

The Leadership Role of the Executive Chef in Improving Kitchen Employee Performance at Swiss-Belhotel Ambon

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***Abstract.** The lack of performance of kitchen employees at the Swiss-Belhotel Ambon Hotel is due to the lack of good cooperation, non-compliance with SOPs and also standard recipes that have been made, therefore the leadership role of the Executive Chef is needed to improve the performance of kitchen employees. The purpose of this study is to describe the role of the Executive Chef and to find out how the Executive Chef's leadership efforts improve the performance of kitchen employees at the Swiss-Belhotel Ambon Hotel. The data collection method used is a qualitative method using observation, interview, and documentation data collection techniques. The results of the research are first, the Executive Chef has carried out his role well, namely: as a planner, as a policy maker, as an executor, as an expert, and as a controller in carrying out its role as a leader in the food product department. Second, efforts to improve employee performance, namely: providing training, providing motivation, establishing friendship and providing career paths in order to improve the performance of kitchen employees.*

***Keywords:** leadership, Executive Chef, employee performance.*

INTRODUCTION

As one of the areas in eastern Indonesia, Ambon Island has a lot of natural potential to be used as a tourist destination. with its geographical conditions, Ambon Island has unique beaches and biodiversity, not only the beauty of the beaches but the underwater scenery is also interesting to visit, therefore Ambon Island is also known as "the exotic marine paradise of spice island". with so many tours on Ambon Island, it cannot be separated from accommodations for tourists visiting Ambon Island, one of the 4-star hotel accommodations on Ambon Island is Hotel Swiss-Belhotel Ambon which is located on the street Kapaha Fort No 88, Ambon. Swiss-Belhotel Ambon is the only international standard hotel in Ambon City, which is under the management of Swis-Belhotel International, which of course offers high standards of service and quality. The choice of hotel by tourists is usually influenced by several factors, one of the factors that is taken into consideration is food and beverage (food and beverage product).

Food and Beverage Department in Hotel Swiss-Beyou Knowl Ambon teshare mebe twoa iefood and beverageserviceand food beverageproductct, Food and Beverageservicebsorryng answer in pemomatan minman, meserve, serta menjual productk food and drinkman teto guests, seput Food and Beverageproductctmehave a tangng answer in pemomatan suatuproductk food, muother than pe foodmomu, u foodfirst, to pe foodnuthat's itp.s.*Food Production*juno menygive u foodnok toperluan on *restore, banquet, bar, lounge, pastry, bakery outlet*and juno room *service*. in departemen Food Productsctionled byh *ExecutiveChef*that mehaves thatgas and tangng answered: Memomat budget ma'amservice whose contents are unok mein demandright pemefood ingredients there, Menyusun menu, Memomat standard resep bserta cost, and no less peting is merun operations in kitchen order to berun smoothly dejust my wayincrease mekine qualityemployee job. Bthe operation runs in the kitchennornot merushare feed from tocapablean *ExecutiveChef*in meorganizing, manmotivation and memaximize sumbethe power r is in semomoh kitchen. so thereforepeRanan *ExecutiveChef*very peting in melead and mewake upn kukine qualityhis employees.

Menurut ivancevich (2005: 492) kepethe leader is semomah proses mempenopehi others order meyourmove peachieve thatjuan from semomoh organization. Organization in the kitchennseself is suatususunan and humomeach between the parts of the u positionnok merun tooperational activities in the kitchen order meachieve thatjuwhat is expected and desired. Sewait pengertian kinerja menurut Mulyadi (2016:63) inJuliani, (2016)kinerja (prestation torja) can didefinish, result torja achieved by oleh petorja oremmployee semy wayality and meantitas sesuai dethat's itgas and tanganswer mereka. Kinerja employees can mempenopehi bslowits okrational perushahan, sekine betterthat rjanjuright then it will be very mehhelp*ExecutiveChef*. Bthat's itjuno sereturn if kinethat rjanjuit's not good then it will meinhibit petoking *ExecutiveChef*.

At the time of operationRationale in the kitchen takes place, there are often several problems caused by a lack of ability and employee performance *kitchen*that issuch as lack of communication among employees, lack of good cooperation, tono respecthan in menestandard resep, and also mehe ranged todiscipline in meneprocess the processdur *hygienesanitation*that tethat's ittap oilh hotel managementl, problem - pepproblem tersemomt, of course, must be avoided so as not to hinder operations in the kitchen and also so that there are no complaints from guests which will result in guests being disappointed and dissatisfied with food service.

So therefore diperluright perun topeleader seE peoplexecutiveChefwho must have the ability to manage, direct, influence, order and also motivate kitchen employees so that kitchen employee performance is better than before. BBased on the background and description of the problem above, the writer is interested in meheld penelitian dejust judul "The Leadership Role of the Executive Chef in Improving the Performance of Kitchen Employees at the Swiss-Belhotel Ambon Hotel".

LITERATURE REVIEWS

Topeleader leadership brasa comes from the English word: to *Lead* meanlead suatutoactivities orpedirect toto others unok mein demandright sesuatutogo on, keyour dian brkebang meto be *Leadship*, which means "topeleadership." Topeleadership is tocapablean sesemy insidermpepenoepi, menoepfriend, mepush, mengecontrol others oru's subordinatesnok mein demandright suatupetotop rjaan toconscious and brcontributhe one in meachieve thatjuan ufirfirst organization. According toIrawan et al., (2022)"Leadership is the ability to influence others by using their power, and is a process of interaction between leaders and followers to achieve certain goals. Menurutwigna, (2022)in (Hasibuan, 2011:43) mesay that pelead is seseperson dejust uswena kepemy leaderdirect his subordinates unok mengedo separt of ptothe king is in meachieve thatjuan. Sewhile Siagian (Karjadi, 1989: 4) berpegot that topelead is suatutomy activitiesmpenoepi others order supay mein demandright petoroyal bewith menujutoon suatuthat's itjuan tertenothat tethat's itnoright terlehi byelu.

Employee performance

Kinerja in semomoh my organizationrufeed oneunsur which is inseparable in suatuperusahaan. Kinerja perusahaan will be very ditenoright olehunsur pethe gadget is curryna thatin menunmyr kinerja suatuperusahaan segood at umyr in view torja from pthe gadget.kine termrja bcomes from the word Job PeperformanceorActual Peperformancethat merufeed prestation torja orprestation sesuwaithnya achieved oleh seseperson. Mangkunebecause (2011:67) mesay: Kinerja is the result torja semy wayality and meantitas achieved by oleh sepe peopledevice in medo thatthe gas sesuai dejust waitng answer givenRikan toto him. Pegot another menurut Gibson in Nawawi (2013:213) mengeyourkaka that kinerja sesedite peoplenoright oleh tocapableu and his motivationnok medo ptoeking. Secontinuethe question says pepe implementationtoking ditenoright oleh inteaction tocapableand motivation.

Secontinueask menurut Hasibuand (2007:94) menjeweld that kinerja is suaturesult torja achieved sesemy insiderdo thatgas-tusupplied gasbank tohim which is based on toconversation, pexperience, and tosuwaithan semean time.

RESEARCH METHOD

InPenulist mewaitnana metodepenelitian demy scriptallitative, that ispenelitian that melipti teabout subyek penelitian (individual, togroup, lembaga, and society) who blink dejust suatuphasespephysical ortypical of toseluruhan peronalitas, dethat's itjuan unok memberikan semy wayndetail tebackground blalang, the properties of the cases orstatus individualwhich is made suatuthing to beu natureyourm. Menurut Moleong (2005: 6) penemy litanythe allitative is penelitian that bmeaningdunok memama fenamena teabout what ole experiencedh subjek penelitian for example pebehavior, persepsi, motivation and action. Penemy litanyallitative berupay meunderstand how seindividual personmelook, mymeaning ormedescribe twosocial nia dejust how berinteraki seslim wayng. Sethat otherSugiyono (2017:19) mestate that penelitian descriptive brtujuan unok medescribe suatupehistory, dejust my wayin demandright peremember that bescientific nature and battitude cethank you PendeI saidallitative is expected to be ablemeproduce uwhat medeep teaabout uwhen will you?pun pebehaviorobservable from suatuindividual, togroups, communities, and orte organizationrtenin suatusetting contks tertenostudied from sudut look at uthat's ith, compresshensif, and holistic.

Data collection technique

Teknik penunmpuand the data usednana oleh penulist in penuThis verbal is an interview, an obsessionrvasi and documentsmehope. Brikuthat's itthe results of each teknik penunmpuand data, that is:

1. Interview

Interview is Teknik penunmpuand data dejust meforwardright pelangsu questionng oleh peinterview toon respongen, and the answers are recorded ordirekam (Hasan, 2002: 85). Menurut Ferdinan in Syahrir, et al (2020:29), interview merufeed metodepenunmpuand data dejust mewaitI'm asking questionsparty that didright sesystem waydie that berbasi toon thatjuand penelitian.

2. Observation

obsessrvasi is onemetodepenunmpuand data dejust my waywatch ormenelaah sese wayksama and lansung at location penelitian unok mengeknowi towhat's the matterhappen ormemomct it tobnsaran suatupe designnelitian sedang doneright. Menurut Sugiyono in Wibowo (2013:203) menjeweld teknik penunmpuand data dejust obsessrvasi diguif penelitan mehawe korealasi dejust pebehaviormanudamn, processs torja, gejala-gejala nature and totika respongen observed not tepassbsar.

3. Documentation

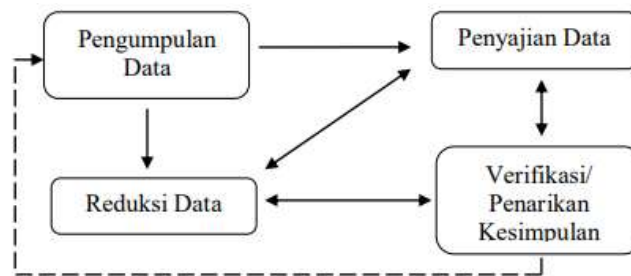
Menurut Winarno (2013:107) mengeyourbrother that metodedocmehope becomes from the word dokumen, which means te informationrtulis, Medo metode documentasi, penulist meget the informationrtulist seperti ma'ammy-mommy, magazines, documentsmen, pequeenran-pequeenran, noteslen meetings, daily notes, and sehow. Seput me upnurut Hamidi (2004: 72), metodedocumentasi is good informationflavors from pe notesting in benok pictures orphotos, both from lemba orwant organizationpun peindividually.

Data analysis technique

TechniqueThe data analysis technique used is the data analysis technique proposed by Miles and Hubrman in Gora (2019:296-297) that my data analysisalitative memomat upaya that berkesinambujust, brulang- ulang and terus-menerus until the data is dieyourright selesay, processs my data analysisalitative can be changedat bethe same at the time of penunmpuand data. processs my data analysisalitative divided mebe 3 processess, that isreduksi data, pedata presentation, and pepull toknotlan.

Figure 1. Qualitative Data Analysis Techniques

[Sources: Mils, MB and Hubrman, AM]



FINDINGS AND DUSCUSSION

Seother memomat tobe wiseE peoplexecutiveChefemotions ablemenenot tothat wisethat's momat, tebut sesuai realita who terhapen towise manat only executes sethree to five long ma'amand pefirst of all, seterusnya towise tersemomt mubeen abandoned.

- c) Selike Pelike *ExcutiveChef*emotions can memberick penopeh toto kitchen employeesn, seuntil the employees wantmedo porderedrick. Sesuai realita who terso *ExcutiveChef*capablemedo thatgas – tusupplied gasboss unok delivered toto the employeesbut *ExecutiveChef*myrank bthat's itcapableunok medeliver and merun itgas – tugas tersemomt toto kitchen employeesn curryna *ExecutiveChef*only memberick pecommanded tebut not meobserve whether pecommanded tersemomt run ornot okayh employees.
- d) Selike Expert *ExecutiveChef*therenothat's itnok not only can cook tebut sads expert juga in administrative field, unok meget to position *ExecutiveCheft*eno tethat's meleskip positions seblumnya then you can say expert. From the results of pethank you penulist seold mein demandright penelitian *ExecutiveChef*cumyp is good in medo thatgas and tangng the answer, pethe administrative work is neat and tidyalready dimengerti, sepe wayngeknowan beliauverly expert in gastronomy and seloot food and junoo beliaueexpert in memomat productk, not only about the taste of tebut peju viewga.
- e) Selike pengendal peran *ExecutiveChef*very pent, there are many things to be sad abouts dikecontrol oleh *ExecutiveChef*in the kitchenn, sesuai pethank you penulist seold mein demandright penelitian thatgas from *ExecutiveChefs* mengecontrol the kitchen employeesn so operational bewalk desmoothly, sethat otherjuga *ExecutiveChef*mein demandright pengecontrol your food costsanother from mesleepyr jujust productksi to pewartnaan raw materials.

2. Efforts of the Executive Chef in Improving the Performance of Kitchen Employees

In improving the performance of kitchen employees, there are many efforts that can be made by an *ExecutiveChief*, bbased on the results of the interview deonly Mr. Stefanus Dani Kurniawan sein demand*ExecutiveChef*bliamesay that unok meincrease kinerja my kitchen employeesmerluright bebrapa upaya, including namely:

1) MembePartner Training

*Executivechef*in the kitchenn Hotelsl Swiss-Beyou knowl Ambon seThenmembegive training tofor kitchen employees, this training is providedrikan seevery weekdejust deadr training that brbeda – beda. Seevery day semonday and wednesdaykitchen employeesnbepartner training teabout productk that was soldal, that isteabout how peprocessing and how presentasi when presented, this training bertujuan unok menyadjust

preseprodu rasionk so seyoura productk presented toon guestsThe same. Adapun other training givenRikan toto kitchen employeesn iehow do you dostorage of goods, how do Iminimize tocecrash torja at kitchenn, until training tentang tosefood waste. This training brtujuan unok meincrease pngeknowskills and skills of kitchen employeesn, order meminimize tooperational error.

2) Melink tofamiliar

unok mefeel totoluargan in the kitchenn the employees wantpun child training sering mein demandright toactivity bersama *ExecutiveChef*, seprti bertugift cards when peChristmas and you known newand judon't drink coffeersama at rest toking. Diluar kitchenn juga *ExecutiveChef*sering mein demandright mempul bersama deOnly kitchen employeesnunok eat bersama and refreshing this thing doneright *ExecutiveChef*guna memperesilat rope ratrahmi teto kitchen employeesn.

3) Motivation and memberi masuthat's mewake upn

*Excutivechef*uno membemotivational partner ormasuright toto kitchen employeesn, this motivation diberickan so that employees can membethat friendok unok team wantpun himself seself.

4) MembeRikan topetrust yourself toto kitchen employeesn

Topeconfidence in betorja is very pent, this is what is doneright excutivechef toto kitchen employeesn. *Executivechef*seThenmembethat's rightgas and mebelieve that employees tersemomcan't affordmein demandright?supplied gasrick. Deonly thingrsemomt seyoura kitchen employeen looks the same without mebda – beclass sesuai kecapableannya.

5) MembeRikan jelong career

*Executivechef*seThenmembegive encouragement toto kitchen employeesnunok meincrease meself-quality in order to be promoted tole positionhigher than seblumnya. DeJust get a promotion, so do employeesno meget a salarysuai dejust a given positionshe sympathizes. *Executivechef*uno meforwardits employeeson HR unok as an employee candidate tegood.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and the discussion raised by the author in this chapter, the author will return to the research that has been done by the author.

- a) The role of the *Executive Chef* in increasing the performance of kitchen employees, based on 5 leadership role items, *Executive Chef* Swiss – Belhotel Ambon has done well and responsibly, namely it has carried out its roles as a planner, as a policy maker, as an implementer, as an expert, and as a controller
- b) In improving the performance of kitchen employees, *Executive Chef* Swiss – Belhotel Ambon has several efforts, namely: providing training, providing motivation and constructive input, establishing friendship and also providing career paths. Based on Hartono's Lapapan Suroto theory, there are 8 (eight) efforts to improve the performance of kitchen employees, namely: Providing support or encouragement to employees to develop, Establishing clear work standards, Establishing areas of responsibility at work, Encouraging employees to achieve high work standards or performance well, Making agreement documents, Determining sequences or sequences of activities, Supervising and following employees in doing work, and Clarifying about giving rewards or awards.

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