



The Role of The Korean Leadership of Dimsum Sidoarjo in Improving Employee Morale and Performance

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ABSTRACT

This study aims to analyze the role of Korean Dimsum Sidoarjo's leadership in improving employee morale and performance. Established on December 28, 2020, at Jl. Ponti no.9 Sidoarjo, East Java, Korean Dimsum Sidoarjo operates in the culinary field, offering a variety of Korean dimsum. Effective leadership guides motivates and organizes employees to achieve optimal performance. However, the leadership at Korean Dimsum Sidoarjo often needs more engagement with employees, is indecisive, and lacks a clear vision, resulting in low employee morale and performance. This study employs descriptive-qualitative research methods, using interviews and observation for data collection. The findings indicate that the leadership at Korean Dimsum Sidoarjo has made several efforts to improve employee morale and performance, such as providing training and motivation in the form of incentives and praise, but there are still challenges to overcome. These challenges include negative perceptions from employees when motivation is not given intensively, and the leadership needs to be more responsive in addressing employee issues.

Keywords: Leadership, Employee Morale, Employee Performance, Motivation

INTRODUCTION

Korean Dimsum Sidoarjo, established on December 28, 2020, at Jl. Ponti no.9 Sidoarjo, Jawa Timur, operates in the culinary field, offering a variety of Korean dim sum. This venture aims to introduce Korean snacks to a broad audience, ensuring a high-quality taste that appeals to all age groups, from children to the elderly. Effective leadership guides directs and motivates employees to achieve optimal performance. Leadership is how a leader directs, encourages, and organizes all organizational elements to reach desired goals, achieving high employee morale and performance. However, the leadership at Korean Dimsum Sidoarjo often needs more engagement with employees, exhibiting indecisiveness and a lack of clear vision, which results in poor employee morale and performance. Employees expect leaders to be decisive and authoritative, provide direction and guidance, and be willing to delegate appropriate authority. Leadership is seen as the core of management, closely related to the ability to motivate, communicate, and establish interpersonal relationships.

According to Suradinata (1997), a leader heads a group of two or more people within an organization or a family. Leadership is the skill of a superior to organize, lead, and influence the thoughts, feelings, and actions of others to achieve predetermined goals. Leadership reflects the leader's personality or behavior, combining "leader behavior" with "leader style" as the key to successful management. Sondang P. Siagian (2006) describes leadership as the driving force of various organizational resources and tools, shaping individual character, influence, interaction patterns, administrative roles, and perceptions of authority. James L. Gibson (2006) further divides leadership based on personal traits, impact on others, interaction patterns, administrative roles, and perceptions of authority. Effective leadership involves influencing others' ideas, feelings, actions, and behaviors, requiring significant personal qualities. Siagian (2002) outlines three roles of leaders: interpersonal roles (motivating and guiding subordinates), informational roles (donating, receiving, and analyzing information), and decision-making roles (determining policies and business strategies to foster innovation and seize opportunities).

Work spirit refers to the enthusiasm and willingness of an individual to perform their job efficiently and effectively. Hasibuan (2009) defines work spirit as the desire and ability of an individual

to complete their job with discipline to achieve maximum results. Halsey (2003) describes it as the feelings that enable a worker to produce more and better work without increasing fatigue. Sastrohadiwiryo (2003) views work spirit as a psychological state that generates deep happiness and active responsibility among workers. Azwar (2005) and Majorsy (2007) both emphasize the connection between work spirit and positive feelings, enthusiasm, and professional interest, leading to better workplace outcomes.

The National Administrative Body (LAN-RI) (1999) defines performance as the achievement of activities, programs, and policies in producing organizational goals. Anwar Prabu Mangkunegara (2000) describes performance as the quality and quantity of work employees do in carrying out their duties. Ambar Teguh Sulistiyani (2003) combines ability, effort, and opportunity to influence work outcomes. Malayu S. Hasibuan (2001) adds that performance results from tasks assigned to an individual based on their skills, experience, and time management. Performance is closely linked to work outcomes, including quality, quantity, and timeliness, and is influenced by the individual's work spirit.

The lack of leadership in fostering harmonious communication and employee development leads to poor performance. This is evident in Korean Dimsum Sidoarjo, where employee discipline is low and needs more motivation and customer service quality. This research aims to delve deeper into the issues of work spirit, particularly among the employees at Korean Dimsum Sidoarjo, to identify solutions for improving their performance and motivation. Effective leadership is essential for motivating employees and ensuring high performance. The challenges at Korean Dimsum Sidoarjo underscore the need for strong leadership to foster a positive work environment and enhance employee morale. This study will explore the relationship between leadership, work spirit, and performance to provide actionable insights for improving employee motivation and organizational outcomes.

METHOD

The author applies descriptive-qualitative research. Moleong (2013: 6). It is assumed that the descriptive-qualitative research procedure is meaningful research to master the events felt by the research subject, such as behaviors, assumptions, motivations, and actions, which are described and served descriptively in the form of reasonable words and language. The location of this research is at Korean Dimsum Sidoarjo. Then, the data collection technique was conducted using interviews and observation techniques.

RESULT AND DISCUSSION

The analysis of the data that has been obtained regarding the role of the Korean leader of Dimsum Sidoarjo in improving employee morale and performance can be concluded as follows:

a. The leadership of Korean Dimsum Sidoarjo has made efforts to improve work morale and employee performance

In improving employee morale and performance, Korean leader Dimsum Sidoarjo does several things, including providing coaching by conducting internal sharing methods between superiors and workers. Toward the shop's closing, the leader of Korean dim sum, Sidoarjo, sometimes does internal sharing by asking employees what difficulties they face while working. However, this was not intensely done by the Korean leader of Dimsum Sidoarjo.

Next is the Motivation of Needs. Korean leader Dimsum Sidoarjo encouraged desire in employees with the aim that employees can maintain enthusiasm in their duties, which can result in good abilities being realized. One of the motivations given by the Korean leader of Dimsum Sidoarjo to employees is motivation in the form of incentives. Motivation in the form of incentives is given in the form of bonus money. Bonus money is given along with receiving a salary at the beginning of the month.

The second motivation is motivation in the form of praise. Praise was given to employees for the ability of employees who have been well achieved in Korean dimsum Sidoarjo. The income results of employee abilities are consistent with those inaugurated in the Standard Operating Procedures (SOP) that apply in the Korean dimsum Sidoarjo.

b. The leader's goal is to improve the morale and performance of Korean Dimsum Sidoarjo employees.

The goal of the Korean leader Dim Sum Sidoarjo, who aims to improve employee morale and performance, is to maintain the company's performance so that it remains good in the eyes of

customers and to improve the quality of the company. Employee performance will also have good results when employee morale is maintained or even increased. Employees will be more productive and innovative in carrying out their work, which will also positively impact the company.

c. Obstacles to leaders in improving the morale and performance of Korean Dimsum Sidoarjo employees.

Korean leader Dimsum Sidoarjo experienced some obstacles that must be neutralized in motivating employees. Obstacles to encouragement include an opposing view from employees if the boss does not share any more encouragement with employees intensely. One of the employees' assumptions is an opinion that the employee feels that he is no longer being scrutinized by their supervisor. They feel that their extended existence is no longer needed in the industry. The lack of responsiveness of the leadership in responding to the problems faced by the leadership also affects the morale and performance of the Korean dimsum Sidoarjo employees. For example, when employees complained about internal problems regarding the rental of dim sum shops, the leaders of Korean dim sum were not quick to respond. As a result, employees need clarification about how to deal with the problem because the rent problem, etc., is the responsibility of the leadership of Korean dim sum sidoarjo.

d. Employee opinions on the efforts made by the Korean dimsum Sidoarjo leadership in improving employee morale and performance.

Employees play a very important role in the running of the company. If the performance of employees is good, it will also have a good impact on the company's run. The Korean leader of Dimus Sidoarjo is obliged to improve the morale and performance of its employees. The Korean leadership of Dimsum Sidoarjo has made several efforts to increase the morale and kinara of employees, as described above. However, can the efforts made by the Korean leadership of Dimsum Sidoarjo in improving employee morale and performance be said to be successful according to employees? The following is the response from the Korean Dimsum Sidoarjo employee:

According to Lia Apriliani as an employee of Korean Dimsum Sidoarjo, the obstacles faced by the employees of Korean Dimsum Sidoarjo are as follows:

- a. Lack of praise for employees who have carried out their duties well to provide enthusiasm for work.
- b. The Korean leader, Dimsum Sidoarjo, could not approach employees emotionally and get empathy from them.
- c. Leaders are difficult to contact when employees describe problems during working hours.
- d. Leaders sometimes bring personal affairs to work when leading the company, making employees feel uncomfortable at work.
- e. When asked for confirmation regarding problems in the company, the leader's lack of responsiveness confuses employees if they have to make decisions right away.
- f. The condition of the Korean dimsum Sidoarjo environment needs to be improved.

According to Mia, who is also an employee at Korean Dimsum Sidoarjo, the causes of the decline in the morale and work quality of Korean Dimsum Sidoarjo employees are:

- a. The Korean leadership of Dimus Sidoarjo's lack of approach toward employees creates a distance between leaders and employees, resulting in employees feeling afraid to express opinions and ideas about the company.
- b. The Korean dim sum leadership lacks appreciation for the achievements achieved by employees, both in the form of praise and in the form of material incentives outside of the routine incentives given.
- c. Leaders are sometimes difficult to contact and ignore complaints expressed by Korean dimsum sidoarjo employees.
- d. Working hours that sometimes exceed what they should without overtime pay given.

CONCLUSIONS

Based on the results of research conducted on the leaders of Korean dim sum Sidoarjo, the leaders of Korean dim sum Sidoarjo have tried to improve employee morale and performance by providing coaching through internal sharing, motivation through monthly incentives or bonuses, and praise for performance.

To improve the enthusiasm and performance of Korean dim sum sidoarjo employees, the leader aims to keep the company's performance good in the eyes of customers and improve the company's quality. However, to improve employee morale and performance, of course, leaders face obstacles; when

motivation is not intensely given, employees feel unnoticed and needed again at Korean Dimsum Sidoarjo.

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