

CHAPTER V

CONCLUSION AND RECOMMENDATIONS

V. 1 CONCLUSION

The following conclusion is based upon the information collected from literature study and the case study.

Management style in this thesis is analyzed from three points of view, the type of the company (family business), organizational structure and leadership style. These three points of view will show how the management style has influence toward team performance.

Family business usually is used to describe a business owned and managed mostly by people who are related by blood and or marriage. Often these businesses are passed down from one generation to the next (Hellriegel, Jackson, Slocum, 1999). The definition of a family business as any business in which majority the ownership or control lies within a single family and in which two or more family members are at some time were directly involved in the business (Leni De Mik, Roxanne M. Anderson, Patricia A. Johnson, Paul C. Rosenblatt, 1985).

Organizational structure, has two main characteristics; the 'division of labor' refers to the variety operations that the organization must carry out in order to achieve its main objectives. The 'distribution of Authority' refers to decision-making apparatus required to plan and control these operations. Both of these characteristics may be shown in an organization chart as an attempt to illustrate the formal relationships in a restaurant, the main lines of communication, and the flow of authority and responsibility through the various levels of management hierarchy

There are many ways of looking at leadership at leadership and many interpretations of its meaning.

Essentially it is a relationship through which one person influences the behavior of other people. This means that the process of leadership cannot be separated from the activities of groups and with effective team building. The leader follower relationship is reciprocal and effective leadership is two way process which influences both individual and organizational performance. Leadership might be interpreted in simple terms , such as 'getting others to follow' or 'getting people to do things willingly', or interpreted more specifically, for example as 'the use of authority in decision making'. It may be exercised as an attribute of position, or because of personal knowledge or wisdom.

Leadership is related to motivation, the process of communication, the activities of groups and the process of delegation. There is close relationship between leadership and management, especially in work organizations. However, there are differences between the two, and it does not follow that every leader is a manager. But a manger might be function as a leader.

Leadership might be based on a function of personality, or it can be seen as a behavioral category. It may also be viewed in terms of the role of the leaders and their ability to achieve effective performance from others. Good management leadership helps to develop teamwork and the integration of individual and group goals. It aids intrinsic motivation by emphasizing the importance of the work the people do (Laurie J. Mullin,1995).

While democratic management may be the idealistic management style of choice, the working conditions, kinds of personnel, and demands of the restaurant business make the choice less easy in this industry.

Opinions vary, but Professor Stanley Davis, who has extensive administrative experience and teaches workshops to some of the leading hotel chain executives, says flatly that, for a single restaurant or hotel, a 'beneficent dictatorship' style works best. He assumes, of course, that the general manager is knowledgeable, intelligent and energetic (Andrew Weiss, 'Simple Truths of Japanese Manufacturing, "*Harvard Business Review*, July-August 1984, 119-125).

For example, in the closed environment of a restaurant kitchen or dining room, the importance of face-to-face management increases. To a large extent management sets the emotional climate. The situation has characteristics similar to that of a symphony orchestra in concert. The manager, like the conductor, is the center of the action, calling the signals and providing the leadership. Some Orchestra leaders are acknowledged as being great, while others are average, or poor. Similarly, some chefs and dining room managers not only know their job thoroughly, but also can call forth the very best efforts of the crew.

Good restaurant managers try to develop in each employee a desire to be one of the team. They encourage team spirit while relying, heavily on systems, such as expected service, food production, maintenance and cost control. Restaurant management also faces deadline pressures. Management is a day-to-day affair, with each product delivery, each convention setup, and each meal service having a deadline.

Common sense dictates that the choice of management style also must consider what the group or individual are accustomed to. Most of the people on this earth have grown up in an autocratic atmosphere. Europe has had its kings and nobility telling others what to do. Dictators have governed Mexico and most of Latin America. Tribal Africa has been ruled by chiefs. China has been ruled by communist bosses. Democracy as idealized in North America is a relatively new mode of people relations. A large percentage of restaurant employees are from cultures characterized by autocracy, and they accept autocratic management behavior as normal.

Expecting employees from many cultures to feel comfortable with or respond to a democratic management style may be idealistic. Employees may expect an autocratic style and feel it quite proper to perform less work if a job is not highly structured and closely supervised. In other words, they require close supervision if the work is to get done and feel at loss if asked to contribute ideas for change or participate in decision-making. Such employees do not feel that change must be justified or that managers must negotiate with them when making changes. To change their expectations and ways of relating to supervisor may take time.

Spandershoeve restaurant, family-owned Indonesian restaurant is a type of company which applies autocratic management style with emphasis building and maintaining team harmony and a 'family spirit', with management taking on a much greater sense of personal responsibility for the company and the employees.

V. 2 RECOMMENDATIONS

Some recommendations for the company would be:

- > If the company wants to widen the branches of Spandershoeve restaurant (either as private businesses or franchising companies) either in the country or outside the country to fulfill its vision in the future, there should be clearer organizational structure and management, because Spandershoeve will not be as small family-owned business anymore which consists of Spandershoeve and Anak Depok restaurant. If in the future this company develops into chains business, then, at the time the owners cannot control all of his business directly by himself. There will be a lot of managers will assist him and the management system will be more complicated. If that happen then the line of organization cannot be simple as it is right now. Delegation of responsible and empowerment have important roles in the successful of the company.

- > Make Spandershoeve as the head quarter or home base from all branches including Anak Depok that is one of realization of company's vision. By bringing the culture of the Spandershoeve restaurant to all of its branches including the way of working (working system in daily operation) or teamwork performance in delivering expected service to the guests. Every new employee should be trained in Spandershoeve restaurant before being placed in another branch. This aims to create the same ambiance as like Spandershoeve that has already had name in international level. Besides that, looking from the reality that almost everyday Spandershoeve is full house with the results make a lot guests feel disappointed because of being refused to

experience the Indonesian dining, they can have this experience in another restaurant that is one of the branches from Spandershoeve.

Consider the following two stories. The first is about a civil servant:

When a very senior civil servant retired to his country cottage, he caused a stir in the village. Every morning one of the local boys would call and disappear for a minute or so into his cottage. They persuaded the boy to reveal what was going on: "I am paid to knock on his bedroom door and shout a few words and then he shouts a few words". He finally told them what these words were. He said: "I shouts 'The Secretary of State wishes to see you', and he shouts back 'To hell with the Secretary of State!'."

The second story is about a man who is working as a foreman in the garage of a Municipal Forestry Commission.

The garage wasn't efficient but since he started working for them things run much more smoothly. If a spare part is needed but cannot be obtained, if anything goes wrong, he is the one who sorts things out in his own quiet and effective way. For example, when the garage was told that it would take some six months for a new radiator to be delivered to them, he simply telephoned the factory to confirm this disturbing news. The radiator was delivered beautifully wrapped the next day by special messenger.

You probably know the name of this foreman. It is Alexander Dubcek, the man who led his country in a bid for freedom in 1968. This is what he was doing a few years ago.

What he gets from those with whom he comes into contact is not just esteem and respect but also co-operation and as a result things run much more smoothly'. Compare this with the attitude to his work of the retired civil servant whose idea of blissful retirement is to be able to shout every morning 'To hell with the boss'. This kind of frustration with management and workplace indicates internal

conflict and struggle, indicates considerable lack of identification with the organization and its objectives.

People live and work together. Important is that the way in which they feel about their place of work, and the way in which they co-operate, depends on controllable factors, depends on the style of management.