of the customers? If the customers are not comfortable with the employees, there is a high likelihood that the customers will not return to do further business with the company.

The empathy dimension of the service quality refers to how the company cares and gives individualized attention to its customers, to make the customers feel extra valued and special. The fifth dimension is combining the second, third, and fourth dimensions at a higher level, even though they really cannot be compared individually. If the customers feel they get individualized and quality attention, there is a considerable chance that they will return to the company and do business there again.

Veranga (2024) conducted a study using the SERVQUAL framework to investigate Internet use, its purpose, time spent, place of use, Internet expertise, and perceived obstacles among physicists at universities in Karnataka state.

"The Tangibility and Intangibility of E-service Quality," it was stated that in the current online competitive environment, exploring


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a new way to increase customer satisfaction and loyalty is connected to the issue of service quality. Traditional service quality is conceptualized in service literature as the consumer's judgment about an entity's excellence or superiority. It is a type of attitude that involves the RATER model (Reliability, Assurance, Tangibility, Empathy, and Responsiveness). SERVQUAL includes additional services derived from the market. (Department of Information Systems in Catholic University of Pusan)

Recent literature recognizes that the SERVQUAL model is still frequently used to measure the quality of services in many fields. However, more and more researchers are pointing out several theoretical and methodological problems that make it less useful in all situations. Dimensional instability is a typical problem that comes up when the five SERVQUAL dimensions—tangibles, reliability, responsiveness, assurance, and empathy—don't work the same way in all situations and industries. Empirical research indicates that factor structures frequently change when the instrument is utilized in novel service contexts, implying that the initial five-dimensional framework may not consistently reflect the intricacies of service quality perceptions. Researchers contend that adaptations or revalidation of dimensions are frequently necessary to align with particular organizational or sectoral contexts, suggesting that the SERVQUAL framework may exhibit instability when applied universally across diverse service environments (Tjendana & Pranitasari, 2024; Ziliwu et al., 2026).

Another significant critique pertains to cultural disparities in the perception of service quality. The SERVQUAL model was initially established in Western service settings, and current research indicate that its dimensions may inadequately reflect culturally distinctive expectations and values in non-Western situations. In cross-cultural studies, researchers often note that service quality indicators and their relative significance vary among societies, requiring culturally tailored evaluation tools. Recent research on service quality evaluation in healthcare contexts underscores the necessity for culturally sensitive frameworks, as conventional SERVQUAL items frequently fail to capture the service expectations and norms of local communities. This indicates that the paradigm can impose Western assumptions on service quality assessment, thereby constraining its applicability across varied cultural contexts (Buguis & Castro, 2025).

Another theoretical discussion is about the perception-expectation gap approach, which is the main idea behind SERVQUAL measurement. The approach posits that service quality can be evaluated by determining the disparity between customer expectations and their perceptions of actual service delivery. Nonetheless, several researchers contest the inclusion of expectations, contending that an exclusive focus on perceptions may yield a more precise assessment of service quality. Critics assert that anticipation scores are frequently unpredictable, challenging for respondents to interpret, and may not substantially elucidate service satisfaction outcomes. Consequently, alternative models, including performance-only metrics, have been suggested to mitigate these conceptual issues (Veranga, 2024; new SERVQUAL uses in service studies).

Contemporary literature indicates that SERVQUAL remains a valuable diagnostic paradigm for assessing service quality; nonetheless, its implementation necessitates meticulous contextual modification and methodological enhancement. Concerns regarding dimensional instability, cultural variety, and the discourse on the perception–expectation gap illustrate that researchers must rigorously assess the concept instead of accepting it uncritically. Integrating these critiques into study design enhances theoretical rigor and signifies a more sophisticated engagement with service quality assessment frameworks.

Given the hybrid nature of restobars, SERVQUAL provides a flexible multidimensional structure applicable beyond purely dining-focused instruments such as DINESERV.

The literature analysis shows that service quality is very important for customer satisfaction, loyalty, and the overall performance of service-based businesses like restaurants and restobars. Early research highlights that service quality is primarily characterized as the customers' comprehensive assessment of a service, contingent upon its efficacy in fulfilling their wants and expectations (Eshgi et al., 2008). Because services have unique traits such as being intangible, inseparable, heterogeneous, and perishable, it is hard to judge their quality, and it depends a lot on how the client sees it (Graham, L. D., & Sasraku-Neequaye, B. K. (2026). Scholars assert that sustaining elevated service quality confers a substantial competitive advantage on firms and enhances customer satisfaction, making it a pivotal issue for both practitioners and scholars in service marketing.

Multiple authors note that customers frequently assess service quality by comparing their expectations with the actual service they receive. Customers think the service is of high quality when it meets or surpasses their expectations. This can lead to more satisfaction and loyalty in the long run (Mendocilla et al., 2026). The SERVQUAL instrument, developed by Zeithaml, Parasuraman, and Berry, is one of the most widely used methods for measuring these perceptions in service quality research. Parasuraman et al. (1988) say that SERVQUAL measures service performance through five dimensions: tangibility, reliability, responsiveness, assurance, and empathy. These dimensions cover both the physical and interpersonal aspects of service encounters. The RATER framework in the model enables academics and businesses to measure consumer experiences numerically and identify areas for improvement (Tjendana & Pranitasari, 2024). SERVQUAL's multidimensional structure has been utilized across diverse service sectors, including internet services and information technology environments, where research has investigated internet usage patterns, user satisfaction, and perceived service barriers (Biradar & Sampathkumar, 2005; Majahan, 2006).

Even though the SERVQUAL model is widely used, modern literature also points out some of its flaws. One significant problem is dimensional instability, which means that the five initial dimensions don't always show up consistently in different industries and situations. This means that researchers have to change or revalidate the scale when they use it in new settings (Tjendana & Pranitasari, 2024; Ziliwu et al., 2026). Another issue pertains to cultural variation, as the model was originally formulated in Western service environments and may not adequately reflect culturally unique expectations in non-Western contexts, thus requiring culturally sensitive modifications (Buguis & Castro, 2025). Additionally, scholars debate the model's perception-expectation gap approach, contending that assessing service quality via the disparity between expectations and perceptions may yield inconsistent results, prompting some researchers to endorse performance-only measurement methodologies (Veranga, 2024).


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The research indicates that SERVQUAL is a significant and widely used framework for assessing service quality; however, its implementation requires careful contextual adaptation and rigorous evaluation. Taking into account both its strengths and weaknesses improves the theoretical basis of research on service quality. In the context of hybrid businesses like restobars, the SERVQUAL model is especially beneficial because its multidimensional structure can encompass both tangible and intangible aspects of the service experience that other dining-focused tools, like DINESERV, cannot.

Recent management literature differentiates between management systems and operational systems, highlighting their distinct yet complementary functions within service organizations. People often think of management as a decision-making system that is in charge of planning, making policies, allocating resources, and setting strategic direction. Operations, on the other hand, are an execution system that focuses on putting managerial decisions into action through daily service activities, task performance, and process delivery. Scholars contend that management processes create the structure for operational activities, indicating that operational effectiveness is predominantly influenced by the caliber of managerial decision-making (Rahman et al., 2022; González-Rodríguez et al., 2023). In the hospitality industry, for instance, management decides how many staff members to hire, what the service standards should be, how the workflow should be set up, and what the quality control rules should be. Operations, on the other hand, are carried out by front-line employees who actually give the service to consumers.

Recent research underscore that the segregation of these two systems elucidates the attainment of organizational success. Management decisions determine operational methods, service protocols, and resource allocation, whereas operations convert those directions into quantifiable service outcomes, including efficiency, customer satisfaction, and service consistency. In restaurants and restobars, managerial decision-making systems may include menu planning, setting prices, training employees, and ensuring good service. Operational systems, on the other hand, include preparing food, serving customers at tables, interacting with customers, and managing the daily flow of labor. This difference reinforces the theoretical point that management establishes the organization's strategic and administrative framework, while operations implement these decisions in practice. This has an effect on the quality and effectiveness of service delivery in hospitality businesses.

**Operational Practices of Restobars**

Operational practices in restobars are pivotal to their success, influencing efficiency, customer satisfaction, and overall business performance. Effective management of operations involves various aspects such as supply chain management, staff scheduling, inventory control, and customer service protocols.

In restobars, operational effectiveness depends on coordinated service design, scheduling systems, physical layout, maintenance procedures, and human resource allocation.

Effective supply chain management ensures that restobars consistently receive fresh ingredients and supplies. This includes establishing strong relationships with suppliers, negotiating favorable terms, and maintaining a reliable inventory system.

The adoption of technology in operations, such as point-of-sale (POS) systems, reservation management, and customer feedback tools, can enhance efficiency and improve the overall guest experience.

The implementation of technology in hospitality operations can streamline processes and enhance customer engagement" (Law, Buhalis, & Cobanoglu, 2014).

Ensuring compliance with health and safety regulations is critical. This includes regular inspections, staff training on hygiene practices, and maintaining clean and safe facilities. Adherence to health and safety standards is non-negotiable in hospitality operations to protect both guests and employees. (Barth, 2011).

By incorporating these best practices and utilizing insights from existing literature, restobars can optimize their operations, enhance customer satisfaction, and achieve sustainable growth. A comprehensive understanding of these operational practices is essential for improving efficiency and ensuring the long-term success of restobars in the competitive hospitality industry.

Operational practices in hospitality are grounded in service operations theory, emphasizing process flow, capacity management, and layout optimization.

Empirical study in hospitality management illustrates that operational procedures significantly impact organizational performance and consumer results. Research on restaurant operations indicates that the quality of operational elements—such as service delivery, facility management, and staff responsiveness—profoundly influences consumer perception and satisfaction. For example, a research of 270 restaurant customers discovered a strong positive link between service quality characteristics and customer preference. This means that making operational service processes better makes customers' overall rating of the eating experience better.

Research on quick-service restaurants has also shown that new ways of doing things, such improving service processes and using technology, can greatly improve the customer experience and happiness, which in turn makes customers more loyal. These results show that operational systems, like service workflow, food delivery methods, and how employees interact with each other, are important factors in how well hospitality businesses do when it comes to customer-related performance measures.

Additional research in foodservice operations underscores that food quality and service quality collectively impact customer satisfaction and behavioral intentions, illustrating how operational performance yields quantifiable results such as repeat patronage and favorable behavioral intentions. Findings from structural equation modeling in restaurant research indicate that improvements in operational components significantly increase customer satisfaction and strengthen consumers' intentions to return to the company.

These empirical findings corroborate the theoretical assertion that management systems direct decision-making and resource allocation, whereas operational systems dictate the execution of those decisions during service interactions. So, operational performance is the direct way that management tactics affect client pleasure, loyalty, and the profitability of a hospitality business.

*Service Design*


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In a restobar, the service design is a bit different from ordinary restaurants because most restobars are unique in design and pragmatic. Anyway, in the Restobar aspect, it refers to the systematic planning and organization of people, processes, physical evidence, and technology to improve service delivery and customer experience. In restobars, service design is a key operational practice because it shapes how food and beverages are prepared, delivered, and experienced by customers. It integrates layout planning, workflow structuring, employee roles, and customer interaction points to ensure smooth and efficient service operations. Effective service design enhances both operational efficiency and customer satisfaction by aligning service processes with customer expectations and behavioral patterns.

Recent literature emphasizes that service design in hospitality is increasingly viewed as a holistic and user-centered process, where all elements of the dining experience are intentionally structured to create value. According to Cardoso, Canciglieri Jr., and Benitez (2024), modern service design is guided by five principles: user-centeredness, co-creation, sequencing, evidencing, and holistic integration. These principles are highly relevant to restobar operations, where customer experience depends on coordinated interactions between staff, ambiance, menu presentation, and service timing. The authors highlight that effective service design ensures that services are not only functional but also emotionally engaging and consistent across all service touchpoints.

In restaurant-specific contexts, James, Etim, Essien, Bassey, and Inyang (2024) found that the servicescape—including ambience, spatial layout, and social environment—plays a significant role in customer satisfaction and behavioral responses. Their study emphasizes that service design in restaurants is closely tied to physical environment planning and directly influences how customers perceive service quality. This supports the idea that restobar operations must carefully design dining spaces and customer flow to enhance overall experience.

Furthermore, an integrative review by (2025) in the International Journal of Hospitality Management explains that service design in restaurants involves structuring service encounters as a sequence of interactions between staff, customers, and technology. The study highlights that modern restaurant operations increasingly incorporate technology-driven service design, such as self-ordering systems and digital service processes, to improve efficiency and responsiveness. This demonstrates that service design is not only physical but also digital, especially in competitive hospitality environments like restobars.

Supporting this, Tran and Phan (2024) in a cross-cultural restaurant management study found that effective service design requires coordination of multicultural staff, standardized processes, and continuous training. Their findings show that poor service design—particularly weak training and unclear service processes—leads to inconsistent service delivery. This emphasizes that organizational structure and staff coordination are essential components of successful restobar operations.

Recent studies also show that service design in restaurant operations is increasingly focused on experience staging, where managers intentionally structure customer journeys to create emotional engagement and satisfaction. This includes designing the sequence of service delivery, customer interaction points, and environmental cues to enhance dining experience and encourage repeat visits.

*Scheduling*

Scheduling is a critical operational practice in restobar management that involves the systematic allocation of employees' working hours, shifts, and tasks to ensure efficient service delivery, cost control, and customer satisfaction. In the hospitality industry, scheduling is particularly challenging due to fluctuating customer demand, long operating hours, varying service peaks, and differences in employee skills. Effective scheduling ensures that the right number of staff with appropriate competencies are available at the right time, minimizing both understaffing (which leads to service delays) and overstaffing (which increases labor costs).

Recent literature highlights that modern restaurant scheduling has shifted from intuition-based planning to data-driven workforce scheduling systems. According to İşeri, Güner, and Güner (2025), workforce scheduling in service operations must account for fluctuating demand, employee skill levels, and fairness in shift allocation. Their study emphasizes that incorporating employee preferences and skill-based assignment improves both operational efficiency and employee satisfaction, while also maintaining service quality in restaurant settings.

Similarly, a study by Choi, Hwang, and Park (2009) on restaurant workforce scheduling found that managers often struggle to balance service standards with labor cost efficiency. Their findings show that structured scheduling models significantly reduce service errors and improve staffing balance compared to purely experience-based scheduling practices.

More recent developments in hospitality operations show that scheduling systems are increasingly integrated with predictive analytics and demand forecasting technologies. A 2026 industry analysis reports that restaurants using advanced scheduling platforms that analyze historical sales and staffing patterns achieve improved scheduling accuracy, reduced overtime costs, and better employee satisfaction due to more stable and transparent shift assignments.

In addition, hospitality operations research emphasizes that scheduling is closely linked to capacity management and service quality. Paapa and Chepngetich (2025) explain that managing labor schedules effectively helps reduce waiting time, prevent service bottlenecks, and maintain customer satisfaction by aligning workforce availability with peak demand periods. Overall, the literature suggests that scheduling in Restobars is no longer a simple administrative task but a strategic operational function. It integrates workforce planning, demand forecasting, and service optimization to ensure that customer needs are met efficiently while maintaining employee well-being and controlling operational costs.

*Layout Design*

Layout design is a key operational practice in restobar management that refers to the strategic arrangement of physical spaces such as dining areas, bar sections, kitchen zones, service stations, and customer flow pathways. It plays a crucial role in shaping operational efficiency, service speed, employee coordination, and overall customer experience. In Restobars, an effective layout ensures smooth movement of staff and customers, reduces service bottlenecks, enhances safety, and maximizes seating capacity without compromising comfort or ambiance.


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Recent literature emphasizes that restaurant and restobar layout design has evolved from traditional static planning to more data-driven and technology-assisted spatial optimization. According to Xu and Yu (2025), machine learning-based layout design approaches use customer flow pattern analysis to optimize seating arrangements and improve space utilization. Their study highlights that understanding movement patterns within dining spaces allows managers to reduce congestion and enhance service efficiency, ultimately improving customer satisfaction.

Similarly, Xu et al. (2025) developed a generative adversarial network (GAN)-based framework for restaurant spatial layout optimization, showing that intelligent algorithms can generate efficient restaurant designs that balance operational performance and customer experience. The study demonstrates that modern layout design is increasingly influenced by artificial intelligence tools that support decision-making in hospitality operations.

In addition, a systematic review in the International Journal of Hospitality Management (2025) highlights that service design—including spatial layout—is closely linked to how restaurants structure customer experiences. The study explains that layout design affects interaction points between customers and staff and plays a major role in staging engaging dining experiences.

Supporting this, Ahmadi and Webster (2026) emphasize that restaurant layout design is not only an aesthetic concern but also an operational strategy that integrates kitchen efficiency, customer flow, and service delivery systems. Their work suggests that well-planned layouts reduce operational costs, improve staff coordination, and enhance revenue generation by optimizing space usage.

Moreover, environmental design studies in hospitality show that modern restaurant layouts increasingly incorporate biophilic and experience-centered design principles, where natural elements, lighting, and spatial comfort are integrated to improve customer well-being and satisfaction. These design considerations directly influence customer behavior, dwell time, and return intention. Overall, the literature indicates that layout design in restobars is a critical operational practice that integrates spatial planning, technology, and customer experience design. Effective layout design improves workflow efficiency, enhances service delivery, reduces congestion, and strengthens customer satisfaction and loyalty.

*Maintenance*

Maintenance is a vital operational practice in restobar management that refers to the systematic upkeep, repair, and monitoring of physical facilities, equipment, and infrastructure to ensure safe, efficient, and uninterrupted service delivery. In restobars, maintenance includes kitchen equipment servicing, bar tool calibration, HVAC systems upkeep, plumbing and electrical checks, cleanliness protocols, and preventive inspections. Effective maintenance ensures operational continuity, reduces equipment downtime, improves food safety compliance, and enhances overall customer experience.

Recent hospitality literature highlights that restaurant maintenance is increasingly viewed as a comprehensive operational system rather than a reactive repair activity. According to SafetyCulture (2025), restaurant maintenance includes routine cleaning, equipment upkeep, waste management, and facility monitoring to ensure that dining operations remain safe, efficient, and compliant with hygiene standards. The study emphasizes that preventive maintenance strategies are essential in avoiding unexpected breakdowns that can disrupt restaurant service flow and negatively affect customer satisfaction.

Similarly, maintenance management research in hospitality operations suggests that structured maintenance systems contribute significantly to service quality and operational reliability. In food service environments such as restobars, regular inspection schedules and preventive maintenance programs help reduce risks associated with equipment failure, food contamination, and service delays. This aligns with the broader SERVQUAL principle that tangible aspects of service—such as clean and functional facilities—strongly influence customer perceptions of quality.

Further supporting this, maintenance engineering studies show that modern operational systems increasingly apply predictive and condition-based maintenance approaches, allowing managers to anticipate equipment degradation and schedule timely interventions. This reduces operational costs while improving service consistency, especially in high-demand environments like restaurants and bars where equipment reliability directly affects service speed and customer satisfaction.

In addition, hospitality management literature emphasizes that maintenance practices are closely linked with food safety and sanitation compliance, as well-maintained kitchens and bar areas reduce contamination risks and ensure adherence to regulatory standards. Regular cleaning schedules, equipment sterilization, and infrastructure monitoring are considered essential components of maintaining service quality in restaurant operations.

*Human Resources*

Recent literature emphasizes that HRM practices in hospitality establishments are strongly linked to service quality, employee engagement, and organizational performance. According to Bahal (2024), strategic human resource management in hospitality enterprises significantly improves employee engagement, retention, and service quality. The study highlights that recruitment, training, and performance management systems are essential in addressing common hospitality challenges such as high turnover and workforce instability, which are also prevalent in restaurant and restobar operations.

Similarly, a systematic literature review by Saito, Brozović, and Baum (2025) found that hospitality employee well-being is shaped by organizational HR practices, including workload management, support systems, and leadership behavior. Their findings show that HR practices directly influence employee stress levels, job satisfaction, and service performance, making HRM a central operational mechanism in maintaining consistent service quality in hospitality environments such as restobars.

In addition, Suleman et al. (2024) emphasized the importance of Green Human Resource Management (GHRM) in hospitality and tourism organizations. Their integrative review revealed that sustainable HR practices—such as environmentally conscious training, ethical recruitment, and employee involvement—enhance both organizational performance and service innovation. This suggests that modern restobar HR practices are expanding beyond traditional staffing concerns toward sustainability and long-term organizational development. Furthermore, Wang (2024) highlighted that high-performance HR practices (HPHRPs) significantly improve service-oriented behavior among hospitality


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employees. The study found that structured HR systems focusing on ability, motivation, and opportunity (AMO model) enhance employee productivity and customer service performance in restaurant operations. This reinforces the idea that well-designed HR systems are essential for maintaining efficient restobar operations and delivering consistent service quality.

Additional research also shows that diversity management and inclusive HR practices improve service quality in multicultural hospitality settings. According to Reyes and Jayme (2025), managing employee diversity effectively enhances customer experiences because culturally competent staff can better understand and respond to varied customer needs. This is particularly relevant for restobars, where employees often interact with diverse clientele.

**Theoretical Framework**

This study was based on the SERVQUAL Model created by Parasuraman, Zeithaml, and Berry (1988). This model uses five main dimensions to measure service quality: Tangibles (physical facilities, equipment, and the appearance of staff), Reliability (the ability to deliver promised service reliably and accurately), Responsiveness (the willingness to help customers and provide prompt service), Assurance (the knowledge and courtesy of employees and their ability to inspire trust and confidence), and Empathy (caring, individualized attention to customers). The SERVQUAL model defines service quality as the gap between what customers expect and what they actually experience, providing a measurable indicator of how well the service was delivered.

The Gap Model of SERVQUAL examines systemic disparities in service delivery, emphasizing how managerial and operational factors affect perceived service quality. Gap 1 happens when management doesn't understand what customers want; Gap 2 happens when service specifications don't match management's understanding of what customers need; Gap 3 happens when operations don't deliver services as promised; Gap 4 happens when delivery and external communication don't match up; and Gap 5 captures the overall difference between what customers expect and what they actually get. These gaps show that service excellence is not only about how things are done; it's also about how management decisions, operational execution, and customer experience all work together.

From a systemic point of view, management functions are the main factor that affects service quality. Planning, organizing, staffing, directing, and controlling create the structure of the organization, set service standards, and give resources to help with operational processes (Rahman et al., 2022; González-Rodríguez et al., 2023). In the hotel industry, management specify the number of people, the order of work, the training programs, and the mechanisms for checking quality. These things then set the rules for how frontline operations might happen.

Operational practices serve as the process driver, converting management choices into actual service operations. This includes daily tasks like cooking, serving meals, interacting with customers, following safety rules, and following service standards (Nguyen & Tran, 2024; Sharma & Gupta, 2025). Studies in hospitality show that operational excellence has a direct effect on service performance indicators like speed, correctness, responsiveness, and overall customer satisfaction (Kim & Lee, 2021; Alananzeh et al., 2023). Even well-thought-out management plans won't work if they aren't put into action properly.

Management, operations, and SERVQUAL outcomes all work together in a system. This can be thought of as a process that happens in steps but keeps going: management sets the standards and expectations; operations put these standards into action in everyday service; and SERVQUAL outcomes give feedback on how well service meets or exceeds customer expectations. This connection validates the classification of service quality as both a strategic and operational issue. By comparing how customers feel about the SERVQUAL dimensions, businesses can find out which gaps are caused by poor management, operational inefficiencies, or both. This lets them keep improving both their decision-making and execution processes (Rahman et al., 2022; Sharma & Gupta, 2025).

In short, the SERVQUAL outcome is a diagnostic endpoint that shows how well strategic management and operational execution work together. It shows that high-quality service is not an accident but the result of coordinated efforts across the entire hospitality industry.

**Conceptual Framework**

This particular study looked into the firmographic profile of the restobars in the National Capital Region in terms of types of business ownership, capitalization, number of years of operations, numbers of employees, location, and size of business. Likewise, it will determine the demographic profile of the managers in terms of sex, age, civil status, designation, number of years working in the restobars, and highest educational attainment.

After which, the respondents will assess the service quality of restobars in terms of reliability, assurance, tangibility, empathy, and responsiveness. Furthermore, the respondents will assess the management functions of the restobars in terms of planning, organizing, controlling, and leading. They will also assess the operations practices of the said establishments in terms of service designs, scheduling, layout design, maintenance, and human resources.

The study also looked into the significant difference in the assessment of the respondents in the service quality when their demographic profile is considered and in the assessment of the respondents in management functions when their demographic profile is considered. Additionally, the study examined whether there is a significant difference in respondents' assessments of restobar operational practices when the firmographic profile is considered.

Similarly, the research looked into the significant relationship between service quality and management functions in the restobars and

significant relationship between service quality and operations practices in the restobars.

Also, the study identified the challenges encountered by the managers in the service quality, management, and operation practices as identified through a structured checklist. The possible findings of the study will prompt the researcher to recommend operational enhancement plan based on (a) lowest-rated indicators and (b) statistically significant differences/relationships.


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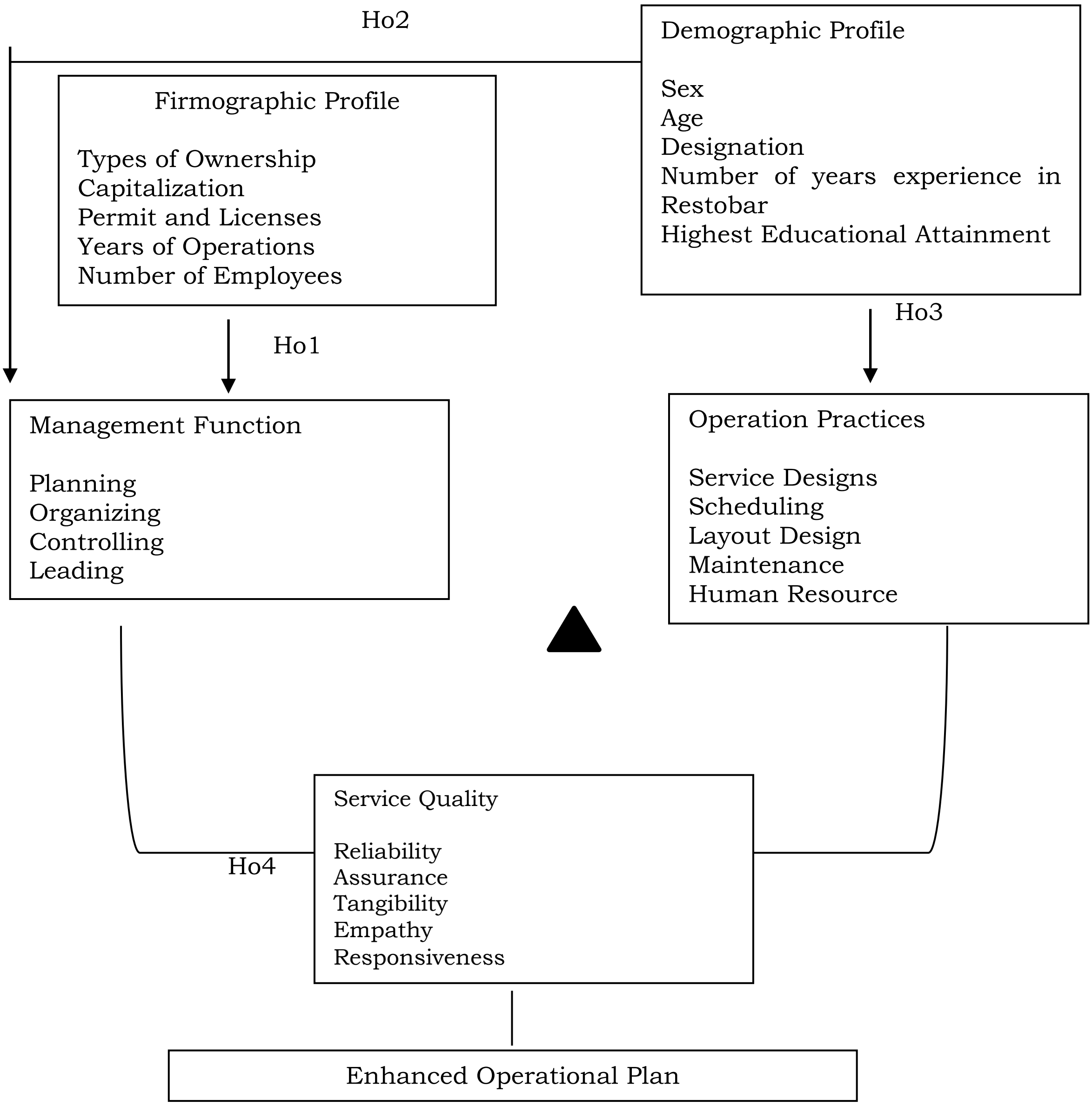


## Research Methodology

This chapter concentrates on the discussion of the research methods and procedures adhered to by the researcher to answer systematically the specific problems posed for investigation. Specifically, the research design, samples, respondents, source of data, and questionnaire of the data used for accurate data analysis and interpretation were explained in this chapter.

**Research Design**

This study utilized a quantitative research approach, incorporating three descriptive designs: descriptive evaluative, descriptive comparative, and descriptive correlational. The descriptive evaluative design assessed by gathering data on their firmographics, demographics, socioeconomic background, and employment details (Creswell, 2014). The descriptive comparative design tested the significant difference on the management such as planning, staff, controlling and leading, based on variables such as age, gender, and income (Polit & Beck, 2017). Lastly, the descriptive correlational design was used to test the significant relationships among management and operation (Mukaka, 2012). Overall, these designs will provide a comprehensive understanding of OFWs' financial practices.

**Locale of the Study**

The selection of NCR as the research locale is appropriate because it hosts a significant number of restobars catering to residents ,professionals, students, tourists, and businessmen. The research locale was the NCR cities. The region has strong economic activity, high consumer spending, and dynamic hospitality sector. Cities like Makati, Taguig, Pasig, Quezon City , Manila, etc.. are rich environment for examining operational practices, service quality, and challenges encountered by restobars.

**Population and Sample of the Study**

The respondents of the study were two managers/owners and three employees of the restobars. They were selected from the different cities of the National Capital Region as they have all the necessary criterion that can define the management functions, knowledge in service quality as well as the operational activities of the restobars.

In this investigation, the census sampling method was used. There were 176, as the number of restobars coming from different cities


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of the NCR. The researcher selected two managers/owners and three employees from each restobar, which made up five respondents. The number of restobars was multiplied by the 5 respondents to the number of restobars in each city to arrive at the total population of 855.

**Table1**

Distribution of Respondent Managers / Owners and Employees in NCR

| NCR Cities | Number of Resto Bar | Number of Managers / Owners | Number of Employees | Total Respondents | Total Population |
|---|---|---|---|---|---|
| Manila | 19 | 2 | 3 | 5 | 95 |
| Caloocan City | 6 | 2 | 3 | 5 | 30 |
| Las Piñas | 3 | 2 | 3 | 5 | 15 |
| Makati City | 39 | 2 | 3 | 5 | 195 |
| Malabon | 1 | 2 | 3 | 5 | 5 |
| Mandaluyong | 14 | 2 | 3 | 5 | 70 |
| Marikina | 2 | 2 | 3 | 5 | 10 |
| Muntinlupa | 7 | 2 | 3 | 5 | 35 |
| Navotas | 3 | 2 | 3 | 5 | 15 |
| Parañaque | 12 | 2 | 3 | 5 | 60 |
| Pasay | 11 | 2 | 3 | 5 | 55 |
| Pasig | 3 | 2 | 3 | 5 | 15 |
| Pateros | 3 | 2 | 3 | 5 | 15 |
| Quezon City | 21 | 2 | 3 | 5 | 105 |
| San Juan | 3 | 2 | 3 | 5 | 15 |
| Taguig | 25 | 2 | 3 | 5 | 100 |
| Valenzuela | 4 | 2 | 3 | 5 | 20 |
| Total | 176 | | | | 855 |

**Source :DTI 2024**

**Research Instruments**

The researcher employed the self-made questionnaire. It is the main tool in data gathering data. The questionnaire had 4 parts:

Part 1 covered the firmographic profile of the cruise line, namely: number of employees, number of years in operation, classification of cruise line, types of company ownership, type of cruise, and facilities available.

Part 2 covered the demographic profile of the respondents, namely: age, sex, number of years of experience in the cruise line, highest educational attainment, designation, nationality, monthly income, and civil status.

Part 3 focused on the assessment of the respondent seafarers regarding human resource management practices, namely: recruiting, creating favorable working conditions, compensation and benefits, onboarding process, promotion, employee retention, and coaching and development.

Part 4 focused on the assessment of the respondent seafarers regarding hospitality management practices, namely: advanced water technology, reducing waste, cleaner exhaust, alternative power, upgraded service technology, crew and passenger engagement, sustainable food sources, and ship design.

**Validation and Reliability of the Research Instrument**

*Validation*

To ensure the validity and reliability of the questionnaire used in this study, the researcher-made instrument underwent a thorough validation process. First, the questionnaire was evaluated and validated by three experts in the field of Business management. One expert was a faculty member and, at the same time, Chair of the Department of Management, and has served at the institution for 20 years. His experience and exposure to the industry will greatly help validate the research tool. Another expert is a faculty member from the Graduate School's Department of Management. She has been connected with the university for many years, whose expertise was of great assistance in ensuring that the tool covered the study's intended constructs. To further ensure the validity of the instrument, feedback was sought from the dissertation adviser, who was an expert in the field, who reviewed the items for clarity and relevance. Necessary revisions were made based on their suggestions, ensuring that the questionnaire accurately measured the intended constructs.

*Reliability Test*


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The overall reliability of the instrument was determined through a pilot test of at least 10 respondents which consisted of managers/owners and employees. The responses were evaluated through statistical analysis of the responses to confirm its consistency and suitability for addressing the study's objectives. This multi-step validation and reliability testing process ensured that the instrument was both valid and reliable in assessing the role of technology in the employability of Hospitality Management graduates. The instrument was required to achieve a Cronbach's alpha coefficient of at least 0.70 to be considered reliable.

To validate the questionnaire, first, the researcher formulated a series of questions based on the study to come up with survey questions. Once finished, let the adviser review edit to determine if there are essential changes and rerun another check. One industry expert validated also the questionnaire to ensure the contents were appropriate.

The researcher got in touch with a statistician to validate all the stats.

With a result of planning (.981), organizing (916), controlling (.974), leading (.974), reliability (.899), assurance (9.27), tangibility (.932), empathy (.974), responsiveness (.972), service designs (.899), scheduling (.937), layout design (983), maintenance (.931), and human resource (.973) with overall result of .962*( Attached in Appendix D*). The normality of the data was assessed using the Shapiro-Wilk and Kolmogorov-Smirnov tests. The Kolmogorov-Smirnov was used as the primary basis for interpretation. Results revealed that all indicators obtained significance values below the 0.05 threshold, indicating that the data significantly deviated from a normal distribution. Therefore, the assumption of normality was met.

**Ethical Considerations**

This study adhered to established ethical guidelines throughout the research process. First, the research protocol and instrument received formal approval from the Institutional Ethics Review Committee (IERC) of Our Lady of Fatima University prior to data collection.

Following IERC approval, data collection commenced. The study was conducted in accordance with the core ethical principles of confidentiality, beneficence, and respect for participant autonomy. Informed consent was obtained from all participants. which distributed the consent forms and study information to their members. The principle of autonomy was upheld by ensuring that participation was entirely voluntary. Potential participants received clear information about the study's purpose and their rights, and their decision to partake or withdraw was respected without consequence. All data were anonymized during collection and analysis. No personally identifiable information was disclosed at any stage of the research.

**Data Gathering Procedure**

In preparation for the data gathering process, a letter of request was sent to the Dean of the Graduate School. Also, a letter was sent to respondents' restobar. The researcher wrote a letter to the business owners requesting approval to conduct a study, either in person or virtually, depending on which option is more convenient for them.

The data collection was conducted either through face-to-face distribution of questionnaires and through virtual platforms, depending on the availability, preference, and convenience of the respondents. This flexible approach was adopted to ensure a higher response rate and to accommodate the varying schedules of business owners.

**Statistical Treatment of Data**

The following statistical methods and techniques were employed to verify the validity and methodical presentation, analysis, and interpretation of information:

| Scale | Interval Satisfaction | Qualitative Interpretation for Level of Qualitative Interpretation for Factors |
|---|---|---|
| 4 | 3.50-4.00 | Strongly Agree |
| 3 | 2.50-3.49 | Agree |
| 2 | 1.50-2.49 | Disagree |
| 1 | 1.00-1.49 | Strongly Disagree |

**Frequency Count and Percentage Formula** were used to determine the percentage for data on profile such as age, status, and occupation. The respondents are also shown in the proper order.

**Weighted Mean** was used to determine the average or the central value of the responses in every statement of the respondent's perceptions with the use of a self-made survey questionnaire.

**Analysis of Variance (ANOVA)** was a statistical method used to analyze the differences among group means and determine whether these differences are statistically significant or occurred by chance. ANOVA compares the variation within each group to the variation between groups to assess whether the differences observed between the groups are significant enough to reject the null hypothesis that the means of the groups are equal.

**Post Hoc Analysis** was used to conduct additional statistical tests after an overall test had found a significant result. Its purpose is to identify where the differences lie among groups.

**Pearson r** was used to test the significant relationship among the three dependent variables: quality service, operations, and management.

## Presentation, Analysis and Interpretation Of Data

This presents the findings of the study with table presentation, analysis, and interpretation of the results.

1. Firmographic Profile

Table 2 indicates that the most common type of business structure is the sole proprietorship, accounting for 110 businesses (62.5 percent), while the least common is the corporation, with 16 businesses (9.1 percent). This suggests that restobar businesses in the National Capital Region are mostly micro and small enterprises. This highlights the importance of support programs that improve capacity, financial management, and business sustainability, helping sole proprietors grow their businesses and, if they choose, move towards more stable and scalable structures.

According to Chowdhury (2023), sole proprietorship is regarded as the simplest form of business organization. It involves minimal legal formalities and allows the owner to manage all operations personally, making it a popular choice for small business owners. This implies that in restobar businesses, Sole proprietorship is the


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most common type of business ownership in the NCR. However, next is “others” that is represented by the one-man corporation, cooperatives, etc.

Table 2

Distribution of Restobars According to Their Type of Ownership

| Type of Ownership | Frequency | Percentage |
|---|---|---|
| Sole Proprietorship | 110 | 62.5 |
| Partnership | 18 | 10.2 |
| Corporation | 16 | 9.1 |
| Others | 32 | 18.2 |
| Total | 176 | 100.0 |

Table 3 shows that the largest number of businesses falls into the capitalization range of less than ₱1,000,000, with 108 businesses (61.4 percent), while the smallest number is in the ₱2,500,001–₱3,000,000 range, with only 6 businesses (3.4 percent). This suggests that restobars in the National Capital Region are mostly micro-scale businesses with relatively low capital. This indicates that most operators start and run their businesses using limited initial funds.

Respicio (2026) points out that small businesses, especially those owned by individuals, often operate with limited capital due to simpler registration processes and lower financial risk.

This explains why the “below ₱1,000,000” capital range is the most common among micro and small enterprises, as owners usually focus on keeping the business running and growing gradually rather than making large upfront investments. The Department of Trade and Industry (DTI) defines micro enterprises as those with assets not exceeding ₱3,000,000, which is why very few businesses are found in the higher-capitalization brackets, such as ₱2,500,001–₱3,000,000. This implied that the majority of the respondent Restobars in the NCR were microenterprises (dti.gov.ph).

Table 3

Distribution of Restobar According to their Capitalization

| Capitalization | Frequency | Percentage |
|---|---|---|
| Below 1,000,000 | 108 | 61.4 |
| 1,000,001 – 1,500,000 | 19 | 10.8 |
| 1,500,001 – 2,000,000 | 14 | 8.0 |
| 2,000,001 – 2,500,000 | 11 | 6.3 |
| 2,500,001 – 3,000,000 | 6 | 3.4 |
| 3,000,001 and above | 18 | 10.2 |
| Total | 176 | 100.0 |

Table 4 indicates that the most common duration of business operation is between 1 and 3 years, accounting for 112 or 63.6 percent. The least common duration is 7 years, representing 4.0 percent. This suggests that the industry is highly competitive and constantly changing, with many businesses still in the early stages of development and adjusting to market conditions.

The Department of Trade and Industry (DTI, 2023) notes that many micro and small enterprises are in the early stages of operation, particularly in the food and beverage sector. These businesses often face challenges in maintaining operations beyond the first few years due to limited financial resources, lack of experienced management, and unpredictable customer demand. This helps explain why only a small number of businesses operate for seven years or longer. This implied that the majority of the established Restobars surveyed were 1 to 3 years old, as they faced significant operational, financial, and market challenges, especially competition (Open Knowledge, World Bank, 2024).

Table 4

Distribution of Restobar According to their Years of Operation

| Years of Operation | Frequency | Percentage |
|---|---|---|
| 1-3 years | 112 | 63.6 |
| 4-6 years | 41 | 23.3 |
| 7-10 years | 8 | 4.5 |
| 11-15 years | 7 | 4.0 |
| 16 years and above | 8 | 4.5 |
| Total | 176 | 100.0 |

Table 5 shows that the largest number of employees is fewer than 5, with 87 businesses (49.4 percent), while the smallest is the 16-25 employee range, with 11 businesses (6.3 percent). This indicates a labor-efficient business approach where owners focus on cutting costs and having employees take on multiple tasks to keep daily operations running smoothly.

According to the OECD (2021), micro and small businesses make up the majority in the service sector and typically have small staff to keep labor costs low and allow for greater flexibility in how they run their daily activities. Storey (2016) also notes that small firms often use small teams in which employees handle several roles, thereby improving efficiency and reducing operating expenses. This indicated that the majority of the Restobars in the NCR are classified as micro, with fewer than 5 employees, followed by those with 5 to 15 employees. According to DTI, a microenterprise has 1-9 employees.

Table 5

Distribution of Restobar According to the Number of Employees

| Number of Employees | Frequency | Percentage |
|---|---|---|
| Less than 5 | 87 | 49.4 |
| 6-15 | 60 | 34.1 |
| 16-25 | 11 | 6.3 |
| 26 and above | 18 | 10.2 |
| Total | 176 | 100.0 |

Table 6 indicates that Makati City has the highest number of locations, with 39 cases (22.2 percent), while Malabon has the lowest, with just 1 case (0.6 percent). This suggests that restobar businesses are primarily found in highly urbanized, economically active cities, particularly in Makati City. In contrast, less developed or less commercialized areas like Malabon have very few such establishments.


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According to the OECD (2021), service-sector businesses often cluster in highly urbanized, economically active areas with high levels of consumer activity, employment opportunities, and commercial activity. This explains why business operations are more common in central business districts than in less commercialized areas. This implied that Makati has long been considered a premier business and nightlife district. Making it an attractive location for a restobar. This is due to a large market of professionals and executives and an established nightlife culture.

Table 6

Distribution of Restobar According to their Location

| Location | Frequency | Percentage |
|---|---|---|
| Manila | 19 | 10.8 |
| Caloocan City | 6 | 3.4 |
| Las Piñas | 3 | 1.7 |
| Makati City | 39 | 22.2 |
| Malabon | 1 | 0.6 |
| Mandaluyong | 14 | 8.0 |
| Marikina | 2 | 1.1 |
| Muntinlupa | 7 | 4.0 |
| Navotas | 3 | 1.7 |
| Parañaque | 12 | 6.8 |
| Pasay | 11 | 6.3 |
| Pasig | 3 | 1.7 |
| Pateros | 3 | 1.7 |
| Quezon City | 21 | 11.9 |
| San Juan | 3 | 1.7 |
| Taguig | 25 | 14.2 |
| Valenzuela | 4 | 2.3 |
| Total | 176 | 100.0 |

Table 7 shows that the most common business size in the study area is micro, with 65 businesses (36.7 percent), while the least common is medium, with 14 businesses (8.0 percent). This suggests that restobars in the area are mostly small businesses, meaning the industry is largely made up of small-scale operators with limited financial resources, small teams, and narrow operational activities.

According to the Department of Trade and Industry (DTI, 2023), micro enterprises are defined as businesses with assets not exceeding ₱3,000,000 and fewer than 10 employees. This classification matches the trend observed in the Restobar industry. The National Capital Region, being the country's main business center, has a high number of these micro-enterprises due to strong consumer demand, easy access to customers, and lower costs of entry into the food and beverage sector. This indicated that the majority of Restobar's businesses are Micro in size.

Table 7

Distribution of Restobar According to Their Size of Business

| Size of Business | Frequency | Percentage |
|---|---|---|
| Micro | 81 | 36.9 |
| Small | 65 | 46.0 |
| Medium | 14 | 8.0 |
| Large | 16 | 9.1 |
| Total | 176 | 100 |

2. Demographic Profile

Table 8 indicates that the majority of respondents are female (614, 71.8 percent), while 241 (28.2 percent) are male. This suggests that the restobar industry is largely female-dominated among respondents, indicating that women are significantly involved in the management and operations of these businesses. A recent study by the Philippine Statistics Authority (PSA, 2023) highlights that women are increasingly taking on leadership and customer-facing roles in service and retail sectors, including food service establishments, due to their active participation in management and support positions. This indicates that in Restobars' operations in NCR, female participation is strong and active.

Table 8

Distribution of Respondents According to their Sex

| Sex | Frequency | Percentage |
|---|---|---|
| Male | 241 | 28.2 |
| Female | 614 | 71.8 |
| Total | 855 | 100.0 |

Table 9 shows that the most common age group is 18–25 years old, with 507 individuals (59.3 percent), while the least common is 36–45 years old, with 43 individuals (5.0 percent). This suggests that the workforce is mainly composed of younger people, especially those aged 18–25, indicating a younger workforce in the industry.

The International Labor Organization (ILO, 2022) states that younger workers are prevalent in service industries because they are often more flexible, adaptable, and willing to take on entry-level and customer-facing positions. Likewise, the World Bank (2021) reports that young adults are commonly found in urban service sectors, as these industries typically offer job opportunities that do not require much prior experience. This implies a growing trend among young entrepreneurs driven by social and technological factors (Phil.Star, 2025).

Table 9

Distribution of Respondents According to their Age

| Age | Frequency | Percentage |
|---|---|---|
| 18-25 years old | 507 | 59.3 |
| 26-35 years old | 245 | 28.7 |
| 36-45 years old | 43 | 5.0 |
| 46-55 years old | 60 | 7.0 |
| Total | 855 | 100.0 |

Table 10 indicates that the majority of respondents are employees, at 470 (55.0 percent), whereas the smallest group consists of


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managers/owners, at 385 (45.0 percent). This suggests that a larger number of individuals involved in Restobar operations are employees, implying a growing trend of delegating operational responsibilities to customer management. This indicated that employees are more visible than the manager/owner in Restobar operations. Employees are definitely many, for they are the workforce serving customers at Restobar.

Table 10

Distribution of Respondents According to Their Designation

| Designation | Frequency | Percentage |
|---|---|---|
| Employee | 470 | 55.0 |
| Manager / Owner | 385 | 45.0 |
| Total | 855 | 100.0 |

Table 11 shows that the most common range of work experience among respondents is 1 to 3 years, with 684 individuals (80.0 percent) falling into this category. The least common range is 11 to 15 years, with only 13 respondents, or 1.5 percent. This suggests that the majority of people working in restobars have relatively little industry experience, with most having worked there for only 1 to 3 years.

The International Labor Organization (ILO, 2022) notes that high employee turnover is typical in service sectors, often due to factors such as seasonal demand, limited career growth, and the physically taxing nature of the work. Likewise, the OECD (2021) notes that employees in small businesses tend to remain in their jobs for shorter periods, often moving between positions in pursuit of better pay and working conditions. This implied that, after years in operation, the most common range is 1 to 3 years.

Table 11

Distribution of Respondents According to their Number of Years of Experience

| Number of Years of Experience | Frequency | Percentage |
|---|---|---|
| 1-3 years | 684 | 80.0 |
| 4-6 years | 143 | 16.7 |
| 7-10 years | 15 | 1.8 |
| 11-15 years | 13 | 1.5 |
| Total | 855 | 100.0 |

Table 12 indicates that the highest level of education achieved by the respondents is a bachelor's degree, with 513 individuals (60.0 percent). On the other hand, the lowest level of education is among ongoing doctors, with 6 individuals, or 0.07 percent. These findings suggest that the majority of respondents in Restobars are college graduates, reflecting a trend in which the industry is becoming more populated by educated individuals with formal academic training relevant to management and service operations. This indicated that the majority of the respondents had reached the bachelor's degree level. This is a practical industry setting, normally in business.

Table 12

Distribution of Respondents According to their Highest Educational Attainment

| Highest Educational Attainment | Frequency | Percentage |
|---|---|---|
| Bachelor Degree | 513 | 60.0 |
| Ongoing Masters | 81 | 9.5 |
| Master degree | 27 | 3.2 |
| Ongoing doctors | 6 | 0.7 |
| Doctors Degree | 228 | 26.7 |
| Total | 855 | 100.0 |

3. Assessment of the respondents in the management of Restobars in the NCR

Table 13 indicates that the evaluation of restobar managers in the National Capital Region (NCR) regarding planning has a grand mean of 3.03, which is interpreted as agree. The highest weighted mean is for the statement, "The management establishes measurable goals related to sales, customer satisfaction, and operational efficiency," with a score of 3.15, also interpreted as agree. The lowest weighted mean is for the statement, "The management assesses potential locations based on foot traffic, visibility, accessibility, and proximity to competitors," with a score of 2.55, again interpreted as agree. This suggests that planning practices in restobar management are generally adequate but still need improvement, especially in strategic and external environmental analysis.

Effective management, particularly in planning, is essential for the success and long-term viability of restobars in the NCR. Good planning involves selecting the right location, designing the menu, hiring appropriate staff, developing marketing strategies, and ensuring compliance with health and safety regulations. Research shows that strategic planning is key to gaining a competitive edge in the restobar industry. As noted by Ramos (2022), successful restobar management starts with thorough market research and location analysis, ensuring the venue appeals to its intended customers while accounting for accessibility and foot traffic. In the highly urbanized and competitive NCR, careful planning when choosing the right location is crucial for attracting customers and boosting profitability. This indicated that the respondents are well aware of the planning functions of the Restobars.

Table 13

Assessment of the respondents in the management of Restobars in the NCR in terms of Planning

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management establishes measurable goals related to sales, customer satisfaction, and operational efficiency. | 3.15 | 0.58317 | Agree |
| 2. The management develops a unique concept that differentiates your restobar from | 2.98 | 0.64335 | Agree |


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| | | | |
|---|---|---|---|
| competitors. | | | |
| 3. The management assesses potential locations based on foot traffic, visibility, accessibility, and proximity to competitors. | 2.55 | 0.58994 | Agree |
| 4. The management designs a menu that reflects your concept while considering cost control and ingredient availability. | 3.03 | 0.64655 | Agree |
| Grand Mean | 3.03 | 0.49308 | Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 14 shows that the assessment of the respondents on the management of Restobars in the NCR, in terms of organizing, has a grand mean of 2.99 and an interpretation of "agree". The highest weighted mean is “The management creates weekly schedules that align staff availability with peak hours to ensure adequate coverage,” with 3.06 and an interpretation of agree, while the lowest is “The management develops a detailed checklist for opening procedures that includes cleaning tasks, equipment checks, and setup requirements,” with 2.93 and an interpretation of agree. It indicates that organizing practices in restobars are functional but still require improvement in standardization and operational discipline.

Proper organizing extends to the allocation of resources such as furniture, kitchen equipment, and technology. According to Reyes (2023), restobar managers in NCR invest in efficient space utilization and inventory management systems to optimize operations. Strategic placement of equipment and staff ensures quick service and operational efficiency. Streamlining workflows through organized procedures enhances customer experience and operational effectiveness. Dela Cruz (2023) reports that NCR restobars implement standardized operating procedures (SOPs) for food preparation, order taking, and service delivery, which are regularly reviewed and updated to adapt to changing demands. This implied that one of the management functions being applied is organizing.

Table 14

Assessment of the respondents in the management of Restobars in the NCR in terms of Organizing

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management creates weekly schedules that align staff availability with peak hours to ensure adequate coverage. | 3.06 | 0.59519 | Agree |
| 2. The management establishes a routine for ordering supplies based on consumption patterns and sales forecasts. | 2.98 | 0.61357 | Agree |
| 3. The management develops a detailed checklist for opening procedures that includes cleaning tasks, equipment checks, and setup requirements. | 2.93 | 0.67394 | Agree |
| 4. The management maintains detailed records of all expenses related to payroll, supplies, utilities, and maintenance. | 3.00 | 0.66859 | Agree |
| Grand Mean | 2.99 | 0.51140 | Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 15 shows that the assessment of the respondents on the management of Restobars in the NCR, in terms of controlling, has a grand mean of 2.99 and an interpretation of "agree". The highest weighted mean is “The management ensures the POS system is functioning correctly; regularly updates software and trains staff on its features for efficient operation” with 3.04 and an interpretation of agree, while the lowest is “The management establishes protocols for receiving goods, including verifying deliveries against purchase orders and invoices” with 2.96 and an interpretation of agree. Technological control systems are relatively well managed; however, traditional control processes related to procurement and inventory verification still require strengthening.

Maintaining consistent service quality is essential for customer satisfaction and repeat business. Garcia (2022) reports that NCR restobars adopt standardized service protocols and conduct regular staff training to uphold service standards. Customer feedback mechanisms, such as comment cards and online reviews, are also used to monitor and improve service quality. Inventory management is a critical aspect of controlling operational efficiency. Reyes (2023) emphasizes that restobar managers utilize inventory control systems to monitor stock levels, reduce wastage, and prevent theft. Strategic supplier relationships and just-in-time inventory practices help streamline supply chains and control costs. This implied that the respondents are aware and knowledgeable of the controlling functions in the management of Restobar.

Table 15

Assessment of the respondents in the management of Restobars in the NCR in terms of Controlling

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management ensures proper cash handling procedures are in place, including segregation of duties for cashiers and managers. | 3.00 | 0.62138 | Agree |
| 2. The management | 2.96 | 0.66009 | Agree |


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| | | | |
|---|---|---|---|
| establishes protocols for receiving goods, including verifying deliveries against purchase orders and invoices. | | | |
| 3. The management optimizes staff schedules based on peak hours to ensure adequate coverage without overstaffing. | 2.97 | 0.69867 | Agree |
| 4. The management ensures the POS system is functioning correctly; regularly updates software and trains staff on its features for efficient operation. | 3.04 | 0.64604 | Agree |
| Grand Mean | 2.99 | 0.53340 | Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 16 shows that the assessment of the respondents on the management of Restobars in the NCR, in terms of leading, has a grand mean of 2.98 and an interpretation of "agree". The highest weighted mean is “The management evaluates how well leaders adjust their style based on team needs and situational demands” with 3.08 and an interpretation of agree, while the lowest is “The management reviews existing incentive programs that reward employee performance and engagement” with 2.88 and an interpretation of agree. Leading practices in restobars are functional but still need improvement in terms of employee motivation and reward systems.

Research indicates that transformational leadership is particularly effective in NCR restobars. According to Santos (2023), leaders who inspire and motivate employees foster a sense of ownership and commitment, which translates into better customer service and operational performance. Leaders who demonstrate charisma, individualized consideration, and intellectual stimulation positively influence staff morale and efficiency. Effective leaders in NCR restobars prioritize staff motivation through recognition, professional development, and participative decision-making. Cruz (2023) emphasizes that engaged employees exhibit higher productivity and loyalty, reducing turnover rates. Leadership that promotes teamwork and open communication creates a cohesive work environment conducive to high-quality service. This implied that the leading function in management has been in practice and is being applied.

Table 16

Leading

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management evaluates how well leaders adjust their style based on team needs and situational demands. | 3.08 | 0.55978 | Agree |
| 2. The management reviews existing incentive programs that reward employee performance and engagement. | 2.88 | 0.68090 | Agree |
| 3. The management assesses the availability of training programs aimed at enhancing staff skills and knowledge. | 2.97 | 0.60748 | Agree |
| 4. The management analyzes turnover rates as an indicator of employee satisfaction with management practices. | 2.99 | 0.64719 | Agree |
| Grand Mean | 2.98 | 0.50009 | Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

4. Assessment of the five dimensions of service quality of Restobar

Table 17 shows that the respondents' assessment of Restobar's service quality in terms of reliability has a grand mean of 3.28, interpreted as strongly agree. The highest weighted mean is “The management ensures that all dishes served match their descriptions on the menu regarding ingredients and presentation” with 3.37 and an interpretation of strongly agree, while the lowest is “The management tracks if meals are served within the estimated wait times provided to customers” with 3.24 and an interpretation of agree. The restobar management demonstrates strong reliability in terms of food quality and order accuracy. However, there is still room for improvement in service efficiency, particularly in monitoring and controlling food preparation and delivery times.

Research by Santos (2023) demonstrated that higher reliability ratings correlate with increased customer satisfaction in NCR restobars. Respondents value promptness, accuracy, and consistency, and these elements form the basis of their assessment of service quality. With the advent of technology, digital ordering systems and real-time feedback mechanisms have enhanced perceived reliability. Lee (2023) notes that NCR restobars utilizing integrated POS systems and online reservation platforms have improved service dependability, leading to higher customer satisfaction ratings. This implied that the respondent are in practice and utilization of reliability in Restobar.

Table 17

Assessment of the five dimensions of service quality of Restobar in terms of Reliability

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management ensures that all dishes served match their descriptions on the | 3.37 | 0.60350 | Strongly Agree |


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|---|---|---|---|
| menu regarding ingredients and presentation. | | | |
| 2. The management tracks if meals are served within the estimated wait times provided to customers. | 3.24 | 0.61179 | Agree |
| 3. The management determines if staff can recall previous interactions with returning customers to enhance service personalization. | 3.25 | 0.63082 | Agree |
| 4. The management checks if staffing levels are adequate during busy periods to maintain service quality. | 3.26 | 0.73546 | Strongly Agree |
| Grand Mean | 3.28 | 0.52603 | Strongly Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 18 shows that the respondents' assessment of Restobar's service quality in the dimension of assurance has a grand mean of 3.22 and an interpretation of "agree". The highest weighted mean is "The management ensures that all staff members undergo comprehensive training programs that cover menu items, preparation methods, and beverage pairings" with 3.27 and an interpretation of strongly agree, while the lowest is "The management observes staff body language; they should maintain eye contact and exhibit open posture to convey friendliness" with 3.12 and an interpretation of agree. Demonstrates strong assurance in terms of staff competence and training, but there is still room for improvement in customer interaction skills, particularly in non-verbal communication.

Garcia (2022) emphasizes that knowledgeable and courteous staff foster a sense of confidence among patrons. Customers feel reassured when staff can accurately answer questions about menu items, specials, or health protocols. This sense of trust enhances the overall perception of service quality. Santos (2023) found a significant positive correlation between the assurance dimension and customer satisfaction levels. Customers who perceive staff as confident, courteous, and trustworthy tend to rate the overall service experience higher and are more likely to return. This implied that the respondents have applied the "assurance" aspect of the Restobar's service quality.

Table 18

Assessment of the five dimensions of service quality of Restobar in terms of Assurance

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management ensures that all staff members undergo comprehensive training programs that cover menu items, preparation methods, and beverage pairings. | 3.27 | 0.62821 | Strongly Agree |
| 2. The management observes staff body language; they should maintain eye contact and exhibit an open posture to convey friendliness. | 3.12 | 0.58468 | Agree |
| 3. The management evaluates whether the service provided is consistent across different shifts and staff members. | 3.23 | 0.61894 | Agree |
| 4. The management schedules regular training sessions to update staff on new menu items or changes in service standards. | 3.26 | 0.62751 | Strongly Agree |
| Grand Mean | 3.22 | 0.50352 | Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 19 showed that the assessment of the respondents on the five dimensions of Restobar's service quality in terms of tangibility had a grand mean of 3.25, interpreted as agree. The highest weighted mean is "The management ensures staff members wearing clean and appropriate uniforms" with 3.33 and an interpretation of strongly agree, while the lowest is "The management ensures staff members wearing clean and appropriate uniforms" with 3.20 and an interpretation of agree. It shows satisfactory performance in terms of tangibility, particularly in staff appearance, but there is still a need to ensure consistent implementation of uniform standards and other physical service elements.

Reyes (2023) found that respondents frequently rate cleanliness, ambiance, furniture, and the presentation of food and beverages as key indicators of tangibility. A well-maintained environment fosters positive perceptions and enhances customer satisfaction. Garcia (2022) emphasizes that an attractive, comfortable, and clean environment encourages repeat patronage. The quality of physical facilities, such as lighting, seating arrangements, and cleanliness, directly influences customers' perceptions of the establishment's overall quality. This implied that the respondents were able to manifest one of the dimensions: tangibility.

Table 19

Assessment of the five dimensions of service quality of Restobar in terms of Tangibility

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management ensures that staff members wear clean and appropriate | 3.33 | 0.59440 | Strongly Agree |


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|---|---|---|---|
| uniforms | | | |
| 2. The management maintains good personal hygiene and grooming | 3.20 | 0.55362 | Agree |
| 3. The management cleans the restroom, stocks it with necessary supplies, and keeps it well-maintained | 3.26 | 0.62739 | Strongly Agree |
| 4. The management maintains an active social media presence that reflects its brand image | 3.22 | 0.69403 | Agree |
| Grand Mean | 3.25 | 0.51297 | Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 20 shows that the respondents' assessment of Restobar's service quality in the dimension of empathy has a grand mean of 3.29, interpreted as strongly agree. The highest weighted mean is "The management ensures that employees understand the importance of emotional intelligence in customer interactions" with 3.36 and an interpretation of strongly agree, while the lowest is "The management evaluates if employees allow customers to express their needs fully before responding" with 3.24 and an interpretation of agree. A high level of empathy in service delivery, particularly in promoting emotional intelligence among staff, but there is still room for improvement in active listening practices.

Recent studies highlight that customers in NCR restobars increasingly value personalized service and attentive staff. Reyes (2023) notes that respondents assess empathy based on how well staff listen to and address individual customer needs, such as special requests or dietary restrictions. Patrons tend to perceive higher service quality when staff demonstrate genuine concern and personalized attention. Garcia (2022) emphasizes that attentive and caring staff foster trust and emotional connection, which positively influence customer perceptions. Respondents often rate service quality higher when staff proactively check on their needs and show understanding during their dining experience. This implied that the respondents felt for the customers, as shown by their empathetic expressions.

Table 20

Assessment of the five dimensions of service quality of Restobar in terms of Empathy

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management ensures that employees understand the importance of emotional intelligence in customer interactions. | 3.36 | 0.57460 | Strongly Agree |
| 2. The management evaluates if employees allow customers to express their needs fully before responding. | 3.24 | 0.64590 | Agree |
| 3. The management looks for instances where employees suggest menu items tailored to specific dietary needs or past orders. | 3.28 | 0.61952 | Strongly Agree |
| 4. The management determines if employees return to ensure satisfaction with the meal and address any issues promptly. | 3.28 | 0.63676 | Strongly Agree |
| Grand Mean | 3.29 | 0.52764 | Strongly Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 21 shows that the respondents' assessment of Restobar's service quality in terms of responsiveness has a grand mean of 3.27, interpreted as strongly agree. The highest weighted mean is "The management checks how quickly it responds to feedback received from customers regarding service responsiveness" with 3.40 and an interpretation of strongly agree, while the lowest is "The management measures the average time customers wait before being seated during peak and non-peak hours" with 3.25 and an interpretation of agree. The restobar management demonstrates strong responsiveness to customer feedback, but there is still room for improvement in monitoring and managing waiting times.

Santos (2023) notes that responsiveness is even more critical during busy hours or peak seasons, when delays can negatively affect customer perceptions. Restobars that effectively manage service flow and prioritize customer needs tend to receive higher satisfaction ratings. The COVID-19 pandemic highlighted the importance of responsiveness in terms of communication and safety protocols. Respondents value clear, timely updates about safety measures and availability of services. Restobars that demonstrate prompt communication and adapt quickly to changing circumstances are perceived more positively (Lee, 2023). This implied that the respondents are sensitive to the needs of the customers in the manifestation thru responsiveness.

Table 21

Assessment in the five dimensions of service quality of Restobar in terms of Responsiveness

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management measures the average time customers wait before being seated during peak and non-peak hours. | 3.25 | 0.54429 | Agree |


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|---|---|---|---|
| 2. The management assesses whether complaints are resolved satisfactorily and within an acceptable timeframe. | 3.28 | 0.60885 | Strongly Agree |
| 3. The management checks if staff follow up with customers after resolving an issue to ensure satisfaction. | 3.26 | 0.59368 | Strongly Agree |
| 4. The management checks how quickly the responds to feedback received from customers regarding service responsiveness. | 3.40 | 0.63963 | Strongly Agree |
| Grand Mean | 3.27 | 0.48665 | Strongly Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

5. Assessment of the operation practices of Restobar

Table 22 shows that the respondents' assessment of Restobar's operational practices in terms of service design has a grand mean of 3.29, interpreted as strongly agree. The highest weighted mean is "The management measures average time taken from order placement to food delivery. Identify bottlenecks in the workflow" with 3.434 and an interpretation of strongly agree, while the lowest is "The management checks if the layout accommodates customers with disabilities, including accessible entrances, seating, and restrooms" with 3.24 and an interpretation of agree. Service design is strong in terms of operational efficiency and process monitoring, but still requires improvement in accessibility and inclusive facility design. I

Reyes (2023) emphasizes that respondents assess aspects such as interior layout, cleanliness, ambiance, and the efficiency of service flow. A well-designed service environment fosters comfort and enhances overall service quality. Garcia (2022) notes that streamlined operational practices—such as well-organized kitchen workflows, efficient order-taking systems, and clear signage—contribute significantly to customer satisfaction. Respondents appreciate establishments where service processes are smooth and logical, minimizing wait times and confusion. This implied that the respondents had identified the designs in the Restobar that provided them with comfort and a good experience.

Table 22

Assessment of the operation practices of Restobar in terms of Service Designs

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management checks if the layout accommodates customers with disabilities, including accessible entrances, seating, and restrooms. | 3.24 | 0.59477 | Agree |
| 2. The management measures the average time taken from order placement to food delivery. Identify bottlenecks in the workflow. | 3.34 | 0.53845 | Strongly Agree |
| 3. The management assesses staff's familiarity with menu items, including ingredients and preparation methods, to ensure they can answer customer inquiries effectively. | 3.33 | 0.60077 | Strongly Agree |
| 4. The management verifies that SOPs for service delivery are documented and accessible to all staff members. | 3.25 | 0.66178 | Agree |
| Grand Mean | 3.29 | 0.49359 | Strongly Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 23 shows that the respondents' assessment of Restobar's operational practices in terms of scheduling has a grand mean of 3.56 and an interpretation of "strongly agree". The highest weighted mean is "The management adjusts staffing levels based on seasonal trends or special events that may require additional staff" with 3.58 and an interpretation of strongly agree, while the lowest is "The management reviews employee availability to ensure that schedules align with their preferred working hours and any restrictions they may have" with 3.54 and an interpretation of strongly agree. It implies that scheduling practices in restobars are highly effective at meeting operational demands but still have room for improvement in employee consideration and work-life balance.

Garcia's (2022) study emphasizes that efficient staff scheduling ensures adequate staffing during peak periods, leading to smoother operations and better customer experiences. Respondents often assess the effectiveness of scheduling based on wait times, staff availability, and personnel's ability to handle peak demand. Santos (2023) highlights that modern restobars utilize reservation systems to manage customer flow effectively. Respondents appreciate establishments that implement reliable reservation practices, reducing crowding and wait times, especially during high-demand periods. This indicates that the respondents have demonstrated good scheduling, thus the customers are satisfied.

Table 23

Assessment of the operation practices of Restobar in terms of Scheduling

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management | 3.54 | 0.60204 | Strongly |


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|---|---|---|---|
| reviews employee availability to ensure that schedules align with their preferred working hours and any restrictions they may have. | | | Agree |
| 2. The management adjusts staffing levels based on seasonal trends or special events that may require additional staff. | 3.58 | 0.64770 | Strongly Agree |
| 3. The management ensures all shifts are adequately covered without excessive overtime or understaffing. | 3.55 | 0.57057 | Strongly Agree |
| 4. The management establishes protocols for managing last-minute schedule changes due to employee absences or unexpected demand | 3.57 | 0.59203 | Strongly Agree |
| Grand Mean | 3.56 | 0.49466 | Strongly Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 24 shows that the respondents' assessment of Restobar's operational practices in terms of layout design has a grand mean of 3.60, interpreted as strongly agree. The highest weighted mean is "The management ensures restrooms are easily accessible from all dining areas without disrupting service flow," with 3.64. An interpretation of strongly agree, while the lowest is "The management analyzes how staff moves between the kitchen, bar, and dining areas. Efficient movement reduces wait times and improves service" with 3.55, and an interpretation of strongly agree. The management conducts regular spatial flow analyses and redesigns operational layouts as necessary to further enhance efficiency, reduce service delays, and improve overall operational performance.

A recent article by Garcia (2022) notes that an optimized layout enhances staff movement and service delivery. Efficient placement of tables, bar counters, and service stations minimizes delays and congestion, leading to smoother operations. Respondents often evaluate how the layout affects wait times and service responsiveness. This implied that the respondents have very good designs in the operation of the Restobar that bring comfort and meet the needs of persons with disabilities.

Table 24

Assessment of the operational practices of Restobar in terms of Layout Design

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management analyzes how staff move between the kitchen, bar, and dining areas. Efficient movement reduces wait times and improves service. | 3.55 | 0.62256 | Strongly Agree |
| 2. The management checks if tables are arranged to maximize seating capacity while maintaining comfort and accessibility. | 3.56 | 0.56270 | Strongly Agree |
| 3. The management verifies that the layout meets accessibility standards for individuals with disabilities, including wheelchair access to all areas. | 3.63 | 0.59900 | Strongly Agree |
| 4. The management ensures restrooms are easily accessible from all dining areas without disrupting service flow. | 3.64 | 0.61423 | Strongly Agree |
| Grand Mean | 3.60 | 0.47064 | Strongly Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 25 shows that the respondents' assessment of the restobar's operational practices regarding maintenance had a grand mean of 3.58, interpreted as "strongly agree". The highest weighted mean is "The manager inspects kitchen appliances (ovens, fryers, refrigerators) for proper functionality" with 3.65 and an interpretation of strongly agree, while the lowest is "The management ensures that all cleaning equipment (dishwashers, sinks) is operating correctly" with 3.48 and an interpretation of strongly agree. Suggests that while overall maintenance practices are strong, slightly less attention is given to ensuring that all cleaning equipment, such as dishwashers and sinks, is consistently operating at optimal efficiency.

Recent studies emphasized the importance of effective maintenance practices in the hospitality industry, particularly in restobars, to ensure operational efficiency and customer satisfaction. According to Garcia et al. (2022), respondents in their survey of restaurant operators highlighted that regular maintenance of equipment and facilities significantly impacts service delivery and operational continuity. The study revealed that proactive maintenance strategies reduce downtime and repair costs, thereby improving overall business performance. This implied that the respondent has maintained regular check-ups on the equipment and tools used.

Table 25

Assessment of the operational practices of Restobar in terms of Maintenance


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| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management inspects kitchen appliances (ovens, fryers, refrigerators) for proper functionality. | 3.65 | 0.51003 | Strongly Agree |
| 2. The management ensures that all cleaning equipment (dishwashers, sinks) is operating correctly. | 3.48 | 0.59003 | Strongly Agree |
| 3. The management conducts thorough inspections of refrigeration units to ensure they maintain safe temperatures. | 3.57 | 0.62701 | Strongly Agree |
| 4. The management ensures restrooms are stocked with necessary supplies (soap, paper towels). | 3.64 | 0.57861 | Strongly Agree |
| Grand Mean | 3.58 | 0.47227 | Strongly Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

Table 26 shows that the respondents' assessment of Restobar's operational practices in terms of human resources has a grand mean of 3.60, interpreted as strongly agree. The highest weighted mean is "The management verifies adherence to Occupational Safety and Health Administration (OSHA) standards for workplace safety" with 3.65 and an interpretation of strongly agree, while the lowest is "The management regularly checks compliance with federal, state, and local minimum wage laws" with 3.53 and an interpretation of strongly agree. It is strong in ensuring workplace safety and general compliance, but there is still room for improvement in consistently monitoring wage-related regulations.

According to Lee and Kim (2023), survey respondents from various Restobars emphasized that regular staff training programs and fair work practices contribute to improved service delivery and staff retention. Moreover, Hernandez et al. (2022) found that respondents assessed HR practices such as recruitment, scheduling, and performance evaluation as critical factors that impact overall operational effectiveness. The study suggested that strategic human resource management can lead to better team cohesion and improved customer experiences.

Table 26

Assessment of the operational practices of Restobar in terms of Human Resources

| Indicator | WM | STD | Interpretation |
|---|---|---|---|
| 1. The management confirms that each employee receives an employee handbook outlining policies and procedures, with signed acknowledgments on file. | 3.63 | 0.58896 | Strongly Agree |
| 2. The management regularly checks compliance with federal, state, and local minimum wage laws. | 3.53 | 0.60133 | Strongly Agree |
| 3. The management verifies adherence to Occupational Safety and Health Administration (OSHA) standards for workplace safety. | 3.65 | 0.50469 | Strongly Agree |
| 4. The management implements measures to protect sensitive employee information from unauthorized access. | 3.59 | 0.59015 | Strongly Agree |
| Grand Weigh Mean | 3.60 | 0.47930 | Strongly Agree |

Legend: 4.00-3.26 Strongly Agree (SA); 3.25-2.51 Agree (A); 2.50-1.76 Disagree (D); 1.75-1.00 Strongly Disagree (SD)

6. Test of significant difference in the assessment of the management of Restobars in the NCR when the profile of Restobar is considered

Table 27 revealed that there is a significant difference in the assessment of the management of Restobars in the NCR when profile of Restobar is considered in terms of type of ownership (p=0.023), capitalization (p=0.030), years of operation (p=0.011), and size of business (p=0.013) their p-value is less than the set significant value of 0.05, therefore reject the hypothesis and remark it as significant. In contrast, the number of employees (p=0.084) and location (p=1.000) have p-values greater than the set significance level of 0.05; therefore, we accept the null hypothesis and remark it as not significant. It implies that internal business characteristics, such as ownership structure, financial capacity, and business maturity, play a more critical role in shaping management effectiveness than external factors such as location or workforce size. This implied that respondents' assessments varied according to business characteristics such as ownership type and capitalization. Sole proprietorships, partnerships, and corporations have different management styles, decision-making processes, and resource capabilities. Regarding capitalization, higher capitalization generally provides greater resources for facilities, equipment, employee training, etc., and better financial resources can enhance the customer experience. About business size, larger businesses often have more employees and broader product offerings, while businesses that have been operating for longer often gain experience and operational expertise. However, the number of employees and location were not significant factors in the assessment because service quality may depend more on


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employees' skills, training, and efficiency than on the actual number of staff. On the other hand, location was not significant because digital marketing, food delivery apps, and social media have reduced the importance of physical location. Customers may be willing to travel to a Restobar if it offers unique food, entertainment, or value for money.

The post-hoc analysis demonstrated significant differences across categories of ownership type, capitalization, years of operation, and business size, indicating that these organizational characteristics influence the implementation of service quality management and operational practices among Restobars in the National Capital Region. Significant differences were also observed among businesses employing 16–25 workers, while no significant differences were found across locations. These findings suggest that organizational resources, business maturity, and structural characteristics are key determinants of operational effectiveness and service quality performance.

Table 27

Test of significant difference in the assessment of the management of Restobars in the NCR when the profile of Restobar is considered

| | P-Value | Decision | Remarks |
|---|---|---|---|
| Type of Ownership | 0.023 | Reject Ho | Significant |
| Capitalization | 0.030 | Reject Ho | Significant |
| Years of Operation | 0.011 | Reject Ho | Significant |
| Number of Employees | 0.084 | Accept Ho | Not Significant |
| Location | 1.000 | Accept Ho | Not Significant |
| Size of Business | 0.013 | Reject Ho | Significant |

Post-Hoc Analysis for Table 27

| Indicator | Item | P-Value |
|---|---|---|
| Type of Ownership | Sole Proprietorship | 0.031 |
| | Partnership | 0.011 |
| | Corporation | 0.021 |
| | Others | 0.026 |
| Capitalization | Below 1,000,000 | 0.030 |
| | 1,000,001-1,500,000 | 0.101 |
| | 1,500,001-2,000,000 | 0.012 |
| | 2,000,001-2,500,000 | 0.020 |
| | 2,500,001-3,000,000 | 0.032 |
| | 3,000,0001 above | 0.013 |
| Years of Operation | 1-3 years | 0.000 |
| | 4-6 years | 0.011 |
| | 7-10 years | 0.052 |
| | 10-15 years | 0.042 |
| | 16 years above | 0.000 |
| Number of Employees | Less than 5 | 0.093 |
| | 6-15 | 0.062 |
| | 16-25 | 0.023 |
| | 26 and above | 0.075 |
| Location | Manila | 1.000 |
| | Caloocan | 1.000 |
| | Las Piñas | 1.000 |
| | Makati | 1.000 |
| | Malabon | 1.000 |
| | Mandaluyong | 1.000 |
| | Marikina | 1.000 |
| | Muntinlupa | 1.000 |
| | Navotas | 1.000 |
| | Parañaque | 1.000 |
| | Pasay | 1.000 |
| | Pasig | 1.000 |
| | Pateros | 1.000 |
| | Quezon City | 1.000 |
| | San Juan | 1.000 |
| | Taguig | 1.000 |
| | Valenzuela | 1.000 |
| Size of Business | Micro | 0.001 |
| | Small | 0.020 |
| | Medium | 0.001 |
| | Large | 0.016 |

7. Test of significant difference in the assessment of the respondents on the management of Restobar when the profile of the respondents is considered

Table 28 reveals that there is a significant difference in the assessment of the respondents on the management of restobar when the profile of the respondents is considered in terms of sex (p=0.022), age (p=0.010), designation (p=0.001), and number of experience (p=0.047); therefore, we reject the hypothesis and remark it as significant. At the same time, for the highest educational attainment (p=0.077), the p-value is greater than the set significance level of 0.05; therefore, accept the hypothesis and remark it as not significant. It implies that personal and work-related factors, such as age and experience, shape respondents' evaluations more strongly than formal education.

This indicated that sex, age, and designation differ significantly, as males and females may perceive restobar operations differently due to variations in perspectives, customer expectations, service preferences, and workplace experience. Age influences experience, expectations, and priorities. Younger and older respondents may differ on how they assess technology use, service quality, and entertainment offerings. On the other hand, years of experience and educational attainment. Years of experience indicate that respondents with high exposure to the work already have a strong understanding of and experience with the customer. Likewise, respondents with higher education have greater knowledge of customers' service quality and can better treat the employees who provide better service.


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The post hoc analysis revealed significant differences among respondents when grouped by sex, age, designation, years of experience, and educational attainment. Specifically, all categories under sex, age, and designation demonstrated statistically significant differences. For years of experience, only respondents with 7 or more years exhibited significant differences, while those with fewer years did not. Likewise, significant differences were found among respondents holding Bachelor's and Master's degrees, whereas those pursuing or holding doctoral-level qualifications did not demonstrate significant differences. These findings imply that demographic and professional characteristics influence perceptions of service quality management and operational practices among restobars in the National Capital Region.

Table 28

Test of Significant Difference in the Assessment of the Respondents on Management of Restobars when the Profile of the Respondents is Considered

| | P-Value | Decision | Remarks |
|---|---|---|---|
| Sex | 0.022 | Reject Ho | Significant |
| Age | 0.010 | Reject Ho | Significant |
| Designation | 0.001 | Reject Ho | Significant |
| Number of years of experience | 0.047 | Accept Ho | Not Significant |
| Highest educational attainment | 0.077 | Accept Ho | Not Significant |

Post-Hoc Analysis for Table 28

| Indicator | Item | P-Value |
|---|---|---|
| Sex | Male | 0.022 |
| | Female | 0.021 |
| Age | 18-25 years old | 0.000 |
| | 26-35 years old | 0.005 |
| | 36-45 years old | 0.001 |
| | 46-55 years old | 0.010 |
| Designation | Manager | 0.000 |
| | Owner | 0.001 |
| Number of Years of Experience | 1-3 years | 0.067 |
| | 4-6 years | 0.053 |
| | 7-10 years | 0.045 |
| | 11-15 years | 0.003 |
| Highest Educational Attainment` | Bachelor Degree | 0.000 |
| | Ongoing Masters | 0.054 |
| | Master Degree | 0.013 |
| | Ongoing Doctors | 0.067 |
| | Doctor Degree | 0.086 |

8. Test of significant difference in the assessment of the respondents on the operation practices of Restobar when the profile of the Restobar is considered

Table 29 reveals that there is a s significant difference in the assessment of the respondents on operation practices of Restobar when the profile of the Restobar is considered in terms of type of ownership (p=0.011), capitalization (p=0.046), years of operation (p=0.013), and size of business (p=0.016) their p-value is less than the set significant value of 0.05, therefore reject the hypothesis and remark it as significant. In contrast, the number of employees (p=0.076) and location (p=1.000) have p-values greater than the set significance level of 0.05; therefore, we accept the null hypothesis and remark it as not significant. It implied that a business's internal characteristics have a greater impact on operational practices than external or structural factors, such as location and workforce size. The Restobar characteristics, such as ownership, capitalization, and years of operation, have significant differences in Restobar's operations. It means that operational practices vary depending on business characteristics. In terms of ownership, it may be attributed to variations in management structure, decision-making, and organizational goals. Capitalization determines resources available for business operations, especially in the facility. The length of time the business has been operating contributes to accumulated experience, customer loyalty, and market knowledge.

The post hoc analysis revealed significant differences in service quality management and operational practices when respondents were grouped by ownership type, capitalization, years of operation, number of employees, and business size, as evidenced by p-values < 0.05. However, no significant differences were observed by location, with all categories yielding p-values of 1.000. These findings suggest that organizational and operational characteristics play a more critical role in influencing service quality management than geographic location within the National Capital Region.

Table 29

Test of significant difference in the assessment of the respondents on the operation practices of Restobar when the profile of the Restobar is considered

| | P-Value | Decision | Remarks |
|---|---|---|---|
| Type of Ownership | 0.011 | Reject Ho | Significant |
| Capitalization | 0.046 | Reject Ho | Significant |
| Years of Operation | 0.013 | Reject Ho | Significant |
| Number of Employees | 0.076 | Accept Ho | Not Significant |
| Location | 1.000 | Accept Ho | Not Significant |
| Size of Business | 0.016 | Reject Ho | Significant |

Post-Hoc Analysis for Table 29

| Indicator | Item | P-Value |
|---|---|---|
| Type of Ownership | Sole Proprietorship | 0.000 |
| | Partnership | 0.011 |
| | Corporation | 0.000 |
| | Others | 0.010 |
| Capitalization | Below 1,000,000 | 0.053 |
| | 1,000,001-1,500,000 | 0.012 |
| | 1,500,001-2,000,000 | 0.043 |
| | 2,000,001-2,500,000 | 0.023 |
| | 2,500,001-3,000,000 | 0.043 |


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| | | |
|---|---|---|
| | 3,000,0001 above | 0.000 |
| Years of Operation | 1-3 years<br>4-6 years<br>7-10 years<br>10-15 years<br>16 years above | 0.001<br>0.003<br>0.020<br>0.006<br>0.010 |
| Number of Employees | Less than 5<br>6-15<br>16-25<br>26 and above | 0.103<br>0.041<br>0.013<br>0.033 |
| Location | Manila<br>Caloocan<br>Las Piñas<br>Makati<br>Malabon<br>Mandaluyong<br>Marikina<br>Muntinlupa<br>Navotas<br>Parañaque<br>Pasay<br>Pasig<br>Pateros<br>Quezon City<br>San Juan<br>Taguig<br>Valenzuela | 1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000<br>1.000 |
| Size of Business | Micro<br>Small<br>Medium<br>Large | 0.015<br>0.034<br>0.006<br>0.003 |

**9. Tes**t of significant relationship among service quality, management, and operation practices in the Restobar

Table 30 showed that there is a significant relationship among service quality, management, and operation practices in the Restobar, with p-values of 0.000, respectively, and management to service quality with an r-value of 0.920, with an interpretation of a very strong relationship, and operations with 00.814 with an interpretation of a very strong relationship. It indicates that management plays a central, driving role in shaping both how services are delivered and how operations are executed in Restobars.

This implies that in the Restobar, these three variables have a very strong relationship, as seen in the table (0.920), which can be interpreted as strong. The improvements or changes in one area are associated with improvements or changes in the others. Effective management practices help ensure that employees are properly trained, motivated, and supervised; as a result, better management often leads to service quality. Service quality and operational practices such as food preparation, inventory control, sanitation, order processing, and customer service procedure affect the overall customer experience. Efficient service quality and operational practices contribute to faster service, improved product quality, and greater customer satisfaction. On the other hand, management practices and operational practices suggested that effective leadership and managerial oversight are essential for maintaining efficient business processes and achieving operational excellence.

Therefore, these variables are interconnected and mutually reinforcing.

Table 30

Test of the significant relationship among service quality, management, and operation practices in the Restobar

| | Service Quality | Operations |
|---|---|---|
| Management | p = 0.000 | p = 0.000 |
| | r = 0.920 | r = 0.814 |

*Legend: P-value less than 0.05 is Significant, P-value greater than 0.05 is Not Significant*

0.80-1.00 – Very Strong Relationship

0.60-0.79 – Strong Relationship

0.40-0.59 – Moderate Relationship

0.20-0.39 – Weak Relationship

10. Proposed Operational Plan

The Operational Plan Matrix serves as a structured guide that translates the study's findings into specific, actionable strategies for improving service quality management and operational practices among restobars in NCR. It organizes key problem areas, aligns them with appropriate strategies, and identifies concrete activities and expected outcomes, making it easier for managers—especially in micro and newly established businesses—to implement improvements systematically.

The matrix begins with the management system, recognizing that significant differences exist based on ownership type, capitalization, years of operation, and business size. Since most restobars are small, sole proprietorships with limited resources, management practices tend to be informal. The matrix, therefore, proposes developing simple standard operating procedures (SOPs) and basic management tools, such as scheduling and inventory systems. These interventions aim to create consistency and structure in daily operations, which is essential for sustaining service quality.

In terms of service quality, although the findings indicate a "strongly agree" rating, variations persist across business and respondent profiles. This suggests that while service quality is generally high, it is not uniformly delivered. The matrix recommends reinforcing consistency through staff training and service checklists. By standardizing how service is delivered, restobars can ensure that customers receive the same level of quality regardless of staff or shift.

For operational practices, which also received a high rating, the issue lies in inconsistency rather than performance. The matrix addresses this by proposing streamlined workflows and daily operational checklists. These tools help reduce errors, improve coordination between front-of-house and kitchen staff, and ensure


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smoother service delivery, particularly in fast-paced environments like restobars.

The human resource component reflects the demographic profile of respondents, who are mostly young and relatively inexperienced. This highlights the need for continuous training in customer service, food safety, and supervisory skills. By investing in employee development, restobars can improve both service quality and operational efficiency while preparing staff for greater responsibilities.

The matrix also includes technology integration, acknowledging that many micro businesses may lack digital systems. Introducing simple technologies such as point-of-sale (POS) systems, online reservation platforms, and inventory tracking tools can significantly enhance efficiency, accuracy, and decision-making without requiring large investments.

In terms of financial management, the matrix addresses the limited capitalization of most restobars by recommending cost-control measures, budgeting practices, and waste-reduction strategies. These actions help ensure sustainability and profitability, which are critical for small businesses operating in competitive urban markets.

The inclusion of a customer feedback system addresses the need for continuous improvement. By systematically collecting and analyzing customer feedback, restobars can identify service gaps and respond promptly, thereby maintaining high levels of customer satisfaction.

Lastly, the marketing and customer engagement component recognizes that micro-restaurants often rely on local customers. Strengthening online presence, implementing loyalty programs, and organizing promotions can help increase visibility, attract new customers, and retain existing ones.

| Key Area | Issue Based on Findings | Operational Strategy | Specific Activities | Expected Outcome |
|---|---|---|---|---|
| **Management System** | Significant differences based on ownership, size, and experience | Standardize management practices | - Develop simple SOP manuals - Implement basic management systems (inventory, scheduling) | Consistent and efficient management across micro businesses |
| **Service Quality (5 Dimensions)** | Already high but varies across profiles | Maintain and enhance service consistency | - Staff training on customer service - Service quality checklist implementation | Sustained high customer satisfaction |
| **Operations Practices** | Strong but inconsistent across business profiles | Streamline and formalize operations | - Standard kitchen and service workflows - Daily operations checklist | Improved efficiency and reduced errors |
| **Human Resource Development** | Young, less experienced workforce (1–3 years) | Skills development and training | - Customer service training - Food handling and safety training - Leadership training for supervisors | Improved staff competence and service delivery |
| **Technology Integration** | Micro businesses may lack systems | Adopt simple digital tools | - POS systems - Online reservation platforms - Inventory tracking tools | Faster service and better operational control |
| **Financial Management** | Low capitalization (<1M) | Cost-efficient operations | - Budget monitoring - Cost control strategies - Waste reduction practices | Increased profitability and sustainability |
| **Customer Feedback System** | No structured feedback mechanism indicated | Establish a feedback loop | - Online reviews monitoring - Customer feedback forms - Complaint resolution system | Continuous service improvement |
| **Marketing & Customer Engagement** | Mostly local micro businesses | Strengthen branding and promotion | - Social media marketing - Loyalty programs - Promotions and events | Increased customer retention and sales |

## Summary, Conclusion, and Recommendations

**Summary of Findings**

The following are the salient findings of the study.

**1. Firmographic Profile**

Most of the respondents' restobars, which are sole proprietorships, have capital below 1,000,000, 1-3 years of operation, and fewer than 5 employees in Makati City, with a micro business size.

**2. Demographic Profile**

The respondents are mostly female, aged 18-25 years, and are employees with 1-3 years of experience, with the highest educational attainment of a bachelor's degree.

**3. Assessment of the respondents in the management of Restobars in the NCR**

The assessment of respondents on the management of Restobars in the NCR, in terms of planning, has a grand mean of 3.03 and an interpretation of "agree".


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The assessment of the respondents on the management of Restobars in the NCR, in terms of organizing, has a grand mean of 2.99 and an interpretation of "agree".

The assessment of the respondents on the management of Restobars in the NCR, in terms of controlling, has a grand mean of 2.99 and an interpretation of "agree".

The assessment of the respondents on the management of Restobars in the NCR, in terms of leading, has a grand mean of 2.98 and an interpretation of "agree".

**4. Assessment of the Five Dimensions of Service Quality 0f Restobar**

The assessment of the respondents on the five dimensions of Restobar's service quality in terms of reliability has a grand mean of 3.28, interpreted as strongly agree.

The assessment of the respondents on the five dimensions of Restobar's service quality in terms of assurance has a grand mean of 3.22, interpreted as agree.

The assessment of the respondents on the five dimensions of Restobar's service quality in terms of tangibility has a grand mean of 3.25, interpreted as agree.

The assessment of the respondents on the five dimensions of Restobar's service quality, in terms of empathy, has a grand mean of 3.29, interpreted as strongly agree.

The assessment of the respondents on the five dimensions of Restobar's service quality, in terms of responsiveness, has a grand mean of 3.27, interpreted as strongly agree.

**5. Assessment of the Operation Practices of Restobars**

The assessment of the respondents on the operational practices of Restobar in terms of service design has a grand mean of 3.29, interpreted as strongly agree.

The assessment of the respondents on the operation practices of Restobar in terms of scheduling has a grand mean of 3.56, interpreted as strongly agree.

The assessment of the respondents on the operational practices of Restobar in terms of layout design has a grand mean of 3.60, interpreted as strongly agree.

The assessment of the respondents on the operation practices of Restobar in terms of maintenance has a grand mean of 3.58, interpreted as strongly agree.

The respondents' assessment of Restobar's human resource practices has a grand mean of 3.60, interpreted as "strongly agree".

**6. Test of Significant Difference in the Assessment of the Management of Restobars in the NCR when the Profile of Restobar is Considered**

There is a significant difference in the assessment of Restobar management in the NCR when the Restobar profile is considered in terms of type of ownership (p=0.023), capitalization (p=0.030), years of operation (p=0.011), and size of business (p=0.013). Their p-value is less than the set significant value of 0.05; therefore, reject the hypothesis and remark it as significant. In comparison, the number of employees (p=0.084) and location (p=1.000) have p-values greater than the set significance level of 0.05; therefore, accept the hypothesis and remark it as not significant.

**7. Test of Significant Difference in the Assessment of the Respondents on the Management of Restobar when the Profile of the Respondents is Considered**

There is a significant difference in respondents' assessments of Restobar management when the profile of the respondents is considered in terms of sex (p=0.022), age (p=0.010), designation (p=0.001), and number of years of experience (p=0.047); therefore, reject the hypothesis and remark it as significant. At the same time, for the highest educational attainment (p=0.077), the p-value is greater than the set significance level of 0.05; therefore, accept the hypothesis and remark it as not significant.

**8. Test of Significant Difference in the Assessment of the Respondents on the Operation Practices of Restobar when the Profile of the Restobar is Considered**

There is a s significant difference in the assessment of the respondents on operation practices of Restobar when the profile of the Restobar is considered in terms of type of ownership (p=0.011), capitalization (p=0.046), years of operation (p=0.013), and size of business (p=0.016) their p-value is less than the set significant value of 0.05, therefore reject the hypothesis and remark it as significant. In contrast, the number of employees (p=0.076) and location (p=1.000) have p-values greater than the set significance level of 0.05; therefore, accept the null hypothesis and remark it as not significant.

**9. Test of Significant Relationship among Service Quality, Management, and Operation Practices in the Restobars**

There is a significant relationship among service quality, management, and operational practices in the Restobar, with p-values of 0.000 for service quality and management, and 0.008 for operations, respectively. Management is significantly related to service quality (r = 0.920), indicating a very strong relationship, and operations is significantly related to service quality (r = 0.814), indicating a very strong relationship.

10. The Operational Plan Matrix serves as a structured guide that translates the study's findings into specific, actionable strategies for improving service quality management and operational practices among Restobars in NCR. It organizes key problem areas, aligns them with appropriate strategies, and identifies concrete activities and expected outcomes, making it easier for managers—especially in micro and newly established businesses—to implement improvements systematically.

## Conclusions

From the summary of findings, the following conclusions were drawn.

1. Most of the respondents' restobar, which is a sole proprietorship, has a capital of below 1,000,000, years of operation of 1-3 years, and several employees of less than 5 in Makati city, with a size of business of micro
2. The respondents are mostly female, with an age of 18-25 years old, and their designations are employees with 1-3 years of experience, with the highest educational attainment of a bachelor's degree
3. Assessment of the respondents in the management of Restobars in the NCR has a total weighted mean of 3.00 and an interpretation of agree.


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4. Assessment in the five dimensions of service quality of Restobar has a total weighted mean of 3.26 and an interpretation of strongly agree.
5. Assessment of the operation practices of Restobar has a total weighted mean of 3.53 and an interpretation of strongly agree
6. There is a significant difference in the assessment of the management of Restobars in the NCR when profile of Restobar is considered in terms of typer of ownership (p=0.023), capitalization (p=0.030), years of operation (p=0.011), and size of business (p=0.013) their p-value is less than the set significant value of 0.05, therefore reject the hypothesis and remark it as significant.
7. There is a significant difference in the assessment of the respondents on management of Restobar when the profile of the respondents is considered in terms of sex (p=0.022), age (p=0.010), designation (p=0.001), and number of experience (p=0.047); therefore, reject the hypothesis and remark it as significant.
8. There is a s significant difference in the assessment of the respondents on operation practices of Restobar when the profile of the Restobar is considered in terms of type of ownership (p=0.011), capitalization (p=0.046), years of operation (p=0.013), and size of business (p=0.016) their p-value is less than the set significant value of 0.05, therefore reject the hypothesis and remark it as significant.
9. There is a significant relationship among service quality, management, and operation practices in the Restobar, with p-values of 0.000, respectively, and management to service quality with an r-value of 0.920, with an interpretation of a very strong relationship, and operations with 00.814 with an interpretation of a very strong relationship.
10. The Operational Plan Matrix serves as a structured guide that translates the study's findings into specific, actionable strategies for improving service quality management and operational practices among restobars in NCR. It organizes key problem areas, aligns them with appropriate strategies, and identifies concrete activities and expected outcomes, making it easier for managers—especially in micro and newly established businesses—to implement improvements systematically.

**Recommendations**

From the summary of findings and conclusions, the researcher offered the following recommendations:

1. In a highly competitive environment like Makati City, restobars must also establish a clear niche to stand out, whether by targeting office workers, students, or young professionals, and by offering unique concepts such as themed menus, live entertainment, or affordable signature drinks.
2. It is recommended that they further strengthen their managerial competencies through continuous learning and skills development, particularly in areas such as financial management, leadership, and strategic decision-making, where practical experience is still developing. Participating in training programs, workshops, and mentorship opportunities can help bridge the gap between academic knowledge and real-world business operations.
3. The restobar managers strengthen their operational strategies by adopting more structured management systems, including clear planning, performance monitoring, and regular evaluation of business processes. Enhancing decision-making through data-driven approaches, such as analyzing sales trends and customer preferences, can further improve overall efficiency and effectiveness.
4. The management focus on sustaining and further enhancing these standards to maintain a competitive edge. Continuous monitoring of customer feedback should be implemented to ensure that service quality remains aligned with customer expectations, especially in a dynamic and competitive market environment.
5. Maintaining well-documented standard operating procedures (SOPs), regularly reviewing workflows, and ensuring strict compliance among staff can help preserve consistency in daily operations. At the same time, periodic evaluation of processes—such as inventory management, food preparation, and service flow—can identify areas for further optimization and cost efficiency.
6. The restobar owners and managers adopt profile-specific management strategies rather than applying a one-size-fits-all approach. For instance, sole proprietorships with limited capitalization may focus more on cost control and hands-on management, while larger or better-capitalized businesses can invest in advanced systems, staff development, and expansion strategies.
7. The management should adopt a more inclusive and adaptive approach that considers the diversity of perspectives within the organization.
8. The owners and managers adopt customized operational strategies that are aligned with their specific business profile. For example, smaller or less-capitalized restobars may focus on cost-efficient procedures, simplified workflows, and hands-on supervision, while larger or better-funded establishments can invest in advanced technologies, formalized systems, and specialized staff to enhance operational efficiency.
9. Prioritize strengthening the management systems as a central strategy for overall business improvement. Enhancing leadership skills, decision-making processes, and strategic planning can significantly elevate service delivery and streamline operations.
10. The Restobar owners and managers in the National Capital Region (NCR) should adopt and regularly utilize the Operational Plan Matrix as a strategic management tool for service quality improvement. The matrix can help businesses systematically identify operational weaknesses, prioritize areas requiring immediate attention, and implement targeted interventions that enhance customer satisfaction and overall business performance. 0.00-0.19 – Very Weak Relationship

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