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

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Abstract: This study discusses what kind of leadership style adopted by the Risole family’s café. 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 55 employees. 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 café. Then, it translated into a frequency distribution tables. Based on data analysis in general leadership style employed by the owner of the café 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 café is a company engaged in the business of cafes and restaurants. This café 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 café and a place of public trust and consumer user’s café and restaurant services in particular.

Risole café 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 café 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:

\[ L = f(l, f, s) \]

where L = leadership, situation S, F = followers.

2.2. Leadership Functions

<table>
<thead>
<tr>
<th>Task Function</th>
<th>Relation Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiating</td>
<td>encouraging</td>
</tr>
<tr>
<td>Regulating</td>
<td>expressing feeling</td>
</tr>
<tr>
<td>Informing</td>
<td>harmonizing</td>
</tr>
<tr>
<td>Supporting</td>
<td>compromising</td>
</tr>
<tr>
<td>Evaluating</td>
<td>gatekeeping</td>
</tr>
<tr>
<td>Summarizing</td>
<td>setting standard</td>
</tr>
</tbody>
</table>

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:
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 = 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

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

3.2 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

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.
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

<table>
<thead>
<tr>
<th>Number</th>
<th>Dimension Task Behavior</th>
<th>Value</th>
<th>Percentage</th>
<th>Value</th>
<th>Percentage</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leaders set specific goals to be accomplished in a job</td>
<td>100</td>
<td>10.44%</td>
<td>140</td>
<td>10.44%</td>
<td>20.88%</td>
</tr>
<tr>
<td>2</td>
<td>Leaders set the working conditions in the workplace in such a way</td>
<td>184</td>
<td>15.18%</td>
<td>180</td>
<td>9.44%</td>
<td>19.62%</td>
</tr>
<tr>
<td>3</td>
<td>Leaders set a clear deadline in completing the work</td>
<td>177</td>
<td>9.24%</td>
<td>183</td>
<td>9.66%</td>
<td>18.92%</td>
</tr>
<tr>
<td>4</td>
<td>Leaders provide education in performing the work to implementation</td>
<td>195</td>
<td>10.28%</td>
<td>177</td>
<td>9.55%</td>
<td>19.85%</td>
</tr>
<tr>
<td>5</td>
<td>Leaders provide controls over the work performed</td>
<td>190</td>
<td>9.99%</td>
<td>214</td>
<td>11.07%</td>
<td>21.04%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1995</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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%.
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).

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


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.
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