

Leadership Styles Among Store Managers in the Casual Dining Restaurant

Junard S. Carreon*

Abstract

Leadership entails the ability to rise higher, in a group towards achieving given goals or a vision that is set. The style of leadership has a strong influence on the rate of employee turnover in any organization. The human resource management concept has inevitably taken over from the traditional idea of personal administration. The study aims to determine the leadership styles among store managers in a casual dining restaurant. The result of this study will be the basis for a best recommendation. A descriptive method of research design was used in this study. Quantitative analysis will be used to determine the leadership styles of the store managers in a casual dining restaurant, adopted questionnaires was administered to the 100 respondents. It was revealed that democratic leadership style got the highest score with a weighted mean of 3.88 and Std. of 0.32 among other styles. The findings imply that, most of the store managers in the North Park Noodle House restaurant are democratic in their style of leadership. It also implies that democratic leaders can encourage brainstorming and get a wide range of ideas from other members. The study suggested that democratic store managers or leaders must also adopt certain qualities of other leadership styles to continue strong relationship with the team. Qualities such as being willing to change, having a fair mind and being involved in the process. Strong democratic leaders inspire trust and respect among their members to achieve common goal.

Keywords: Managers Leadership Styles, Casual Dining Restaurant, Leadership Quality, Employee Relationship, Store Managers. North Park Noodles

Introduction

Most firms place a high priority on building their management teams are those leaders capable of doing improvements and solve problems. Although there is no such thing as the ideal team, there is always room for improvement. When things are going well, it might be

difficult to spot leadership deficiencies, but they frequently become apparent. Poor relationships with managers, weak leadership abilities, and poor leadership styles are the most frequent causes of lower employee retention rates. Leadership entails the ability to rise higher, in a group towards achieving given goals or a vision that is set. The style of leadership has a strong influence on the rate of employee turnover in any organization. Al-Khaled et. al. (2020) it is also suggested that the company adopt certain leadership styles where appropriate throughout order for the organization to grow in strength in its industry. Because there is no “one size fits all” leadership style, it is also advised that management try to use different techniques and approaches as the circumstance can require people to work harder to achieve organizational objectives and further improve performance. Apart from that, the organization’s top management must make efforts to identify the critical factors impacting organizational members’ success and the possible actions (training, motivation and performance assessment) to be implemented to resolve them. The combination leadership styles should be implemented by corporate managers, but with due regard for the circumstance and complexity of the role entrusted to their employees. The human resource management concept has inevitably taken over from the traditional idea of personal administration. Kenneth & Heresy (1988) claimed that anyone who wants to be regarded as an effective leader must be able to diagnose a situation accurately and then adopt a leadership style that can effectively and efficiently satisfy the needs of the environment in which they are functioning at all times. Each leader has a favored style of leadership, according to Muhammad Saqib Khan (2015). These include authoritative leadership, where managers and owners are always the only ones in charge of making decisions, participative or democratic leadership, which views employees as the most effective individuals because they

* School of Management and Entrepreneurship, Biliran Province State University, Phillipines.
Email: junard.carreon@bipsu.edu.ph

are involved in decision-making within the organization, and laissez-faire leadership, where the management gives the subordinates very little to no direction, implying that they (subordinates) possess as much freedom as possible. Scholars like Green leaf (1970) and Spears (1990) have long argued the effect of servant leadership on employees' productivity in a particular organization and how this affects the sales of goods and services. If management would focus on the demands of the employees as the former will realize greater sales and profits, then employees tend to reciprocate with higher performance levels and a powerful teamwork. With the aforementioned deduction, the hotel's leadership may be affecting staff productivity and, therefore, profitability. Research conducted in the past by Obondo (2004) and Senteza (2004), examined the phenomenon of performance and how it was influenced by a number of factors, including leadership and motivation, to name just a few. As a result, it was discovered that the concept of corporate approach was often absent from the data that was subsequently collected. According to Larry Spears' analysis from 1990, a competent employee should be committed to growth and make it their primary goal. When management practices are held responsible for a company's lack of profitability, this assumption can make people curious about the statistical evidence supporting these claims. According to Saqib Khan (2015), the management's leadership style has a big impact on how well employees perform, hence it's important to look into the style of leadership when an organization isn't experiencing any growth. Without leadership, it is impractical for organizations to achieve their key aim set, and leadership is a powerful tool that an organization

may use to attain its objective and accomplish established goals. Without effective leadership, task implementation and achievement are impossible to attain, as Quinn Mills (2005) noted. For this reason, the researchers conducted this study to determine the the leadership styles of the managers in casual dining restaurant practice by the managers in North Park Noodle House restaurant in Quezon City, Philippines. Additionally, this study sought to examine the demographic profile of the respondents, determine the leadership styles of the managers in casual dining restaurant practice by the managers and proposed recommendations.

The general objectives of the study is to determine the leadership styles of the managers in casual dining restaurant practiced by the managers in Quezon City, Philippines. Specifically, it sought to attain the following sub-objectives: First is to determine the demographic profile of the respondents. Second, to determine the leadership styles of the managers in casual dining restaurant practiced by the managers. Third, is best recommendation based on the results of the study.

Conceptual Framework

The study focuses on the leadership styles of the store managers in a casual dining restaurant. The study was conducted to determine the demographic profile of the respondents in terms of age, sex, civil status, educational attainment, length of service, position and employment status. The part two was to determine the leadership styles perceived by the employee.

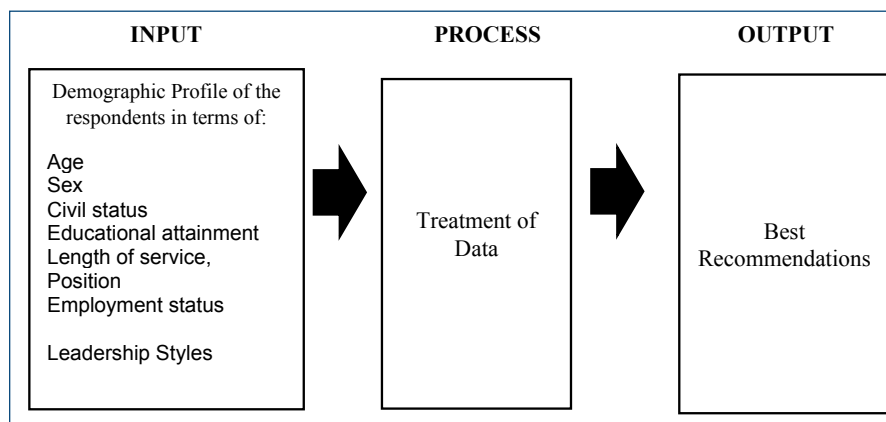


Fig. 1: Conceptual Framework of the Study

Theoretical Framework

This study is anchored in the Process Leadership Theory of (Northouse, 2018: 7) and (Kottler, 1990) suggested that leadership is an event that depends on the interaction between the leader and the follower. Process theory makes leadership available to everyone, rather than restricting it to people with special qualities only. As process, it can be observed, learned, and trained. According to Traits theory of (Kottler, 1990), suggests that certain inborn or innate qualities and characteristics make someone a leader. These qualities might be personality factors, physical factors, intelligence factors, and so on. In essence, trait theory proposes that the leader and leaders' traits are central to an organization's success. The assumption here is that finding people with the right traits will increase organizational performance. Trait theory focuses exclusively on the leader and neglects the follower.

Methodology

This study presents the method and procedures employed in conducting this study. The description of the research design, research respondent, research locale, research instrument, data gathering procedure, and data treatment. The study used a descriptive-survey research design, technique was utilized to quickly evaluate how the employees felt about the leadership styles of the store managers in a casual dining restaurant. Twenty (20) respondents was employed in each branch using the quota sampling technique, for a total of one hundred (100) respondents who are officially employed in the restaurant particularly in North Park Noodle House. The study was conducted in all branches of North Park Noodle House restaurant located in National Capital Region.

The primary method for gathering data was a survey questionnaire. The survey questionnaire is suitable for both small and large respondents, and it can be conducted at one time or by distributing the questionnaires simultaneously. The researcher a non-face to face data gathering, it utilized a Google Forms online platform in gathering a data. To prevent access by other employee who are not involved in the study, the online survey questionnaires were delivered to a selected online group chat with the help of the supervisors. The survey questionnaire is composed of two (2) main parts. In the first part of the

questionnaire, demographic profile like the age, sex, civil status, educational attainment, length of service, position; and employment status. The second part of questionnaire is the leadership styles of the managers in casual dining restaurant practiced by the managers in terms of; authoritarian, democratic, laissez fair, transactional and transformational. Each question was measured using a five-point Likert scale to quantify the overall perceptions on leadership styles of the store managers perceived by the employee. The items are labeled from 1- Strongly disagree, 2- Disagree, 3- Neither agree or disagree, 4- Agree, 5- Strongly agree.

The questionnaire was test through Cronbach's alpha coefficient to attain acceptable and it was passed the internal reliability testing. It consisted of 40 items and a has a Cronbach's alpha coefficient of 0.979 interpreted as excellent. No items were deleted to attain acceptable Cronbach's alpha coefficient. This result means that all items of one variable are representatives of the domain of each of the behavior that is being observed.

The researcher sought to ask permission and approval from North Park Noodle House Inc. Upon approval of the letter, the questionnaires in Google Form were disseminated through Facebook Messenger with the assistance of the supervisor each branch. Once the questionnaires are distributed, the researcher would wait for at least a week for the respondent to answer. The researchers tabulated the results and subjected the data to statistical treatment.

Results

The data gathered are presented in tables with corresponding analysis and interpretation. The presentation and discussion are based on the objectives of the study.

Table 1: Demographic Profile of the Respondents

Age	F	%
18-22	63	63.00
23-27	28	28.00
28-33	5	5.00
34-38	3	3.00
39 above	1	1.00
Total	100	100.00

Sex		
Male	63	63.00
Female	37	37.00
Total	100	100.00
Total	100	100.00
Civil Status		
Single	63	63.00
Married	37	37.00
Total	100	100.00
Educational Attainment		
Post Graduate	1	1.00
College Graduate	87	87.00
College Level	11	12.00
Highschool Graduate	1	1.00
Total	100	100.00
Length of Service		
3 years above	31	31.00
2-3 years	10	10.00
1-2 years	11	11.00
Less than 1 year	48	48.00
Total	100	100.00
Position		
Management Trainee	3	3.00
Kitchen Supervisor	18	18.00
Dining Supervisor	21	21.00
Cashier	10	10.00
Dinning Staff	25	25.00
Kitchen Staff	23	23.00
Total	100	100.00
Employment Status		
Contract	49	49.00
Probationary	33	33.00
Regular	18	18.00
Total	100	100.00

The study revealed that bracket 18-22 years old got the highest frequency count. It had a frequency count of 63 at a valid percentage of 63.0 for the entire sample. Because the respondents are some new graduate students and they were mostly in the bracket age 18-22 at the time of the survey. It has also revealed that in bracket age of 23-27 got the second highest frequency of 28 and at a valid percentage of 28.0, in bracket 28-33 got a frequency count of 5 at a valid percentage of 5.0, bracket age 34-38 got a frequency of 3 at a valid percentage of 3.0. And lastly, 1 respondent in 39 above at a valid percentage of

1.0. The significant majority of the respondents is male with a frequency count of 63 at a percentage of 63.0 while female had a frequency count of 37 at a percentage of 37.0.

It can be noted that the significant majority of the respondents is single with a frequency count of 63 at a percentage of 63.0 while married had a frequency count of 37 at a percentage of 37.0. Whereas, both widow and separated got a zero frequency and valid percentage and also it can be observed that the significant majority of the respondents are college graduate got the highest frequency count of 87 at a valid percentage of 87.0 for the entire sample. The second highest got a frequency count of 11 are college level at a valid percentage of 11.0. It has also revealed that post graduate and high school got a frequency count of 1 at a percentage of 1.0.

In reference to the table above, it can be observed that the significant majority of the respondents tenured in the company are less than a year with a frequency count of 48 at a valid percentage of 48.0 where they are new employee in this period. The second highest frequency count are in a bracket of 3 years above with a frequency count of 31 at a valid percentage of 31.0 were the employees are permanent or regular in status. Followed in a bracket of 1-2 years in service with a frequency count of 11 at a valid percentage of 11.0. It can be observed that the significant majority of the respondents are dining staff with a frequency count of 25 at a valid percentage of 25.0. The second highest frequency count is kitchen staff in a with a frequency count of 23 at a valid percentage of 23.0. It's indicated that dining staff and kitchen in this term are most employees needed in the operation. It has also revealed that dining supervisor with a frequency count of 21 at a valid percentage of 21.0, followed with the kitchen supervisor with a frequency count of 18 at a valid percentage of 18.0, and cashier with a frequency of 10 at a valid percentage of 10.0. Majority of the respondents are contract in status with the highest frequency count of 49 at a valid percentage of 49.0. Second the probationary in status with a frequency count of 33 at a valid percentage of 33.0. Last is the regular in status with a frequency count of 18 at a valid percentage of 18.0.

Leadership Styles Among Store Managers in the Casual Dining Restaurant

Table 2: Leadership Style Assessment in Terms of Authoritarian

Indicator	WM	SD	Description
Demonstrate authoritarian behavior.	3.82	.39	Strongly Agree
Independently preside over policies and processes.	3.85	.36	Strongly Agree
Controlling information	3.70	.46	Strongly Agree
Maintain strict hierarchy and high-power distance.	3.76	.49	Strongly Agree
Ignore followers' contributions and suggestions	2.94	.65	Agree
Attribute losses to subordinates and punishing them.	3.12	.54	Agree
Make decisions with little or no participation or creative input from their followers or team members.	3.43	.66	Strongly Agree
Commend others when they have done a good job.	3.88	.48	Strongly Agree
AWM	3.56	.48	Strongly Agree

Legend: 1.00-1.50 – Strongly Disagree, 1.51-2.50 – Disagree, 2.51-3.50 – Neutral, 3.51-4.50 – Agree, 4.51-5.0 – Strongly Agree.

As indicated in the table, the top score indicator is the commend others when they have a good job with a mean rating of 3.88 interpreted that the respondents strongly agree on the statement with Std. of 0.33. Second, top rated indicator is independently presided over policies and processes with a mean rating of 3.85 were the respondents strongly agree the statement with Std. of 0.36. Meanwhile, the indicator about ignore follower's contribution and suggestion the is the least rated item with a mean rating of 2.94 were the respondents agreed on the statement. Likewise, the overall mean rating of 3.56 is also represented that the respondents strongly agree.

Table 3: Leadership Style Assessment in Terms of Democratic

Indicator	WM	SD	Description
Let multiple people participate in the decision-making process.	3.88	.33	Strongly Agree
Group members are encouraged to share ideas and opinions.	3.97	.17	Strongly Agree

Indicator	WM	SD	Description
High employee engagement	3.94	.24	Strongly Agree
Provide opportunities for brainstorming	3.88	.33	Strongly Agree
Provide a company culture encourages teamwork.	3.94	.24	Strongly Agree
Solicit a wide range of ideas	3.79	.41	Strongly Agree
Complex problems are solved collaboratively	3.82	.39	Strongly Agree
Increase job satisfaction	3.88	.33	Strongly Agree
Complex problems are solved collaboratively.	3.82	.39	Strongly Agree
AWM	3.88	.32	Strongly Agree

Legend: 1.00-1.50 – Strongly Disagree, 1.51-2.50 – Disagree, 2.51-3.50 – Neutral, 3.51-4.50 – Agree, 4.51-5.0 – Strongly Agree.

As indicated in the table, the top score indicator is the high employee engagement and provide a company culture encourages teamwork with a mean rating of 3.94 interpreted that the respondents strongly agree on the statement with Std. of 0.24. Second, top rated indicator is providing opportunities for brainstorming and increase job satisfaction with a mean rating of 3.88 were the respondents strongly agree the statement with Std. of 0.33. Meanwhile, the indicator about solicit a wide range of ideas and complex problems are solved collaboratively is the least rated item with a mean rating of 3.79 with Std. of 0.41 were the respondents strongly agree on the statement. Likewise, the overall mean rating of 3.88 is also represented that the respondents strongly agree.

Table 4: Leadership Style Assessment in Terms of Laissez Fair

Indicator	WM	SD	Description
Delegates decision-making power to subordinates.	3.79	.41	Strongly Agree
Gives freedom to subordinates to decide their own activities related to tasks.	3.82	.46	Strongly Agree
Provide the necessary support to subordinates.	3.82	.39	Strongly Agree
Provides a good learning opportunity to followers.	3.85	.36	Strongly Agree

Indicator	WM	SD	Description
Employees have the ability to make decisions.	3.76	.49	Strongly Agree
Employees are expected to solve their own problems.	3.31	.58	Strongly Agree
Has an access to many resources and tools.	3.79	.41	Strongly Agree
AWM	3.74	.44	Strongly Agree

Legend: 1.00-1.50 – Strongly Disagree, 1.51-2.50 – Disagree, 2.51-3.50 – Neutral, 3.51-4.50 – Agree, 4.51-5.0 – Strongly Agree.

As indicated in the table, the top score indicator is the provide a good learning opportunity to followers with a mean rating of 3.85 interpreted that the respondents strongly agree on the statement with Std. of 0.36. Second, top rated indicator is gives freedom to subordinates to decide their own activities related to task and provide necessary support to subordinates with a mean rating of 3.82 were the respondents strongly agree the statement with Std. of 0.39. Meanwhile, the indicator about employees are expected to solve their own problems is the least rated item with a mean rating of 3.31 with Std. of 0.58 were the respondents strongly agree on the statement. Likewise, the overall mean rating of 3.74 is also represented that the respondents strongly agree.

Table 5: Leadership Style Assessment in Terms of Transactional

Indicator	WM	SD	Description
Relies on rewards and punishments to achieve optimal job performance from his or her subordinates.	3.31	.58	Strongly Agree
Employees are motivated to become more productive and efficient team members.	3.85	.36	Strongly Agree
Hierarchical	3.19	.46	Agree
Micromanaging	3.22	.41	Agree
Passive and practical.	3.64	.48	Strongly Agree
Motivation by self-interest.	3.34	.54	Strongly Agree
Reactionary	3.19	.46	Agree
Goal achievers.	3.94	.24	Agree
AWM	3.46	.43	Strongly Agree

Legend: 1.00-1.50 – Strongly Disagree, 1.51-2.50 – Disagree, 2.51-3.50 – Neutral, 3.51-4.50 – Agree, 4.51-5.0 – Strongly Agree.

As indicated in the table, the top score indicator is the goal achievers with a mean rating of 3.94 interpreted that the respondents strongly agree on the statement with Std. of 0.24. Second, top rated indicator is employees are motivated to become more productive and efficient team members with a mean rating of 3.85 were the respondents strongly agree the statement with Std. of 0.36. Meanwhile, the indicator about hierarchical and reactionary is the least rated item with a mean rating of 3.19 with Std. of 0.46 were the respondents strongly agree on the statement. Likewise, the overall mean rating of 3.46 is also represented that the respondents strongly agree.

Table 6: Leadership Style Assessment in Terms of Transformational

Indicator	WM	SD	Description
Creates valuable and positive change in the followers with the end goal of developing followers into leaders.	3.88	.33	Strongly Agree
Openness to new ideas and thinking..	3.91	.29	Strongly Agree
Has the willingness to accept responsibility.	3.94	.94	Strongly Agree
Provide trust in team members.	3.81	.46	Strongly Agree
Tolerance for intelligent risks..	3.48	.56	Strongly Agree
Has a commitment to active listening.	3.81	.39	Strongly Agree
Has the ability to inspire participation.	3.51	.50	Strongly Agree
AWM	3.76	.50	Strongly Agree

Legend: 1.00-1.50 – Strongly Disagree, 1.51-2.50 – Disagree, 2.51-3.50 – Neutral, 3.51-4.50 – Agree, 4.51-5.0 – Strongly Agree.

As indicated in the table, the top score indicator is the manager has the willingness to accept responsibility with a mean rating of 3.94 interpreted that the respondents strongly agree on the statement with Std. of 0.24. Second, top rated indicator is openness to new ideas and thinking with a mean rating of 3.91 were the respondents strongly agree the statement with Std. of 0.29. Meanwhile, the indicator about has the ability to inspire and participation is the least rated item with a mean rating of 3.51 with Std. of 0.50 were the respondents strongly agree on the statement. Likewise, the overall mean rating of 3.76 is also represented that the respondents strongly agree.

Conclusion

The majority of respondents strongly agreed when asked about leadership style, and it was determined that they thought their manager's leadership style was democratic. The study found a strong and positive influence between democratic leadership and organizational performance. Employees are motivated by management that adheres to human values. The researcher therefore came to the conclusion that the staff under investigation had a favorable opinion of the democratic leadership style used by their store managers and had reciprocated by displaying a favorable work attitude. Forging consensus through participation and encouraging employee involvement, engagement, and partnership in organizational activities gives them a sense of belonging in the organization and motivates them to achieve the objectives. Additionally, the outcomes discussed that the democratic leadership initiates changes, articulates a distinct vision, and concentrates on the long-term strategy, it has the ability to have an impact on how well a firm performs. Therefore, among leadership styles which are also play an important role in designing work culture in the organization. Different leaders have different styles in designing quality work culture at workplace.

Recommendation

Therefore, it is recommended that the food and beverage service organization encourage the creation and advancement of democratic managers in order to improve business performance. The execution of appropriate training for democratic development might concentrate on imparting knowledge on how to explain shared goals, urge followers to exert extra effort, and communicate high expectations. In summary, democratic leadership style has an impact on how well a firm performs, and it is advised that future studies look into more potential aspects to advance the body of knowledge and raise food and beverage service company performance. The researchers would like to suggest management evaluation of store managers to the company's management in order to help each leader grow and achieve their personal leadership goals. Engage in employee-manager activities to foster a professional relationship between the two parties. Additionally, the top management team should create an environment at work that fosters innovation, collaboration,

and involvement in order to inspire democratic leaders to close the gap in power between them and their followers. Planning work tasks in accordance with democratic principles can help followers relate to their leaders. The organization must focus on the most recent information on the remuneration package by doing so. In addition, managers and supervisors should be trained to clearly convey their projects for their subordinates, especially in terms of their learning and professional successes.

References

- Al-Ababneh, M. (2013). Leadership styles of managers in five star hotels and its relationship with employee's job satisfaction. *International Journal on Management and Business Studies*, 3(2), 93-98. doi:<https://doi.org/10.2139/ssrn.3633072>
- Akram, A., & Al-Khaled, J. F. (2020). *The impact of leadership styles on organizational performance*. doi:<https://doi.org/10.5281/zenodo.3766106>
- Awino, C. (2015). *Effects of leadership styles on employee performance at Boa Kenya Limited*. University of Tanzania. Retrieved from [http:// repository.out.ac.tz/ id/eprint/1244](http://repository.out.ac.tz/id/eprint/1244)
- Aytekin, E., & Temizkan, R. (2022). The effect of democratic on organizational dissent and organizational creativity: A study on hotel business. *Journal of Gastronomy, Hospitality and Travel*, 5(3), 1105-1122.
- Chen, J., & Silverthorne, C. (2005). Leadership effectiveness, leadership style and employee readiness. *Leadership and Organization Development Journal*, 26(4), 280-288. doi:<https://doi.org/1108/01437730510600652>
- Joseph, C. (2018). Autocratic leadership style: Obstacle to success in academic libraries. *Library Philosophy and Practice*.
- Kai, N. K., Schleu, K. E., Millhof, C., Ute, P., & Bormann, C. (2022). On the destructiveness of laissez-faire versus abusive supervision: A comparative, multilevel investigation of destructive forms of leadership. *European Journal of Work and Organizational Psychology*, 31(3).
- Khajeh, E. H. A. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*. doi:<https://doi.org/10.5171/2018.687849>
- Lunmark, R., Richter, A., & Tafvelin, S. (2022). Consequences of managers' laissez-faire leadership

- during organizational restructuring. *Journal of Change Management*, 22(1). doi:<https://doi.org/10.1080/14697017.2021.1951811>
- Mester, C., Visser, D., & Roodt, G. (2003). Leadership style and its relation to employee attitudes and behaviour. *SA Journal of Industrial Psychology*, 29(2), 72-80. doi:<https://doi.org/10.4102/sajip.v29i2.100>
- Miranda, S. (2019). Preferred leadership styles by gender. *Journal of Management Development*, 38(7), 604-615. doi:<https://doi.org/10.1108/JMD-01-2019-0034>
- Rad, A. M. M., & Yarmohammadian, M. H. (2006). A study of relationship between managers' leadership style and employees' job satisfaction. *Leadership in Health Service*, 19(2), 11-28. doi:<https://doi.org/10.1108/13660750610665008>
- Şahin, D., Engin, K., & Şule, B. T. (2015). *The effect of leadership on conflict management*. Retrieved from <https://www.researchgate.net/publication/283770800>
- Syed, T. H., Abbas, J., Lei, S., Haider, M. J., & Akkram, T. (2017). *Transactional leadership and organizational creativity: Examining the mediating role of knowledge sharing behavior*. doi:<https://doi.org/10.1080/23311975.2017.1361663>
- Wang, H., & Guan, B. (2018). The positive effect of authoritarian leadership on employee performance: The moderating role of power distance. doi:<https://doi.org/10.3389/fpsyg.2018.00357>
- Whitelaw, P. A. (2013). Leadership up the ladder: The construction of leadership styles in the hospitality industry. *Journal of Contemporary Issues in Business and Government*, 19(1), 65. doi:<https://doi.org/10.7790/cibg.v19i1.9>
- Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: Literature review. *Journal of Management Development*, 35, 190-216. doi:<https://doi.org/10.1108/JMD-01-2015-0004>
- Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1), 6-24. doi:<http://dx.doi.org/10.1108/02683940010305270>