

NEW PERSPECTIVE IN THE LEADERSHIP VALUES BASED ON *BUGIS* CULTURES IN “P” RESTAURANT

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Abstract

Purpose

This study aims to explore the *Bugis* leadership values in the small business “P” restaurant. The factors under study that are the *Bugis* values, SMEs, and the leadership values.

Design / methodology / approach

Semi-structured interviews and observations are used to collect the research data. “P” restaurant owner asked to explain the culture in the restaurant when the owner led the restaurant. Employees are asked to assess their leaders regarding perceptions about the characteristics of their leaders.

Findings

The results showed that the theory of cultural leadership can be applied in Indonesia. In this case the culture of leadership can be associated with leadership values

Originality

This research applies the value of *Bugis* culture in “P” restaurant as an effort to find out the appropriate leadership values factors based on culture, where *Bugis* culture and leadership values are the most important factors in determining the right leadership for effectiveness in a SMEs.

Keywords: *bugis culture, leadership, values, SMEs*

Abstrak

Tujuan

Penelitian ini bertujuan untuk mengeksplorasi nilai-nilai kepemimpinan Bugis di restoran “P” bisnis kecil. Faktor-faktor yang diteliti adalah nilai-nilai Bugis, UKM, dan nilai kepemimpinan.

Desain / metodologi / pendekatan

Wawancara dan observasi semi-terstruktur digunakan untuk mengumpulkan data penelitian. Pemilik restoran “P” diminta menjelaskan budaya di restoran ketika pemilik memimpin restoran. Karyawan diminta menilai pemimpin mereka tentang persepsi mereka tentang karakteristik pemimpin mereka.

Temuan

Hasil penelitian menunjukkan bahwa teori kepemimpinan budaya dapat diterapkan di Indonesia. Dalam hal ini budaya kepemimpinan dapat dikaitkan dengan nilai-nilai kepemimpinan.

Orisinalitas

Penelitian ini menerapkan nilai budaya Bugis di restoran “P” sebagai upaya untuk mengetahui faktor gaya kepemimpinan yang tepat berdasarkan budaya, di mana budaya Bugis dan nilai kepemimpinan adalah faktor paling penting dalam menentukan kepemimpinan yang tepat untuk efektivitas dalam UKM.

Kata kunci: budaya bugis, kepemimpinan, nilai, UKM

INTRODUCTION

Culture is about heritage from our ancestors. Culture values are the foundation of an important national character or characteristic of an area to be instilled in each

individual (Joesoef,1982). The *Bugis* tribe is unique in overseas, that is, the *Bugis* people can easily fuse with residents in the local area but still maintain the authenticity of their culture values and identity (Pelras, 2006). One of *Bugis* values it contains an ethical distinction between humans and animals, with self-esteem and respect inherent in humans and teach morality in the form of teachings, prohibitions, rights and obligations that dominate human actions to preserve and maintain self-respect and honor, the local people called as *Siri* (Rahim, 2011). There are 6 theories of *Bugis* values of leadership that needed by the leaders, that are: *alempureng* that means integrity, *amaccang* that means competence, *asitinajang* that means compliance, *agetengeng* that means **independent**, *reso* that means business, and *siri* that means shame. **Which means one value can be integrated with another values (Prabowo, 2018).**

As leaders or business owners of course we want all employees to be obedient and obedient to our commands or commands, whatever differences in their nature or behavior that are important to us. A good example to motivate employees is our own behavior as a leader or business owner, a small example is a matter of work discipline (Source: Kompasiana).

According to Rahman et al (2017) argued that family firms in Indonesia are required as important business entities that can give significant contribution to the Indonesian economy, because the government always support and give assists to the small business.

Therefore almost 78 percent of the companies that exists in Indonesia are owned and controlled by the families (Wahjono and Nirbito, 2014) argued. Most of them are SMEs. According to Soediby (2008) argued that SMEs business can give contribution toward the creation of new jobs, increase economic growth and reduce poverty in Indonesia. So that's why the small business now very important to creating jobs and also can help increase a country's economic growth (Legohérel *et al.*, 2004).

Culture and leadership is both of things that can't be separated in the small business. The culture is kind of doctrine that come from the ancestors the taught to the children that can influenced of the behaviors and the characteristics of the children and then grow and develop in the society (Jung and Avolio, 1999; Yamaguchi, 1999; Yokochi, 1989; Jogulu and Wood, 2008a). These differences exist because the meaning and the important things given to the concept of leadership that shows the differences to each culture (Wood and Jogulu, 2006; Dorfman, 2004; Jung and Avolio, 1999).

According to Shatalebi and Yarmohammadian (2011) argued that the definition of values based leadership is an attitude and considers internal members that is "establishing common values" and, paying attention toward individual differences, simultaneously. However, values based leadership requires leaders to become courageous because the leaders that already have many experiences the characteristics is increasingly formed due to these experiences so that he becomes a firm figure in leading (Frost, 2018).

There are research question and several mini research questions that will be used in this research, that are:

- Research question:
 1. How the roles of *Bugis* culture on leadership values in "P" restaurant?
- Mini research questions:
 1. How the leadership cultures in the small business based on *Bugis* culture?
 2. Why *Bugis* culture can linked with the leadership values?
 3. How the result between leadership values and *Bugis* culture?

RESEARCH METHODOLOGY

This research was conducted using a qualitative approach. In this study, using the interpretive paradigm. This is because the purpose of this study is to find out the causes that become the background for the occurrence of phenomena that exist in the field. This interpretive paradigm was chosen because in this study the research question is how the roles of *Bugis* culture on leadership values in “P” restaurant? From the research question, it can be illustrated that this research wants to see the perspective which is based on the value of leadership culture. The aim is to be able to explain the role of *Bugis* culture on the leadership style of a leader in “P” restaurant.

In this study using semi-structured interviews that are used to dig deeper about the questions related to research questions and mini research questions. The informants that used are the owner and several employees who have worked for more than 3 years in the P restaurant. The number of sources used to support this research is 3 people consisting of 1 owner and 2 employees. Selected speakers are random sources, and have a minimum high school educational background and also for the employees informants already work for more than 5 years in “P” restaurant. Then, set the place and date of the interview.

The next method used to obtain data is to use the method of observation by comparing the results of interviews with circumstances that occur. To strengthen the evidence, it is done by looking at the activities and activities of the interviewees directly at P restaurant, and by observing directly when together with the speakers. The observations were carried out as a whole for 25 hours.

This method is used to strengthen and ensure that information obtained through interviews and observations is getting stronger. The data will be collected from any other sources besides interview and observation. For example, books, articles, journal articles, news, and oral confirmation from one professor from *Institut Teknologi Sepuluh Nopember* (ITS).

RESULT

In this research there are some *Bugis* values that implemented by the leader in the “P” restaurant such as honest, in the “P” restaurant, all of the employees must be honest about what they do in the daily activities while working in “P” restaurant. The owner wants his employees honest to him because the owner wants to avoid internal conflict in his restaurant, second is compliance in the “P” restaurant compliance is a must. The owner has a power to order his employees based on owner’s request. The owner also wants his employees to do his order directly, owner doesn’t want his employees to procrastinate his order, third is shame in the “P” restaurant, the owner Mr. M also feel shy or in the *Bugis* definition is *Siri* if he failed to run his family business, because he can’t manage the management well so their loyal customer never come to the restaurant and the restaurant become quiet until the worst is the restaurant bankrupt so that Mr. M feel embarrassed with his family and society, fourth is lazy which means in the “P” restaurant, the employees must diligent while work in the restaurant because the owner doesn’t want to see his employees lazy or in *Bugis* definition is *Lontara* such as not cleaning well the table. If the employees lazy while work the owner will not hesitate to directly reprimand to his employees, fifth is help each other which means in the “P” restaurant, the owner Mr. M also wants him and his employees to help each other or in *Bugis* meaning is *Sipakatokkong*. Because, the owner Mr. M wants to his employees feel easier and pleasant while work in his restaurant. This was stated in the interview by the owner, sixth is believe in god that means the owner Mr. M also from child already taught about religion values by his father if the children don’t serious while praying there is punishment from their father, seventh is assertive that means the owner Mr. M was

born and grew up in the family that holds a very hard *Bugis* culture. So that Mr. M from child already knows the firmness of *Bugis* culture. He already experience the firmness from his childhood until now. There are also the other values such as togetherness that implemented by Mr. M in the “P” restaurant. Loyalty is very important for Mr. M between the employees and the owner because from loyalty can built trust between each other.

For the characteristics of Mr. M , in their daily lives, Mr. M known as a person that always can get easily angry and strict but also sometimes Mr. M speak inappropriate words to his employees the reason why Mr. M doing this because Mr. M always wants his employees to be a disciplined person in their lives. Mr. M also is quite royal to the employees such as sometimes give rewards to his employees in the form of money. Which means the behaviors of Mr. M can be categorized as transactional leadership style.

The Mr. M also use the transformational leadership style because Mr. M as a leader in the restaurant sometimes he give some advices to his employees. Mr. M do this because he cares to his employees. he wants his employees can be more aware, focus, and confident while doing their jobs. With giving advices the employees can growing up to become better person, because when the leader give advice to the employees it means the leader care to his employees the leader wants his employees become more professional and also more responsible with the job desk. However Mr. M also build trust between owner and the employees such as there is a right hand thattake over management for a while when Mr. M go outside.

DISCUSSION

Based on the research that already done by Rahim (2011), there are 6 values of *Bugis* leadership that applied by a leader in the organization, that are: *Siri* (Shame), from the data result that already pocessed, stated that this value is the important thing as a leader to implemented this value to the leader’s soul because if the leader fail to implement this value, the leader is considered not seriously or professional lead this restaurant and then the restaurant become bankrupt so that’s why Informant M very holds on the *Siri* value. The next is integrity, this factor become one of the important factors. The reason that drives the informants to felt the *adatongeng* or said the truth is important because the *adatongeng* value contains the positive values such as *lempu* or honest, *asitinajang* or compliance, and *getteng* or consistent. Then there is competence, this factors also quiet influenced for the informant. From the data that already processed, for the skills of the leader to handle and manage the employees of the restaurant it’s quiet good such as how the leader control the taste of the food also how the leader treat the employees quiet good so that the employees still worked in the restaurant and the last is how is the leader can survive and growing up in the middleof the intense of competition. Then there is also compliance, this factors quiet effect on the restaurant. But from the informants especially the owner *asitinajang* or compliance it’s quiet important for the leader because it’s something like respect and obey the ordered from the leader especially in the busy hour because it makes more effective andefficient. For the informants come from employees it’s also important for them becausecompliance it’s like you must obey and follow the ordered by the leader to make the leader felt respected also make the employees in the leader eyes more professional. And then there is also determination, this factor it’s also related with other values before, in *Bugis* language they called as *getteng* or consistent. From the data that already processed, the leader is a typical strict person, no one can interrupt what he believes, so the employees just follow the instructions. But this factor can influence to the restaurant because if what he believes wrong and take the wrong decision it can be dangerous for the organization. The last is business, this is the last factors that integrated with the other

values before. After all the values already applied in the business restaurant, by itself the value of the restaurant business can arise and then become stronger. As we know from the informant, the business already running since 20 years ago it means the business value already strong. *Bugis* values have the basic value is *siri* as the main philosophy for the human life and then *siri* value can integrated with *adatongeng* or said the truth. *Lempu* or honest, *asitinajang* or compliance, *getteng* or consistent that formed the *adatongeng* value (Prabowo, 2018). *Lempu* contain values of sincere, truth, good, and fair. Which means *lempu* also related with the integrity of the informant M. Because honest also important for business there is definition about honest from Kassin, Fein & Markus (2011: 391) tells about honest is actions of someone who aims to benefit others or do something good for other people in the society (Baumeister & Bushman, 2008:254). In the *lempu* value, there is honest it means the informant M wants the employees honest about what they doing while working although if there is something wrong in their job but the informant M wants the transparency from his employees. While *asitinajang* or compliance it's about the appropriate, right or compliance in doing their job desk. Based on Rahim (2011) he told this word came from tinaja it means suitable. So that the leader must put his employees based on his abilities and experiences (Enre, 1992).

Informant M also put his employees based on their skills and experienced because if the informant M didn't put his employees carelessly it makes the internal of the restaurant become messy. Then the employees have compliance to doing their job desk professionally. One of the last in *adatongeng* value is *getteng* or consistent. The meaning of *getteng* is a trait that shows obedience to something or a state that does not change. The character of a leader who is consistent has characteristics that are rigid, persistent, compulsive, lacking creativity, orderly, and on time (Feist & Feist, 2010:238). So that the secret key of leadership's informant M it's about the consistency informant M which means consistent with his foundation no one can interrupt or disturb the decision, the leadership style, and others the important strategies.

Sipakatau or humanize each other which means people have to humanize other people such as in a small example in daily life that is often encountered is to help someone when they are experiencing disaster. *Sipakatau* discuss about every leader who leads an organization must be humane, especially with the team to improve the quality of team work to provide maximum results (Prabowo, 2018). This is also happened in "P" restaurant, according to informant A and informant R the behaviour of their leader is bossy. So that sometimes make the relationship between employees and informant M become less harmony even they have family relations. Because according to informant R sometimes informant M gives orders and has been done according to his orders but is still considered wrong that's why sometimes miscommunication can make mistakes and also the internal harmony is reduced.

Leadership is one of the most things important in the organization. Leadership is always related with the leader that lead the organization. According to Wren (1994) the definition about leadership is about the characteristics of the leaders such as the personality traits, culture, and behaviour which means the characteristics of the leader can determine the success or failure of the organization that led by the leader. Therefore, due to the traits and also the experienced of informant M then become the values of informant M leadership that can be tending toward the leadership styles of informant M in the restaurant, this also can impact the management styles, and also because informant M only high school graduates, the leader has lack of leadership studies on small business, it is necessary to explore the leadership skills best matched for running the small business restaurants (Putra and Cho, 2018). So that in the "P" restaurant the informant M can implemented the transformational and transactional leadership theories because transformational and transactional leadership is universal

theories so these models have can be easily applied to every different culture (Avolio and Bass, 2004).

CONCLUSION

The findings in the field can be concluded if it is implied related to existing theories that a leader has cultural values that he holds in leading an organization or SMEs. SMEs or family businesses are identical to the ownership and management managed by the family. Therefore, within the family there are sometimes cultural values held by the family. As well as the *Bugis* culture of leadership values held by its leaders such as *siri*, *asitinajang*, *pappaseng*, and believe in God. Based on the four factors, not all of them have a role in encouraging leaders with integrity and competence in their fields. There are 1 of four factors that can shape the character of a *Bugis* person and can also relate to other *Bugis* values, namely the *siri* value which has the most powerful influence in shaping the personality, and behavior of a *Bugis* person. These factors illustrate that the characteristics of a *Bugis* are hard and tend to be rude so that if there are people who make him offended, the *Bugis* are not reluctant to hurt him if they drop their self-esteem, but if others respect their dignity the *Bugis* will also be friendly and respect to the people too.

Leadership theory can affect the performance of employees who work in the SMEs. This is because in SMEs the role of a leader is very influential on strategic actions such as decision making. So that, to achieve the goals desired by these SMEs a leader can pay attention to the employees and also give advice and motivation to his employees and also sometimes there is a reward given by the leader if the employee's performance is fairly good.

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