Investigating the Influence of Indonesian and New Zealand Cultures on Leadership Styles and Performance of Indonesian Food and Beverage Businesses in New Zealand

Ginta Jasmine Harahap and Nurianna Thoha

International Business Program, Management Department, BINUS Business School International Undergraduate Program, Bina Nusantara University, Jakarta 11480, Indonesia.
nurianna@binus.edu

Abstract

This research aims to investigate the influence of Indonesian and New Zealand cultures on the leadership styles of Indonesian restaurant owners in New Zealand and to explore the influences of leadership styles on the performance of Indonesian restaurants in New Zealand. This is exploratory research that was conducted using a qualitative research method. The data was collected by conducting in-depth semi-structured interviews to thirteen interviewees that include the owners and one to three employees from each of the four selected Indonesian restaurants in Auckland and Wellington, New Zealand. Then a thematic data analysis was used to analyze the data. The research found that the leadership styles of the four owners of Indonesian restaurants in New Zealand were influenced more by Indonesian culture and slightly by New Zealand culture. Moreover, they applied a combination of transformational, servant, and transactional leaderships styles in leading their employees and running the restaurants. Furthermore, these leadership styles influence the businesses'/restaurants' performance. In conclusion, there is a relationship between culture, leadership styles, and business performance of Indonesian restaurants in New Zealand.

Keywords
Business performance, Indonesian - New Zealand cultures, Indonesian restaurants, leadership styles.

1. Introduction
Food, including beverages, are the basic needs of human life. With many different cultures in this world, it makes the food and beverages in the world have various varieties. Every country in the world has its own unique traits and characteristics of their food and drinks. It makes the food and beverage industry one of the fast-growing sectors globally because it has a high demand.

As a tourism country, New Zealand gains many tourists visiting and enjoying the country's food, drinks, culture, panorama, and attractions. The visitor arrivals in New Zealand keep increasing every year since 2012. More than 500,000 international visitors come to New Zealand during the holiday seasons. According to Stat NZ (2021), in June 2019, there were around 210,000 international tourists entering New Zealand. Therefore, the revenue from tourism and hospitality keeps growing. As reported by IBISWorld (2021), the industry is expecting an annual increase of 0.6 percent throughout the year.

There is a variety of international cuisine in New Zealand brought by tourists from all around the world, bringing their food and drinks along with the culture. There are more than a dozen kinds of international cuisine in New Zealand, that include Thai, Indian, Chinese, Italian, Japanese, Mexican, Korean, Turkish, Greek, Indonesian, and many more. According to popularity by trends, the top five most popular international cuisines in New Zealand are led by Thai food with a score of 78 followed by Indian food (51), Chinese food (49), Italian food (31), and Japanese food (30) (Williams 2020).

1.1 Indonesian Food and Beverage Market in New Zealand
According to Razzaq (2016), there is an increase in Muslim travelers coming to New Zealand. They mostly come from Indonesia and Malaysia. Besides that, the change in the economic and social situations of the Muslim population growth increases the demand for halal food and beverages. According to Razzaq (2016), New Zealand is number 45

out of 50 of the halal friendly countries in the world. However, there is difficulty to find halal restaurants or cafes because the concept of halal food and beverages is still lacking in New Zealand (Said et al. 2020).

Indonesia is the largest Muslim majority country in the world. The current population of Indonesia is 275,593,258 people (Worldometer, 2021). According to Hefner (2020), 87.2 percent of the Indonesian population are Muslim. It makes Indonesian food most likely attached to halal food. The market for Indonesian food in New Zealand is to attract Indonesian travelers, Muslim travelers, and New Zealanders. The market for Indonesian food is getting bigger, as seen in the increase of Muslim travelers coming to New Zealand and the tourists from Indonesia. Looking at the opportunities and the need for Indonesian food and beverages, Indonesian residents in New Zealand are starting to open businesses and become entrepreneurs. The most popular businesses owned by Indonesian entrepreneurs are food and beverage businesses such as restaurants, cafes, food trucks, and online food businesses. However, due to the rise of the COVID-19 pandemic and the New Zealand travel ban, the number of Indonesian visitors decreased dramatically from 26,000 visitors to less than 5,000 visitors (Figure NZ 2021).

During the COVID-19 pandemic, Indonesian-owned businesses in New Zealand were affected, as their sales went down. However, the policy that was issued by the government helped them. New Zealand's government provides the businesses with recovery supplies such as wage subsidies, the flexibility of tax, and a tax loss carry-back scheme to help the businesses keep open (Business Government New Zealand 2021). Besides that, the Embassy of the Republic of Indonesia in Wellington helps them by promoting the businesses to attract more customers post-lockdown. As the COVID-19 situation is getting better, the businesses are starting to gain more customers and several events have begun to be opened again.

1.2 Culture, Leadership, and Performance

According to Godwyn and Gittel (2011), a culture is a shared belief that was discovered and applied by a certain group, exists to solve a problem that has proved useful, which later needs to be taught to all members including the new members as guidelines on how to behave, think, feel, and interact. Meanwhile, according to Sutrisno (2018), a business culture is a culture applied in the business, like teamwork, interactions within the members, competitiveness, and communication. A business culture is the values, beliefs, assumptions, and norms in the organization that are followed and agreed by employees to solve the organizational problems. A business culture is defined as an invisible social power that moves the members to do activities. A culture affects the attitudes and behavior of all members from the owners, manager, and employees. It is a guide for the employees to know what is permitted and what is prohibited. According to Tsai (2011), organizational cultures are significantly (positively) correlated with leadership behavior and job satisfaction, and leadership behavior is significantly (positively) correlated with job satisfaction.

Indonesia is a very diverse country. There are more than 6,000 islands and 1,200 ethnicities in Indonesia. Each ethnicity group has different beliefs and values; the cultures of these ethnic groups are different from one another. Around 700 languages are spoken in Indonesia. Therefore, Indonesian business culture is affected by a complex mixture of traditions, social and political developments, and religions (Irawanto 2009). Besides that, Indonesia is the country with the highest Muslim population in the world. Javanese and Muslims law has a huge influence on Indonesian business culture. The relationship aspect in Indonesian culture is very strong because Indonesia is categorized as a collectivist country. Based on this value, the relationship between the leader and followers in a business is like a family interaction, since being together and creating a family network is necessary in Indonesia (Irawanto 2009). Indonesia is also known to have a paternalistic leadership style, which means that the leader has a father role that should be wise and honest. With the influence of Javanese culture, the leaders in Indonesia should be friendly and tolerant but not so close to the employees.

According to Worldometer (2021), in 2018 the population of New Zealand was 4,858,733 people, who consisted of people from Europe (70.2%), Maori (16.5%), Pacific (8.1%), Asia (15.1%), Middle East/Latin America/Africa (1.5%), and other ethnicities (1.2%) (Stat NZ, 2020). Therefore, New Zealand is a multicultural country. Since the New Zealand population is dominated by those of European ethnicity, this causes a big influence of European culture for New Zealand. However, according to Kennedy (2007), New Zealand has a Kiwi culture to show their identity. New Zealand culture has been evolving since the migration of Polynesian culture and European expansion until now.

Culture and leadership styles are connected. According to Schein (2010), a business culture is started when the leaders apply their beliefs, values, and assumptions to the business and employees. To a group or individual, a culture is a

personality or character that defines the business. Personality and character guide the behavior and attitude of a person or group. A culture defines what kinds of leadership should be applied in the organization. Much research suggests there is a relationship between culture and leadership (Dajani and Mohamad 2017). Meanwhile, the factors that affect leadership styles are the culture, norms and values of the business, the personality traits of leaders, readiness, and task complexity (Alkahtani 2015). Moreover, according to Dajani and Mohamad (2017), the way the leaders behave influences the business environment and relationship with the employees. Therefore, the background culture of the leader influences the leadership styles applied by the business.

According to Gandolfi and Stone (2018), a leadership style is an intentional means by which a leader influences a group of people in an organization to a widely understood future state that is different from the present one. The failure of leadership can cause the downfall of that business. This shows that the effect of leadership is to align with its impact on business performance. Good and effective leadership styles and actions will positively affect the business, while the ineffective and toxic ones have a bad impact.

According to Khajeh (2018), there are six major leadership styles that include transformational, transactional, autocratic, charismatic, bureaucratic, and democratic. The other style that is newly introduced and expected to significantly affect various types of industries is servant leadership (Gandolfi and Stone 2018). Each different style has a different impact on business performance. It can be either positive or negative. The leaders in an organization are expected to inspire and motivate their employees to increase work satisfaction, which leads to the improvement of work performance.

Based on the above explanations, the influence of Indonesian and New Zealand cultures on the leadership styles of a business can affect the performance of the businesses in the market. Especially in food and beverage businesses, the leadership styles applied are affected by the culture adopted by the business owners, either Indonesian, New Zealand, or a mix of both cultures. Furthermore, the owner or manager's leadership style shows how good the business performance is. Many businesses fail because of bad management and a lack of leadership from the owner or manager to keep the product and service quality. Leadership style affects the way the employees work, which later affects the services (Gandolfi and Stone 2018). The improvement of business performance in terms of the owner's leadership style can affect their sales.

Most Indonesian-owned businesses in New Zealand are categorized as small and medium scale enterprises (SMEs). According to Howard et al. (2019), the number of unsuccessful small businesses is high. The average failure rate for businesses to survive in the market annually is 4.6 percent (Cox and Vos 2005). The survival rates of business in New Zealand have been decreasing to less than 40% in 2020 (Figure NZ 2021). To survive in the market, Indonesian entrepreneurs need to offer good services and products which are shown in their business performance.

According to Valdiserri (2009), small business failure is caused by the poor management, leadership, capitalization, business planning, industry knowledge, and a lack of vision lead to failure. Based on the fact above, leadership styles have an impact on the performance of businesses. Assuming that good performance will help the industry and gain more profits. The food and beverage business that gives good performance in terms of services and products that are offered to the customers will attract more customers and increase sales and popularity by keeping a good brand reputation. Hence, this research is aimed to find out the influences of Indonesian and New Zealand cultures on the leadership styles applied by the owners and investigate the most effective leadership styles to improve business performance. Therefore, there are two main research questions that will be investigated in this research: To what extent do Indonesian and New Zealand cultures influence the leadership styles of Indonesian restaurant owners in New Zealand? To what extent do their leadership styles influence the performance of Indonesian restaurants in New Zealand?

The participants of this research are the business owners and employees of Indonesian restaurants in Auckland and Wellington, which include first, Garuda Truck and Eatery, which was started as a food truck business in Wellington that opened a restaurant in January 2020. The vision and mission of Garuda Truck and Eatery is "to introduce Indonesian cuisine rather than just fried rice and fried noodles". Secondly, Restaurant Indonesia that was started by an old Dutch couple back in 1983 in Wellington. The current owner and his wife took over the restaurant in September 2018 and now has 15 employees. The vision is to be the front runner of an authentic Indonesian hospitality business in New Zealand and the Pacific by the year 2025. While the mission is to deliver a unique and most satisfying culinary experience by serving authentic dishes from across the archipelago using original family recipes and genuine

Indonesian hospitality. Thirdly, It's Java, which was previously established as a coffee shop but went bankrupt. The current concept of It's Java, which was launched on 2 December 2019 as an Indonesian restaurant, is to serve Indonesian street food. It's Java is listed in the Metro Top 50 Cheap Eats in Auckland 2020. The vision of It's Java is to be the first choice of Indonesian restaurants, a Asian and Indonesian restaurant in New Zealand. Fourthly, Makassar Corner, which was established on 17 April 2021 in Auckland. It has four employees, one chef, two cashiers, and one food runner. The vision of Makassar Corner is to introducing Makassar cuisine to the New Zealand people and to make Indonesian food one of the best traditional foods in New Zealand.

1.3 Objectives

Based on the above explanations, the objective of this research is to explore how Indonesian entrepreneurs of food and beverage businesses should manage and keep a good performance in order to remain in an industry with high competition. With the need for adaptation from Indonesian entrepreneurs to adjust to New Zealand business culture, it is important to examine how effective leadership styles will affect the performance of their business. Therefore, the research objectives are: to investigate the influence of Indonesian and New Zealand cultures on the leadership styles of Indonesian restaurant owners in New Zealand and to explore the influences of their leadership styles on the performance of Indonesian restaurants in New Zealand. Besides that, this research aims to acknowledge various leadership styles that Indonesian entrepreneurs apply in New Zealand, find out the influence of Indonesian and New Zealand cultures on their leadership, and see how it affects their business performance. This research is expected to benefit business owners in New Zealand, the readers, and potential Indonesian entrepreneurs that are planning to open a food and beverage business in New Zealand.

2. Literature Review
2.1 Leadership and Leadership Styles

Leadership is a two ways relationship between leaders and followers. Leadership is the combination of five aspects. According to Gandolfi and Stone (2018), there must be one or more leaders, leadership must have followers, it must be action oriented with a legitimate course of action, and there must be goals and objectives. Meanwhile, Winston and Patterson (2006) stated that the followers that have diverse skills and abilities for the organization's visions, missions, and goals are selected and influenced by the leaders to embrace the followers that dedicate themselves to achieve the aims of the organization. In an organization, leadership is important to decide the successes of a business and to know whether the business can be successful or fail in the market (Khajeh 2018). The leadership theory by Gandolfi and Stone (2018) is used as a foundation of this research in that leadership is a relation and action between a leader and followers to achieve the goals and objectives of the organization.

As stated by Sethuraman and Suresh (2014), the impact of leadership style is either positive or negative. Meanwhile, business performance is the output or results of the business measured with the goals and objectives of the business itself. According to Yildiz et al. (2014), the performance of a business is affected by the employees' performance which is led by a leader. Most of the businesses, especially the small and medium scale enterprises only focus on the profits and sales to figure out the success or failure of the business. As stated by Valdiserri (2009), leadership skill is important to transition employees toward organizational success through profitability. This transition period affects the future success and performance of the organization.

A transformational leadership style is considering the followers' needs as critical to the organization that needs to be developed. The transformational leadership style allows an open culture and trust in the organization which is good to solve group conflict (Nanjundeswaraswamy and Swamy 2014). The followers view the leader as an inspiration because of the leader's charisma. Transformational leadership has an important and positive impact on the business performance (Sofi and Devanadhen 2015). The earlier research found out that the organization culture will result in a good performance if the employees or followers are happy with the work environment (Nanjundeswaraswamy and Swamy 2014). Meanwhile, a transactional leadership style is when the leaders giving rewards to the followers depends on the performance like new responsibilities, a raise, a promotion, and many more (Young et al. 2020). According to Nanjundeswaraswamy and Swamy (2014), transactional leadership is focused on the staff's basic and external demands. The relationships between leaders and subordinates is based on the contract. Research done by Longe (2014) shows that a transactional leadership style and business performance has a positive impact by maximizing the employee potential to get the rewards offered. The transactional leadership does not directly affect the business performance (Sofi and Devanadhen 2015). Another leadership style is the servant leadership style where the leader is the servant that always puts others or the followers first (Heyler and Martin 2018). Leaders recognize themselves and

others as equal. Focusing to help the followers become knowledgeable and skillful is the aim of servant leaders (Yang et al. 2015). The main objectives of a servant leader are to serve the organization and achieve the business goals, vision, and mission. Servant leaders inspire followers by showing a good performance and motivation of the followers to achieve the business goals (Heyler and Martin 2018).

2.2 Relationship between Culture and Leadership Styles
Culture is the behavior of members in an organization or business that affects the working environment and relationship between members, which define the identity of the business itself where culture is usually made by the founders or owners (Hofstede 2011; Yildirim and Birinci 2013). Culture in the organization is behavior shaped by the leader to define what is allowed and not permitted. Organizational culture is an identity of the organization to define the interactions within the members. Culture is aligned with the beliefs and values of the organization for the members to share the same goals. Culture is flexible and situational; the culture can be changed easily depending on the current situation and condition of the organization. It is a mixture of the leader's knowledge and employees' experiences (Groysberg et al. 2018). This research focuses on the business culture in New Zealand with the influence of Indonesian culture brought by the Indonesian entrepreneurs.

There are many studies that have investigated the relation between leadership styles and culture. Culture affects leader behaviors and actions. Every culture will result in a different type of leadership. There is a variety of ideas, actions, and approaches applied by the leader (Jogulu 2010). Every leader has different perspectives and values depending on the culture they come from or follow. This will affect the action taken by the leader when a specific situation in the organization such as in facing a problem, solving a conflict, interacting between the manager or owners and subordinates, and many more. According to Thoha and Setiawan (2020), the success of a leader to lead and manage the business is affected by culture. Culture and leadership are interrelated and live side by side with each other.

2.3 Business Culture and Environment in New Zealand and Indonesia
The business culture and environment in New Zealand and Indonesia is slightly different. The way of management in these two countries is not the same. However, there are also some similarities between Indonesia and New Zealand. The comparison between New Zealand and Indonesia business culture will be explained using Hofstede's six cultural dimensions, which include power distance, individualism, masculinity, uncertainty avoidance, long-term orientation, and indulgence.

Power distance is the acceptance of hierarchy of authority in the society. Based on Hofstede's cultural dimensions score, Indonesia has a high-power distance with a score of 78 which shows that status is essential. There is an organization hierarchy that shows the power and information flows from above (Hofstede Insight 2021). Meanwhile, in New Zealand, with the score of 22, the power distance is low, while the status and rules are not very important and titles are rarely used. It has a flat hierarchy in social and workplace settings. A person with a higher position usually sits together with the team (New Zealand Immigration 2021). Furthermore, individualism vs. collectivism is to what extent the individuals are related to the group. According to Hofstede Insight (2021), with the score of individualism only 14, Indonesia is a collectivism country where the group idea is fundamental. Meanwhile, New Zealand is an individualism country that shown by high individualism score of 79. It means the level of independence is high, which means that supervision and instruction are limited. It prioritizes the needs of each individual and shows more initiative.

Moreover, the masculinity score of Indonesia is slightly low, which is 46. This reveals that caring for others is the main value in the workplace. Meanwhile, New Zealand is included as a country with a masculine culture (score of 58), which means to achieve the best in the workplace and have a goal to win by doing the best they can. A conflict is expected to be solved at the individual level. While the score for uncertainty avoidance of Indonesia and New Zealand is similar with 48 and 49. This score shows that both Indonesia and New Zealand cultures do not show a preference in dealing with uncertainty. Furthermore, according to Hofstede Insight (2021), long term orientation is how members of the culture face challenges in the past and future. New Zealand with the score of 33 is a normative country, which shows that it has a strong respect for tradition, has a considerable concern of truth, and focuses more on a quick result. On the other hand, Indonesia with the score of 62 is a pragmatic country. It is distinguished as easy to adapt to a new situation and change (Hofstede Insight 2021). Lastly, as reported by Hofstede Insight (2021), the indulgence dimension is categorizing the desire and impulse control of a human based on the way they are raised. With the score of 38 Indonesia is categorized as a restraint country. The belief of restrained societies has a feeling of guilt if they indulge, and social norms restrain their actions. New Zealand has a high score of 75 for indulgence. People in these

societies have a tendency of optimism and a positive view of life. They consider leisure time as an important thing and spend their time enjoying life, having fun, and spending money as they wish.

There are many studies on culture, leadership styles, and performance. However, most of the research about leadership styles is mainly about transactional and transformational leadership styles or servant leadership styles separately (Khajeh 2018; Gandolfi and Stone 2018; Nanjundeswaraswamy and Swamy 2015; Dominigues et al. 2017; Sofi and Devanadhen 2015; Thoha and Setiawan 2020). From the past research, the link between leadership and culture as a whole has been studied for years, but there is a need to have more discussions about culture and specific leadership styles. The research on Indonesian businesses in New Zealand is very limited and scarce, especially on the food and beverage industry. Besides that, most of research relating to these topics was conducted using a quantitative method, while this research is conducted by applying a qualitative method to get a deeper understanding of the topic to fill in the gap for the research in this topic.

3. Research Methodology

A qualitative method was utilized to investigate the influence of cultures on leadership styles and performance of Indonesian restaurants in New Zealand. According to Saunders et al. (2016), qualitative research is research conducted in a nonstatistical way that analyzes and collects data in a written form. Qualitative research is research that focuses on the quality by looking at a unique situation or condition specifically without modification. The research strategy is the direction to conduct this research. A case study was chosen because it focuses on investigating a specific case to get a better understanding of that case. According to Adiningrum (2021), the case study strategy has a strength to gather in-depth data and explore the phenomenon through different sources of data within a closely bounded context, and we expect to catch the complexity of a single case. This study highlights the problem that is happening in Indonesian restaurants. This research applied a cross-sectional research design, since the interview process was carried out once for each participant without continuity and it was conducted at a certain time or called a snapshot (Saunders et al. 2015). According to Adiningrum (2021), the follow-up data collection is not for comparison but included as an initial data.

4. Data Collection and Data Analysis

This research applied nonprobability sampling, which is purposive sampling. According to Adiningrum (2021), the purposive sampling method is focused on a specific characteristic that matches with the research objectives which are Indonesian restaurants that have more than three employees and the owner has been in New Zealand for at least two years. The chosen restaurants have been operating for a minimum of one year, while the employees chosen have been working for the restaurant for a minimum of two months. So, it is expected that they already understand the leadership style of the leader and the restaurant's performance. The participants were 13 people that were comprised of the owner of each restaurant, and nine employees from four selected Indonesian restaurants in Wellington and Auckland that met the criteria explained above since this research aimed to get the perspectives from the owners and employees of the restaurants. The employees who were interviewed comprise of two employees from Garuda Truck and Eatery in Wellington, three employees from Restaurant Indonesia in Wellington and Napier, two employees from It's Java in Auckland, and two employees from Makassar Corner in Auckland.

The data was collected using one-on-one in-depth semi-structured interviews with the owners and the employees. The questioning technique used for the interview was an exploratory question method. This method is a questioning design to gather more detailed data to have a deeper and better understanding of the topic without bias (Saunders et al. 2016). The data was collected in the form of an audio recording and then transcribed into words. A thematic data analysis was conducted to find the pattern and relation within the topic. The themes were decided based on the data collected. The steps for a thematic analysis include becoming familiar with your data, coding your data, searching for themes and recognizing relationships, refining the themes, and testing propositions (Saunders et al. 2016). Meanwhile, Braun and Clarke (2006) define a thematic analysis as a method used for qualitative research and widely used for answering research questions. There are three stages of a thematic data analysis in qualitative research which include data reduction, data display (coding mapping), and conclusion verification or drawing. Data reduction is the process of selecting, coding, and categorizing the collected data. Moreover, a data analysis refers to how the data is going to be interpreted. Lastly, data display is the display of the data which has been reduced and categorized to draw conclusions of the research (Sekaran and Bougie 2016).

To ensure the reliability and validity, this research is using the triangulation method to confirm the results of the study by interviewing the employees along with the owner or leader to confirm the validity of the research data and interpretation (Noble and Heale 2019). During the research process, an audit trail was also conducted to ensure the credibility of the research. An audit trail is called a confirmability audit (Wolf 2003), which is a record of the study that consists of raw data and the completed results section, including tables and figures.

5. Results and Discussion

Figure 1 shows the coding mapping of the interview results with the owners and employees of four Indonesian restaurants in New Zealand.

5.1 Interview Results of Indonesian and New Zealand Cultures

Figure 1 shows the coding mapping of the interview results that confirmed the influence on Indonesian and New Zealand culture in the way the Indonesian restaurant owners in New Zealand lead their businesses. This can be seen based on the nodes that are comprised of the six Hofstede cultural dimensions that were developed based on the participants' statements. The nodes are comprised of Power Distance, Individualism/Collectivism, Masculinity/Femininity, Short-term/Long-term Orientation, Uncertainty Avoidance, and Indulgence/Restraints. These nodes can be used to identify the Indonesian or New Zealand culture that is applied or has more influence in the four Indonesian restaurants.
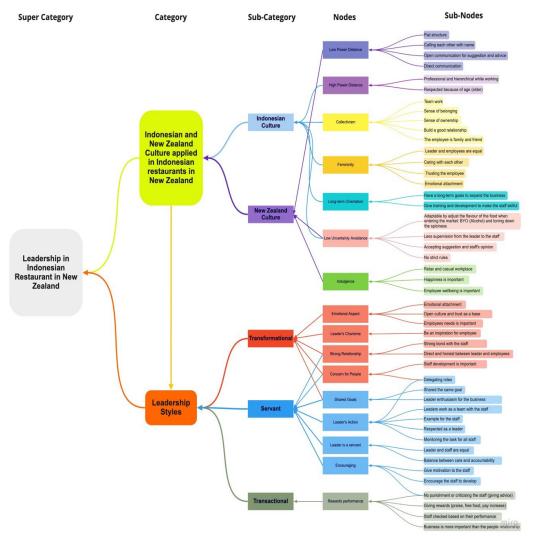

Figure 1. Coding Mapping

The interview results show that Indonesian culture has more influence than New Zealand culture in the way the restaurant owners lead the business since five out of six Hofstede dimensions identified that Indonesian culture has a stronger influence, which is characterized by high power distance, collectivism, femininity, long-term orientation, low uncertainty avoidance, and restraint. In addition, it is also confirmed that the "family" orientation is very visible in the working culture. As can be seen in Figure 1, the high-power distance is included in Indonesian culture sub-category. High-power distance was developed from two sub-nodes based on the participants' words: professional and hierarchical, and respect to older people. A high-power distance demonstrates Indonesian culture. Based on the interview results, the high-power distance is not because of the position but because of age or experiences. Therefore, it is in line with Indonesian culture to respect someone older (Hermawan and Loo 2019).

Collectivism is the nodes that are included in the Indonesian culture sub-category. There are five sub-nodes in collectivism, which are teamwork, a sense of belonging, a sense of ownership, building a good relationship, and the employee is a family member or a friend. This node is developed based on the owners' and employees' statements. The findings from the interview results reveal the collectivism in the working culture of four Indonesian restaurants in New Zealand. According to Hofstede Insight (2021), Indonesia is a collectivist country. In Indonesia, the family spirit is ingrained in every person which makes it have a huge role in the working culture of Indonesian businesses (Hermawan and Loo 2019). The society interacts as a group and is identic with their togetherness to achieve the goals. This is in line with the findings that all of the respondents said that the working culture of an Indonesian restaurant in New Zealand has more influence of Indonesian culture.

Femininity is one of the nodes included in the Indonesian culture sub-category that consist of four sub-nodes which are leaders and employee are equal, caring for each other, trusting the employees, and emotional attachment.
These finding in line with femininity, one of the Hofstede cultural dimension which shows that a society from this culture have a relationship with trust and friendship as the foundation and caring with each other without discrimination (Hofstede 2011). The next node is long-term orientation in Indonesian culture sub-category. The two sub-nodes included in this node are: have a long-term goal to expand the business and give training and development to make the staff skillful. From the findings, it is matched with the long-term orientation culture. It means that a society from this culture has a long-term commitment and goals and willing to train their employees to be more skillful and have a committed employees in the long-term (Lee and Liu 2012).

From the interview results, there are two New Zealand culture that influence the leadership, management, and working environment of Indonesian restaurants in New Zealand, that are low power distance and indulgence. The low-power distance is included in New Zealand culture sub-category. The sub-nodes of this nodes are consisting of flat structure, calling each other with name, open communication for suggestion and advice, and direct communication. The nodes come from the interviewees, both from the owners and employees. Low power distance shows the influence of New Zealand culture. Based on the respondent's response from four Indonesian restaurants in New Zealand, in term of power distance these restaurants are adopting New Zealand culture to have a low power distance working culture (Hofstede Insight 2021). Besides that, indulgence is one of the nodes that also included in New Zealand culture sub-category that consist of three sub-nodes which are relax and casual workplace, happiness is important, and employee wellbeing is important. These are consistent with the explanation of indulgence, the society in this culture shows on their desire to enjoy life and happiness (Hofstede Insight 2021).

According to the coding mapping from the interview results, there is one Hofstede cultural dimension that is part of both Indonesia and New Zealand sub-category which is low uncertainty avoidance, that consist of four sub-nodes which are adaptable by adjust the flavor of the food when entering the market: BYO (Alcohol) and toning down the spiciness, less supervision from the leader to the staff, accepting suggestion and staff's opinion, and no strict rules. These finding is in line with low uncertainty avoidance, where the members of this culture are more tolerant on different opinion, adaptable, less supervision and rules, gives freedom and flexibility in the workplace (Lee and Liu 2012).

5.2 Interview Results on the Leadership styles
The transformational sub-category consists of two nodes which are emotional aspect and leaders' charisma. Emotional aspect is one of the nodes included in transformational sub-category that consist of emotional attachment, open culture and trust as a base and employees needs is important. These finding shows that there is an emotional aspect shown from the leaders of Indonesian restaurant in New Zealand which is one of the traits of transformational leader (Khajeh

2018). For example, giving trust to the employees in taking care of the cash without intense supervision from the leader and the leader is taking care of the employees by making them feel comfortable and enjoy working in the restaurant. Furthermore, leaders' charisma is one of the nodes included in transformational sub-category that consist of being an inspiration for the employee. The leader's charisma can inspire or motivated the employees to perform better (Khajeh 2018).

According to the results from the interviews with 13 participants, there are three nodes included in the servant sub-category. It consists of the leaders' action, leader is a servant, and encouraging. For leaders' action, leaders work as a team with the staff, example for the staff, respected as a leader, monitoring the task for all the staff, and delegating roles are part of the leaders' action node. It displays the traits of a servant leaders. It is aligned with the theory of a servant leadership styles where the leader become the example from the staff and working together (Stone et al. 2004). Such as, giving example on how to make a coffee, so barista staff member can follow the standard given by the leader. Furthermore, leader is a servant included in servant sub-category that consist of leader and staff are equal and there is a balance between care and accountability. According to the interview result, one of the traits from servant leadership style is when the leader is equal with the staff and leader is the servant that always put others or the followers first (Heyler and Martin 2018). Meanwhile, encouraging is one of the nodes included in servant sub-category that consist of give motivation to the staff, encourage the staff to develop, and no punishment or criticizing the staff, but giving advice. Encouraging the staff is one of the traits of servant leadership style.

Based on the analysis, there are three nodes that included in both transformational and servant sub-category, which are strong relationship, concern for people, and shared goals. This is due to some similarities between the traits of transformational and servant leadership styles. Strong relationship is a node that included in both transformational and servant sub-category. This node is consisting of strong bond with the staff and direct and honest between leader and employees. While concern for people is the nodes under both transformational and servant sub-category. This node shows how the leader concern about their employee. These are in line with Stone et al. (2004) statement, that both transformational and servant leader have a similarity that have a huge concern about the people by valuing them. Shared goals is one of the node included in both transformational and servant sub-category. In servant and transformational leadership styles, the leader and follower are sharing the same goals. Try to achieve the same goal together by prioritizing teamwork in the workplace (Stone et al. 2004).

Based on the interview results, there is one node for transactional sub-category, which is a rewards performance, that consist of giving rewards (praise, free food, pay increase), staff checked based on their performance, business is more important than the people relationship. These findings are in line with one of the dimensions of transactional leadership which is rewards. According to Young et al. (2020), rewards performance means giving the rewards to follower or employees when they have a good performance or exceed the expectation.

5.3 Data Analysis and Discussion
Culture has a huge influence on the leadership styles and the way the owners of Indonesian restaurants in New Zealand manage their businesses. It is shown that Indonesian culture has a higher influence on the leadership than New Zealand culture. According to Schein (2010), the business culture is started when the leaders apply their beliefs, values, and assumptions to the business and employees. The leader's cultural background can affect the business culture. Indonesian culture has a greater influence because the leader and all the employees are from Indonesia. New Zealand culture influences the management due to the location of the restaurant. The influence of the culture shows the way the leader and employees are interacting, communicating, the working environment, the goals of the business, and the teamwork. From the interview results, family is mentioned many times by all the interviewees. All Indonesian restaurant owners interviewed applied a family-oriented working environment or culture. It is aligned with the statement by Hermawan and Loo (2019), in which having a family-oriented or "kekeluargan" culture is applied as a foundation for an Indonesian business and for Indonesians it is included as a common norm. Like a family, the employees respect their leader because the leader is older or has more experience.

The culture affects the leadership styles of the owners. It is shown in the similar sub-nodes between the culture and leadership category. This is in line with the statement of Schein (2010) that the working culture is started when the owner applies one's culture to the business and employees. Transactional leadership traits are found in the way the Indonesian restaurant owners give a reward to their staff as an appreciation for their great performance. This is in line with the statement of Longe (2014). A transformational leadership style focuses on the emotional aspect of the employee and the leader's charisma is an inspiration for the employee. This motivates them to be better and give good

performance in the future. Transformational leaders emphasize open communication and give trust to the employees (Nanjundeswaraswamy and Swamy 2014). A servant leadership style is when the leader always puts the employees before themselves. A servant leader always wants to teach and develop the employees to be more skillful and encourages them (Gandolfi and Stone 2018).

The employees mentioned that the leadership and working culture is related with the business performance. The way the owners or the leaders treat the employees and solve the problems affect the employee performance which leads to the business performance. The statements from the interviewees are in line with the statement from Valdiserri (2009), in which small business failure is caused by the poor management, leadership, capitalization, business planning, industry knowledge, and a lack of vision leads to failure. This is aligned with the respondents' responses that the leadership of the leader in the way he/she treats the employees affects their business performance.

All the employees feel comfortable and enjoy working with people that have the same culture as them. Most of the employees responded that they enjoy working with an Indonesian leader and feel proud to work in an Indonesian restaurant. The employees said that is easier for the employees to discuss with the owner to ask for flexibility. One of the owners said that it is easier to manage the employees when all the employees come from the same culture.

6. Conclusion and Recommendations

The aim of this research is to recognize the different leadership applied by Indonesian restaurant owners in New Zealand by exploring the influence of Indonesian and New Zealand cultures on the leadership styles of Indonesian restaurant owners in New Zealand and its influence on the business performance. The findings were gathered based on the interviews with four owners and nine employees from four Indonesian restaurants. According to the findings and analysis, culture has a significant influence on the leadership styles of Indonesian restaurant owners by affecting the way the owners manage and lead their businesses. Indonesian culture has a greater influence on the working culture of Indonesian restaurants in New Zealand. All the interviewees were born and raised in Indonesia. That is shown in how big the influence of Indonesian culture is. The interviewees applied New Zealand culture to adjust with the market and environment. It was also found that the management and leadership affect the business and employee performance. These two aspects are related to each other. All four applied a different leadership style but all the restaurants share the same goal to introducing Indonesian food to the New Zealand local market. Out of the three leadership styles, servant leadership, was found to be the least popular for Indonesian restaurant owners to apply. Most of the owners applied transformational and transactional leadership styles. The leadership and the way of managing the business is found to affect the business performance.

For the managerial implications, these research findings can be beneficial for other Indonesian business players in New Zealand. The culture, specifically Indonesian and New Zealand cultures, affect the working culture and leadership of the owner, which leads to the business performance. It will help people to achieve good business performance by analyzing their leadership styles and learn from it.

The limitations during the research include: a limited number of restaurant owners were interviewed because some of them were not available or unwilling to be interviewed. The locations of the restaurants were in different cities, so the researchers needed air travel to have face-to-face interviews, and there was a limitation to find more restaurants that had been running for more than a year, because there are not many Indonesian restaurants in New Zealand and some of the Indonesian restaurants had closed their businesses due to the COVID-19 pandemic. So, for future research, it is recommended to find more respondents to obtain more robust findings and a deeper analysis. Besides that, it will be beneficial to focus more on the employee retention and employee well-being in analyzing the performance. Then it is suggested to apply a mixed method for the analysis, using both qualitative and quantitative methods.

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Biography

Ginta Jasmine Harahap, was graduated last year and got her Bachelor of Economy from BINUS International University and Bachelor of Commerce from Victoria University of Wellington. She is currently working full-time at Planit Testing in Auckland, New Zealand.

Nurianna Thoha is an Associate Professor in Human Resource Management, Leadership, and Organizational Behavior. She got a Doctoral Degree in Business Administration from Curtin University, Australia, and her MBA Degree from the University of Oregon, USA. Her 33-year career has been spent with education institutions and consulting companies. She has had teaching experience in human resources management, leadership, organizational behavior, and qualitative research. She worked as a lecturer and administered the Executive MBA Programs at the SBM-ITB Jakarta campus for four years. She has done some research and wrote papers on HRM practices in Indonesia, leadership, and the Qualitative Research Method, which were presented at international conferences and published in peer review journals. Her experience in dealing with Indonesian government officials has been extensive through her 4-year engagement with 12 Indonesian government institutions and five provincial areas while she worked at Australia Awards as the HRD National Manager. In July of 2016 and 2017, she was invited to teach as a visiting Professor for the Hanyang University International Summer Program in Seoul, South Korea. Since 2014 until now she works as a faculty member of the International Business Program, Bina Nusantara University.