Visionary Leadership Models to Increase Employee Morale Research in De' Risole Family's Café: JL.Citarum 24 Bandung West Java Indonesia

Aan Agustina[1], Anisa Rosdiana[2], Dwi Dina Rahma V[3]

[1]Aan Agustina, S.Pd
dee_and35@yahoo.com

[2]Anisa Rosdiana, S.Par
annisarosdiana@rocketmail.com

[3]Dwi Dina Rahma V, S.AB
dwidina1188@yahoo.com

Faculty of Magister Management Business,
Indonesian University of Education, Indonesia

Abstract: *This study discusses what kind of leadership style adopted by the Risole family's cafe. As for the model of leadership as the reference in this study is a model of situational leadership approach by Paul Hersey and Blanchard. Research method used is a case study, using the rest of the company until a total of 55employees. Type of research is descriptive research, the technique used for data collection were interviews, questionnaires, document study, observation studies. Processing and data analysis conducted by the qualitative analysis based on interviews and information obtained from the owner, manager, the Risole family's cafe. Then, it translated into a frequency distribution tables. Based on data analysis in general leadership style employed by the owner of the cafe de Risole family is G2 selling leadership style, employee maturity level of M3, which means being too high of these results, it should be a leader willing to adapt leadership style to the maturity level of employees in order to create conformity and harmony with the employee, the employee becomes motivated and spirit of the work, so that employees have a good performance.*

Keywords: leadership style, maturity level, the situation.

1. Introduction

1.1 Background

Leadership is an important issue for companies, because the success of a company in the hands of business leaders. If a company wants to advance, good leadership is needed. One thing that must be considered in a process of leadership is employees. Attentions to his employees from leaders are expected to boost the quality and job satisfaction of employees. Talk about the leadership style also talked about leadership, because leadership style a leader in dealing with employees is an important factor in the process of leadership. Application of leadership style should be taken. Leader when the force applied in accordance with the maturity level of employees, then the positive impact on employees. This positive impact can be seen from a good quality of the work of employees. Conversely, when the leadership style adopted by the leader does not match the maturity level of employees, then the negative impact is visible from no discipline employees in performing duties and responsibilities in the company.

Risole cafe is a company engaged in the business of cafes and restaurants. This cafe provides food rolls with a distinctive flavor according to what the consumer wants and needs, and provides the best service to the concept feels at home, Risole cafe and a place of public trust and consumer user's cafe and restaurant services in particular.

Risole cafe is aware of the importance of implementing a good leadership style. In order to increase the productivity of the company needed a good leader who can improve motivate employees work for the employee to work properly and the company's goal is reached.

1.2 Problem Formulation

As for the formulation of the problem in this study are:

What leadership style adopted by Risole café.
How employee maturity levels Risole café.
Whether the leadership style adopted by Risole cafe in accordance with the maturity level of employees through a situational approach? From some of the results research on leadership situational relate with performance of the employee. The Researchers have succeeded in reviewing relationship leader behavior subordinates by variable rate maturity as a determinant of the effectiveness of leadership.

(MWAI esther, Bachelors Thesis Program in Facility Management, Tourism, Catering and Domestic Services, May 2011).

1.3 Research Purposes

To determine and analyze the leadership style adopted by Risole café.
To find out how the maturity level employees Risole café.
To determine and analyze whether the leadership style cafe Risole applied in accordance with the maturity level of employee.

2. Reader Review

2.1 Definition of Leadership

Below there are several definitions of leadership, according to some experts:

According to Hersey and Blanchard: Leadership is the process of influencing the activity of a person or group of people to achieve goals in certain situations.
According Soerjono Soekanto: leadership is an art to influence others in such a way that led voluntary and passionate attempt to achieve the intended purpose
Stephen Robbin : leadership is the ability to influence a group toward the achievement of target
Kartono : leadership is a person who has a certain superiority, so he has the authority and power to achieve certain goals
Ordway Teas: leadership is the activity of influencing to corporate toward some goal which come to fing desirable.

Based on the above understanding of the experts concluded that leadership itself as a process of influencing the activities of individuals or groups in an effort to achieve goals in certain situations. Hersey and Blanchard also define leadership in a formula:

L = f (l, f, s) L leadership, situation S, F followers.

2.2. Leadership Functions

Task Function	Relation Function
Initianting	encouraging
Regulating	expressing feeling
Informing	harmonizing
Supporting	compromizing
Evaluating	gatekeeping
Summarizing	setting standard

2.3 A Leadership Style

According to Paul Hersey and Kenneth H. Blanchard in his book Management of Organizational Behavior states that "The style of Leaders is the consistent behavior patterns when they use with and through other people" (Hersey and Blanchard, Management of Organizational Behavior, 1982: hlm.161). The purpose of the statement Leadership Style is a pattern of consistent behavior that used a leader when they work with and through other people like other people perceived them. It could be argued that leadership style is the overall leader of the action pattern, as perceived by employees.

2.3.1 There are three main components of the situational leadership Hersey and Blanchard developed the leader, follower, situation, which consists of:

1. Behavioral tasks (task behavior).
2. Behavior relationships (relationship behavior).
3. Four styles of leadership
4. Level of maturity shown followers in the implementation of tasks, functions, and specific goals.

2.3.2 Dimensions Task Behavior and Relationship Behavior

A. The task is how far the behavior of leaders involved in the one-way communication, said the role of employees, told employees about things to do, where it should be done, when and how to do it and supervise the work closely.
B. Relationship behavior is the extent of the leader is involved in two-way communication, listening, providing support and encouragement, help interaction and involve employees in decision making.

2.3.3 Situational Leadership Style

On the basis of a combination of task behavior and relationship behavior by Hersey and Blanchard there are four styles of leadership as shown below:

IMAGES: Leadership Style Model According to Hersey and Blanchard's Situational
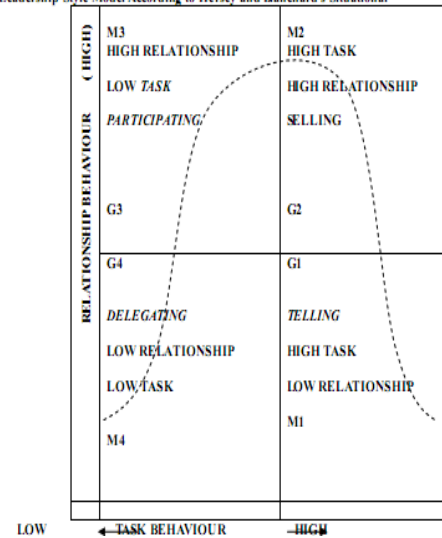
Description:

G: Leadership Style M: Employees Maturity Level
Telling (Instruction) G1, high task and low relationship.
Selling (Consultation) G2, high task and high relationship.
Participating (participation) G3, high relationship and low task.
Delegating (Delegation) G4, low relationship and low task.
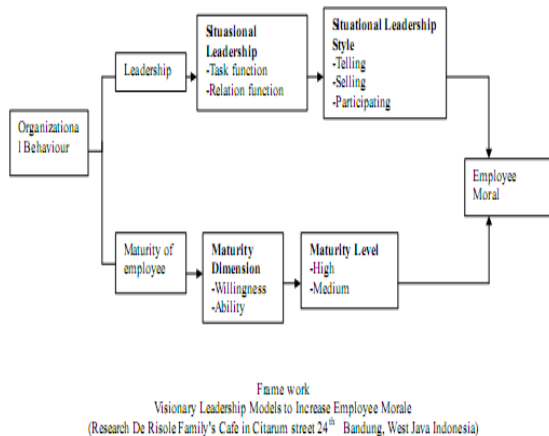
2.3.4 Employees Maturity Level

Maturity can be defined here as the extents of the followers have the willingness (willingness) and capability (ability) to carry out the task.

A. M4: high-ability, the willingness of high = high level of maturity
B. M3: high ability, the will is medium= is heading a high level of maturity.
C. M2: medium ability, the will is low = lower level of maturity into being.
D. M1: medium ability, the will is low = lower level of maturity

EMPLOYEES MATURITY LEVEL:

M1, unable and unwilling to work
M2, but it would not be able to work
M3, able but do not want to work "
M4, are able and willing to work ".

2.5 Framework

Frame work
Visionary Leadership Models to Increase Employee Morale
(Research De Risole Family's Cafe in Citarum street 24th Bandung, West Java Indonesia)

In Organizational Behavior leadership is a matter that should be possessed by every leader of the organization. Leadership is a word that unity cannot be separated structurally and functionally. Activity of a leader is determined by its ability to influence and direct other people or a group of people to work together to achieve the desired goals of the organization. Leadership someone big influence on the incidence of high morale in employees, therefore the leader must have a leadership style that can be adapted to the conditions and circumstances of employees. Situational leadership style used is told, Selling, Participating, delegating. With four styles of situational leadership is a leader can determine which style of leadership that can decrease and increase employee morale.

2.5 Research Paradigm
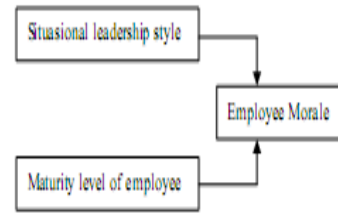
3. Research Method

3.1 The research methodology

The research method used in this study is a case study. Subjects can be individuals, families, institutions and society. Case study method used for this study only applies to the company in question only and using a sample of employees throughout the company.

3.2 Types of Research

This type of research is descriptive research. The study was descriptive study presents a detailed picture of a particular situation, social setting or relationship.

3.3 Data Collection Techniques

Interviews, questionnaires on leadership styles and maturity levels of employees, the study of documents, observation.

3.4 Operational Definitions
3.4.1 Leadership Style

Table 3.1
Leadership Style Model Hersey and Blanchard

Dimension	Indicator	Scale
Task Behaviour	1. goal setting 2. organizing 3. setting time lines 4. directing 5. controlling	Ordinal
Relationship Behaviour	1. giving support 2. communicating 3. facilitating interaction 4. active listening 5. providing feed back	Ordinal

3.4.2 Employees Maturity Test Equipment

In this research instrument used to measure the maturity level of employees or employees is a self-rating scale, where employees provide their own assessment of their maturity level.

Table 3.2
Maturity level overview of the Employees

Maturity	Indicator	Measurement scale
Ability	1. work experience 2. knowledge of work 3. job skills	Ordinal
Willingness	1. Confidence 2. Presence of Employees 3. Initiatives 4. Commitment 5. motivation	Ordinal

3.5 Population and sample

In this study of a population is the owner, employees and uses a sample of 55 employees of De 'Risole Family's Café.

3.6 Data Processing and Analysis

Analyzing the data through a qualitative analysis based on data and interviews obtained from the owner, manager, De 'Risole family's Café. Data responses to questionnaires given to the respondents are translated using the parent table. The data results are calculated into a percentage and presented in the form of frequency distribution tables.
Data Analysis and Interpretation

Distribution of value based on image dimensions Task Behavior

Number	Dimensions Task Behaviour	Value	Percentage	Value	Percentage	Average Percentage
1	Leaders set specific goals to be accomplished in a job	199	10,44%	199	10,44%	20,88%
2	Leaders set the working conditions in the workplace in such a way	194	10,18%	180	9,44%	19,62%
3	Leaders set a clear deadline in completing the work	177	9,29%	183	9,60%	18,89%
4	Leaders provide direction in performing the work to implementation	196	10,28%	177	9,29%	19,57%
5	Led to strict controls over the work performed	190	9,99%	211	11,07%	21,04%
TOTAL		1906				100%

Sources: tables of data processing

From the calculation above table, the dimension broadly speaking task has questions about the behavior of a uniform percentage. A behavioral dimension of the task which has the largest percentage is the dimension of the question led to the control or supervision of work done through percentage of employees with 21.04%.

Distribution of value based on image dimensions Relationship Behavior

No.	Dimension Relationsip Behaviour	Value	Percentage	Value	Percentage	Average Percentage
1	Leaders support employees to work well	203	10,06%	224	11,10%	21,16%
2	Leaders communicate any work to be done	184	9,12%	217	10,75%	19,87%
3	Leaders create a comfortable situation to interact	209	10,36%	199	9,86%	20,22%
4	Leaders seek, listen to the income and the difficulties faced by employees relating to employment	188	9,32%	200	9,91%	19,23%
5	Leaders give their opinions and suggestions of the work performed	198	9,81%	196	9,71%	19,52%
TOTAL		2018				100%

Source: Tables of data processing

Source: Tables of data processing

From the calculation table above, the general dimensions of the relationship have questions regarding the behavior of a uniform percentage. Behavioral dimensions of relationships that have the largest percentage is the dimension of the leadership question provide encouragement and support to employees for work well and can show good achievement. Based on the results of data processing, majority of respondents rate their own leadership style selling and maturity level of M3.

Compliance with the division of Leadership Style Employees Maturity Levels

Infomation: G1: Telling G2: Selling G3: (Participation) G4: (Delegation) M1: Low levels maturity M2: Employees Low to Medium M3: Employees Medium to M4: High levels of Employees maturity	Employees Maturity Level	Leadership Style				(Instruction) (Consultation) Participating Delegating of Employees Maturity of Maturity of High
		G1	G2	G3	G4	
	M1	Good	Good enough	Not good enough	Not good	
	M2	Good enough	Good	Not good enough	Not good	
	M3	Not good	Good enough	Good	Not good enough	
	M4	Not good	Not good enough	Good enough	Good	

M4: High levels of Employees maturity

Description of Leadership Style and Employees Maturity Level

No Respondent	Employees Maturity Level	Leadership Style				Suitability
		G1	G2	G3	G4	
1	M3		▮			Good enough
2	M3		▮			Good enough
3	M4		▮			Not good
4	M3		▮			Good enough
5	M3		▮			Good enough
6	M2		▮			Good
7	M3		▮			Good enough
8	M3		▮			Good enough
9	M4		▮			Not good
10	M3		▮			Good enough
11	M2		▮			Good
12	M3		▮			Good enough
13	M3		▮			Good enough
14	M3		▮			Good enough
15	M4		▮			Not good
16	M3		▮			Good enough
17	M3		▮			Good enough
18	M2		▮			Good
19	M4		▮			Not good
20	M4		▮			Not good
21	M3		▮			Good enough
22	M3		▮			Good enough
23	M3		▮			Good enough
24	M3		▮			Good enough
25	M3		▮			Good enough
26	M3		▮			Good enough
27	M4		▮			Not good
28	M4		▮			Not good
29	M4		▮			Not good
30	M3		▮			Good enough
31	M4		▮			Not good
32	M3		▮			Good enough
33	M2		▮			Good
34	M4		▮			Not good
35	M2		▮			Good
36	M2		▮			Good
37	M3		▮			Good enough
38	M3		▮			Good enough
39	M4		▮			Not good
40	M3		▮			Good enough
41	M3		▮			Good enough
42	M3		▮			Good enough
43	M3		▮			Good enough
44	M3		▮			Good enough
45	M3		▮			Good enough
46	M3		▮			Good enough
47	M3		▮			Good enough
48	M4		▮			Good enough
49	M3		▮			Good enough
50	M3		▮			Good enough
51	M4		▮			Not good
52	M3		▮			Good enough
53	M3		▮			Good enough
54	M2		▮			Good
55	M3		▮			Good enough

Description: Green: Enough good, Grey: Good, Blue: not good

Suitability for analysis of leadership style to the maturity level employees based on the above table, we see that as many as 35 people Risole Café De respondents have a level sufficient fit between leadership style to the maturity level of employees, where employees are fit enough compliance level has the maturity level of M3 . While his superiors to apply the leadership style of type G2 or consulting (selling).

Author Profile

Aan Agustina, SPd was awarded Bachelor of Germany Education in Indonesian University of Education 2010. Have experience as a lecture in Euro Management from 2010 until 2011. She decided to continue her study in 2011. Currently she is a final year master student of Business Management Program in the same University.

4. Conclusion

Based on the analysis of the data contained in chapter 5 can be concluded that:

Generally leadership style adopted by the leader or owner of the De'Risole Café is G2 a style of leadership or consulting (selling), this leadership style and the task of implementing the behavior of a high relationship behavior. The leadership of De 'Risole café supervising and directing the high to the employee in carrying out their work, leadership style is providing consultancy G2 or directive behavior to employees or employees who are less able to do the job and supportive behaviors to reinforce the willingness of employees or employees, in particular on the work associated with food production, raw material availability, quality of raw materials, purchase of raw materials to manufacture rolls and food, food processing and food manufacturing.

Employees maturity level working in the De 'Café Risole most have the maturity level of M3 as many as 35 people which means they are in the process maturity level from moderate to high, employees at the M3 level of maturity already has the ability, willingness and experience that is high enough. De 'Risole also has 13 employees with a high level of maturity (M4) at this level have the ability and willingness of employees are high, they already had much experience in doing the job and the job very well. 7 employees of De 'Risole have the maturity level of M2, which is a Employees still have the ability and willingness are low. In this case employees need supervision and direction of the height of the leadership so that they can perform the job well. Differences in these factors could be caused by a few factors, among others, the factors of education, expertise and commitment, experience, emotional health of each respondent or employee.

References

[1] Paul Hersey and Kenneth H. Blanchard," Management of organizational Behaviour": Prentice Hall, 1982, 1996, 2012
[2] Robbin, Stephen, "Perilaku Organisasi", Jakarta: Salemba Empat, 2006
[3] Kartono, Kartini," Pimpinan dan Kepemimpinan" : Rajawali Pers, 2005
[4] Soekanto, Soerjono, "Sosiologi Suatu Pengantar", Jakarta: Rajawali Pers, 2005
[5] Tua, Marihot Hariandja," Model-model Kepemimpinan", Unpar Press, 2006
[6] www.wikipedia.org

Anisa Rosdiana, S.Par, called Icha, was born in Bandung on October 17, 1988, daughter from the couple Mr. Dudu Setiawan and Mrs. Heni Hendarwati. The Formal education is already taken from the age of six years in junior kindergarten (TK) graduated in 1994, at the elementary school level SDN 3 Soreang graduated in 2000, at the level of Junior High School SMPN 1 Soreang graduated in 2003and Senior High School SMAN 1 Soreang graduated 2006. After which the authors continue their education at Indonesia University of Education (UPI) major Industry Management of Catering (MIKA). Now, the author is studying in Master of Business management marketing in Indonesia University of Education. Hobbies are cooking, travelling.

Dwi Dina Rahma Vitry, S.Ab called Dina, was born in Batusangkar on December 1, 1986, daugther from the couple Mr. Nasrul and Mrs. Yuliusni. The formal education is already taken from the age of six years in junior kindergarten (TK) graduated in 1993, at the elementary school level SDN 11 Batusangkar graduated in 1999, at the level of Junior High School SMPN 1 Batusangkar graduated in 2002 and senior high school SMAN 1 Batusangkar graduated 2005. Her hobbies are reading, travelling, and watching movie and music. After which the authors continue their education at Parahyangan Chatolic University (UNPAR) major Business Administration. During the study authors active in the management of Business Administration Association from 2006 to 2007 UNPAR, Member of Business Simulation Department of Business Administration UNPAR 2005, Member of Liaison Officer Business Expo Department of Business Administration UNPAR. Now, she is studying in Master of Business Management Marketing in Indonesia University of Education.