SERVICE QUALITY IN DEMOCRATIC LEADERSHIP REVIEW

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Abstract
This study aims to conduct an in-depth analysis of the type of democratic leadership and its impact on improving services to fishing pond customers. Through a qualitative research approach, the researcher identified and analysed various aspects of democratic leadership related to improving the customer service of fishing ponds. Data collection was conducted through in-depth interviews with managers and staff of fishing ponds that apply democratic leadership, as well as participatory observation to understand the dynamics of the work group. The results showed that strong democratic leadership plays an important role in influencing organisational culture, employee participation, and the quality of service to customers. The active participation of employees in decision-making, their involvement in designing and implementing policies, and the existence of a fair division of power all contribute to the improvement of responsive and quality services. In addition, this research highlights the importance of open and transparent communication between managers and employees, which allows for a strong sense of ownership, trust and collaboration. In the context of a fishing pond, democratic leadership creates a reliable work environment, where employees feel valued and encouraged to innovate, which ultimately impacts customer satisfaction.

Keywords: Leadership, Democratic Leadership, Service Quality

1. INTRODUCTION

Effective and high-quality customer service has become a critical factor in business success in today's globalised era. Especially in service industries such as fishing ponds, improving customer satisfaction is a top priority for managers to maintain a loyal customer base and gain a competitive advantage. So effective leadership makes an important role in creating a work environment that encourages employees to get the best service to customers (Fahmi & Ali, 2022).

A leadership approach that has received widespread attention is democratic leadership (Kurniati et al, 2020). In democratic leadership, power and decision-making are distributed fairly among team members, prioritizing active participation and collective decision-making (Hendrianto, 2018). This approach creates an inclusive organizational culture, where employees feel valued, empowered and take ownership of their work. However, in the context of fishing ponds, there is limited research that specifically explores the influence of democratic leadership type on improving customer service. Although some studies show the positive impact of democratic leadership on organizational performance in general, there is still a need for a deeper understanding of how this type of leadership can be adapted and applied effectively in the context of fishing pond customer service.

Leadership style is a way that a leader uses to influence the behavior of his subordinates where this leadership style aims to guide and motivate employees so that it is expected to produce high productivity (Iriani et al, 2023). The leadership style of a leader will greatly affect the performance of employees or subordinates. Leaders must be able to choose a leadership style that suits the situation, if the leadership style applied is correct and appropriate it will be able to

direct the achievement of organizational and individual goals. "Leadership style is the leader's overall pattern of action as perceived by his employees. Leadership style represents the leader's philosophy, skills, and attitudes. Leadership styles differ on the basis of motivation, power or orientation towards tasks and people. Although styles vary among employees, each style is discussed separately to highlight the differences." (Iman & Lestari, 2019). Leadership style is a leader's approach or way of directing, influencing, and mobilizing team members or organizations to achieve common goals. There are several theories that discuss leadership styles that have been developed by experts. In this context, two relevant theories are Contingency Theory and Transformational Theory (Sampe et al, 2023). Contingency Theory proposed by (Banjarnahor, 2004), emphasizes that an effective leadership style depends on the relationship between the leadership style and the situation at hand. In this theory, Fiedler states that leadership styles can be classified into "task-oriented" or "relationship-oriented" types, and leadership effectiveness depends on the extent to which the leadership style is appropriate to a particular situation. Situations considered include the relationship between the leader and team members, the level of task structure, and the leader's level of formal power. Transformational theory, proposed by (Madi Odeh et al, 2023) refers to leadership that inspires and motivates followers to achieve high performance and develop themselves personally. Transformational leadership involves four main dimensions, namely idealized influence (influence through example), inspirational influence (influence through inspiring communication), intellectual influence (influence through intellectual stimulation), and individualized influence (influence through individual attention to followers' needs). These leadership styles move followers to achieve higher goals and increase their commitment to the organization. Together, Contingency Theory and Transformational Theory provide an important theoretical foundation in understanding various leadership styles. Contingency Theory highlights the importance of the relationship between leadership style and situation, while Transformational Theory emphasizes the importance of leadership that inspires and motivates followers. By understanding these two theories, leaders can develop leadership approaches that are appropriate to the situation and are able to influence and motivate team or organization members effectively. In addition, an increasingly complex and rapidly changing business environment demands an adaptive and responsive leadership approach.

Democratic leadership type offers a framework that allows organizations to adapt to changing market and customer needs that can be used as a rationale for rapid growth (Setiadi & Rahayu, 2022). In the fishing industry, where intense competition and varied customer demands can be challenging, democratic leadership can be an effective strategy to promote responsive service and meet customer expectations (Mudjiyanti & Sholihah, 2022). In the context of sustainability, democratic leadership is also in line with sustainable development principles that prioritize participation and engagement in decision-making. In a fisheries business, involving employees in designing and implementing policies that focus on environmental and social sustainability can provide long-term benefits for local communities and the surrounding environment (Amandasari et al, 2023). Democratic leadership is an approach to leadership that emphasizes participation, involvement, and collective decision-making within a group or organization. Participative Theory and Transactional Leadership Theory are two relevant theoretical foundations in discussing democratic leadership. Participative Theory, proposed by (Odera, 2012), emphasizes the importance of team members' participation in the decision-making process. The theory presents a model that provides a framework for selecting the most appropriate decision-making method in a given situation. Team member participation can include providing input, sharing ideas, and being involved in the overall decision-making process. This participatory approach allows for a more democratic influence and makes team members feel jointly responsible for the outcome of decisions. Transactional Leadership Theory,

proposed by (Madi Odeh et al, 2023), also has relevance to democratic leadership. In transactional leadership, leaders and their followers engage in transactions that involve the introduction and application of a system of rewards and punishments. However, in the context of democratic leadership, the transactional approach can be implemented by giving decision-making power to team members. Leaders facilitate dialogue, get input from team members, and then make decisions based on mutual agreement. In democratic leadership, active participation, collective decision-making, and empowerment of team members are central to this approach. Participatory Theory and Transactional Leadership Theory provide relevant theoretical underpinnings for understanding and applying democratic leadership in groups or organizations.

For the general public, fishing is a very growing activity in Indonesia. This phenomenon is becoming increasingly common during the holidays. Fishing is usually done in wells, rivers, ponds, or even in temporary ponds. This fishing activity is a positive activity. Fishing can also radiate love, it can also refresh the mind, it renews the body because the fishing place is generally a place away from air pollution as well as a healthy and open nature that is comfortable for the body (Ponulele, 2016). In an era of joint growth in the general area, this shows that this venture can yield huge profits. It can be seen from the fisherman's mainland bay which provides general comfort. Like providing a barbecue as a meal for fishermen to enjoy the atmosphere around the pool, or even enjoying the pool that has been acquired (Pratama, 2015).

Previous research: First, conducted by (Handrian & Iwari, 2022). The results showed a democratic leadership style in the organization in realizing aspects, namely implementation in the aspect of delegating authority, implementation in the aspect of responsibility, and implementation in the aspect of subordinate participation in an organization. Second, research conducted by (Zahrah et al, 2023). The results showed that the leadership style has advantages and disadvantages in leading which are influenced by the personality of the leader. Third, research conducted by (Hariyanto et al, 2022). The results showed that the democratic leadership style is to collaborate, listen to criticism, accept suggestions/opinions, appreciate the potential of each subordinate and decisions are made together.

This study aims to analyze in detail the type of democratic leadership and identify its specific impact on improving services to fishing pond customers. The research aims to understand how active employee participation, shared decision-making, and equitable power sharing in democratic leadership can influence the quality of services provided to customers. This research also aims to find out the key factors in the application of democratic leadership that can produce an inclusive work environment, motivate employees, and produce responsive and quality services. This research is expected to make a valuable contribution to the development of customer service-focused leadership strategies in the context of fishing ponds, which can increase customer satisfaction, retain existing customers, and attract new customers.

Based on this background, in-depth research on the analysis of democratic leadership type in the context of improving services to fishing pond customers is relevant and significant. It is expected to provide valuable input for managers and owners of fishing ponds in developing effective leadership strategies, creating a productive work environment, and increasing customer satisfaction to gain a competitive advantage.

2. RESEARCH METHOD

Researchers will conduct a comprehensive literature review to gain a deep understanding of theories and concepts related to democratic leadership and customer service in the fishing pond industry. This literature review will involve existing academic sources. Furthermore, researchers will use existing data collection approaches: observation and interviews. Interviews will be conducted with fishing pond managers and staff who have experience in implementing democratic leadership. This interview will be used to gain firsthand insight into their

experiences, their views on the importance of democratic leadership in customer service, as well as the factors that influence the successful implementation of democratic leadership.

In addition, participatory observations will be conducted in fishing ponds that implement democratic leadership. Through these observations, researchers will observe interactions between managers and employees, work group dynamics, and practices related to customer service. These observations can provide a deep understanding of how democratic leadership is reflected in the day-to-day activities of the fishing pond. Data from interviews, observations will be categorized into emerging themes. These themes will be analyzed to identify patterns, relationships, and relevant findings related to democratic leadership types in the context of customer service in fishing ponds.

3. RESULT AND DISCUSSION

The results of the study proved that almost all employees had the same answer in the interview process regarding democratic leadership in the fishing pond environment.

The influence of democratic decision-making on the work environment

Every leader will definitely be faced with decision making, from the results of the interviews obtained, all informants (Dita, Alex, Andika, Mamak, Andriyansyah) stated that *"democratic decision making is very influential on the performance of staff, with joint decision making, all employee staff feel they can voice their ideas, with that it can improve work mood and can serve customers wholeheartedly"*

One of the main influences of democratic decision-making on the work environment is employee engagement. In this approach, employees are invited to participate in the decision-making process, whether through group discussions, team meetings, or other mechanisms. By engaging employees, leaders create an inclusive work environment and provide individuals with opportunities to express their ideas, opinions, and thoughts. This employee engagement provides a sense of ownership and has greater dependents to take decision-making, which in turn creates a collaborative and motivated work environment.

In addition, democratic decision-making can also affect the relationship between leaders and employees. In a democratic approach, power and authority are not centralized in one individual, but are distributed fairly among team members (Ilham et al, 2023). It creates a more egalitarian relationship between fishing pond leaders and employees, reduces hierarchical gaps, and promotes mutual understanding and cooperation. Employees feel strongly mentioned as an important part of the decision-making process, which strengthens interpersonal relationships, builds trust, and increases job satisfaction (Manda et al, 2022).

Democratic decision-making also contributes to the development of employees' abilities and skills. In a democratic work environment, employees are given the opportunity to actively participate in identifying problems, formulating solutions, and making decisions that affect their work. This process involves knowledge sharing, critical thinking, and collaboration between individuals. By engaging in decision-making, employees can improve their understanding of work situations, develop problem-solving skills, and feel a sense of personal responsibility for the outcome of their work.

Furthermore, democratic decision-making can create a responsive and innovative work culture. In an environment where every team member has a say in decision-making, new and alternative ideas emerge more freely. Open discussion and collaboration in decision-making can spark creativity and innovation. Employees feel encouraged to think outside the box, propose new ideas, and try different approaches. This positively impacts an organization's ability to overcome challenges, adapt to change, and maintain competitive advantage.

However, democratic decision-making can also present some challenges. An inclusive and participatory decision-making process requires more time and effort to reach agreement (Astuti & Pratama, 2021). There is a possibility of conflict or disagreement that slows down the decision-making process. Therefore, it can make leaders to have good communication skills, the ability to facilitate discussion, and the ability to consider multiple perspectives. By addressing these challenges, democratic decision-making can create a more harmonious, collaborative, and innovative work environment.

A leader can optimize cooperation in the work environment

A leader optimizes cooperation in the environment in various ways, one of which is by giving appreciation, in interviews (Dita, Alex, Andika, Mamak, Andriansyah) revealed that *"one way to optimize cooperation is by giving appreciation to employees in the form of appreciating employee participation in overcoming a problem. Appreciation is like an intensive gift or just a small award"*

Based on what has been said above, an employee's performance can be measured. This is done to make it easier for us as a company to make decisions related to awarding and motivation. In addition to what has been said by the informant above, the award to employees can also be based on the level of work activity they have contributed to the progress and success of the company (Haryanti & Junaris, 2022).

Awards are rewards given by companies to their employees for the work they have done, both intrinsic and extrinsic awards (Kharisma & Rosia, 2022). With good rewards, it is expected that fishing pond employees are able to improve performance and have a higher desire to excel in doing work and have the ability to compete so that a balance between personal and organizational goals is achieved. Because on the other hand, good awards can also be a motivation for these employees to achieve good performance in the future. Furthermore, a leader can optimize cooperation in the work environment by providing opportunities for fishing pond employees to work collaboratively. Leaders can encourage cooperation through the organization of teamwork tasks. Leaders can also create an environment that supports knowledge exchange, mutual assistance, and shared learning between team members. By providing opportunities to work collaboratively, a leader strengthens team relationships, improves work efficiency, and optimizes the potential that exists within team members.

A Leader's Attitude in Dealing with Criticism and Suggestions from Different Perspectives

As a leader, you should be able to receive criticism and suggestions from various directions, from customers and from employees. This is the same as the answers from informants (Dita, Alex, Andika, Mamak and Andriyansyah) *"Criticism and suggestions are common; we as employees provide criticism and suggestions have the same goal, which is the same as creating a comfortable work environment and customer welfare. With the nature of leaders who are open to criticism and suggestions from us as employees and customers, our goals will be achieved."*

From the interview answers above, it shows that an open leader who will accept criticism and suggestions from different points of view with a responsible attitude is a leader expected by fishing pond employees. Leaders must understand that criticism and suggestions are a means to growth and improvement. With an open attitude, the leader shows that he is not afraid of criticism and suggestions, but rather ready to receive constructive input for the betterment of the team and the organization as a whole. This is in line with previous research (Priutami et al, 2023), criticism, suggestions, and opinions conveyed by subordinates are commonly practiced in an organization or company. Therefore, there is a tendency for employees to be better than the beginning and reduce the occurrence of employee mistakes.

Furthermore, a leader must respect different points of view in the face of criticism and suggestions. In a diverse team, each individual has a unique background, experience, and outlook. A leader must be empathetic and respectful of different points of view, recognizing that such diversity can provide valuable insights. By respecting different points of view, leaders create an inclusive environment and encourage contributions from all team members (Pahlawi & Fatonah, 2020).

A leader must also be willing to listen carefully when faced with criticism and suggestions. Active and attentive listening shows respect for the judgments and views of others. Leaders should avoid defensive or reactive attitudes, and instead, open themselves up to understanding the arguments presented. By listening carefully, leaders can gain a deeper understanding of different perspectives and seek mutually beneficial solutions (Ausat et al, 2022).

Furthermore, a leader must show calmness and emotional maturity in the face of criticism and suggestions. Criticism and suggestions can trigger emotions, but a leader must be able to control his emotional reactions. Leaders must appreciate that criticism and suggestions are given with good intentions to improve performance and achieve common goals. By maintaining calmness and emotional maturity, leaders can deal with input wisely and take appropriate action.

Lastly, a leader should involve team members in the decision-making process based on the criticism and suggestions given. Leaders should encourage open discussion, facilitate collaboration, and consider multiple perspectives before making decisions. By involving team members, leaders create a sense of shared ownership of decisions and strengthen team bonding.

The attitude of a leader in solving tasks with the help of his subordinates
In leadership must involve other people or subordinates, take part in the distribution of tasks, and be able to direct subordinates so that goals can be achieved this is the same as the answers (Dita, Alex, Andika, Mamak and Andriyansyah) *"in solving all tasks/problems in the pool with our help as subordinates, this can be faster in overcoming and solving tasks/problems, because we as employees are more on the scene".*

From the informant's answers above, it shows that a leader must have an open and inclusive attitude in completing tasks with the help of his subordinates. Leaders who are open to ideas and suggestions from their employees show that they value the contributions and views of each employee Leaders must have an environment where everyone feels treated fairly and valued, so that team members feel comfortable to contribute actively to completing tasks.

Furthermore, a leader should be able to provide clear and structured direction in completing tasks. Leaders must communicate expectations clearly, provide realistic boundaries and deadlines, and ensure a common understanding of the goals to be achieved (Nurjaman et al, 2019). By providing clear direction, leaders help minimize confusion and errors in carrying out tasks, thus strengthening collaboration and work efficiency. The leader must also be able to provide the necessary support and resources to his subordinates in completing tasks. Leaders must understand the needs of team members, provide guidance and assistance if needed, and provide sufficient resources to complete tasks effectively. By providing adequate support, leaders show concern and concern for the well-being and ability of team members to carry out tasks well.

A leader must also be able to build a strong team and support each other in completing tasks. Leaders should encourage teamwork, build good relationships between team members, and develop close and trusting bonds between them. By strengthening cooperation and mutual support within the team, leaders create synergies that increase productivity and better work outcomes.

4. CONCLUSION

In this study, an in-depth analysis of the type of democratic leadership and its impact on improving service to fishing pond customers has been conducted. The results show that democratic leadership has an important role in creating an inclusive, collaborative, and service-oriented work environment. Leaders who apply a democratic approach in making decisions and involve team members actively in the decision-making process, are able to improve team performance and provide better service to customers.

In addition, this study also shows that democratic leadership has a positive impact on customer satisfaction levels. By empowering team members, encouraging active participation, and rewarding dissent, democratic leaders create a work environment that motivates and reinforces team members' commitment to better service. This has a direct impact on customer satisfaction, which feels more personalized attention and service.

Furthermore, democratic leadership also affects the level of motivation and involvement of team members in providing the best service to customers. Leaders who provide autonomy, listen, and value the contributions of team members, encourage a greater sense of ownership and responsibility in achieving common goals. This result in higher levels of motivation and engagement, which in turn affects the quality of service provided.

However, it is also important to recognize that democratic leadership is not the only factor influencing service improvement to customers. Other factors such as effective communication, adequate training, and good resource management also play an important role. Therefore, it is important for leaders and organizations to consider the overall context and integrate various factors in an effort to improve service to customers.

Overall, this study highlights the importance of democratic leadership in the context of improving service to fishing pond customers. Leaders who apply this type of leadership are able to create an inclusive, collaborative work environment, and empower team members to get more optimal service. This has an impact on the level of customer satisfaction, team member motivation, and involvement in achieving organizational goals. Therefore, leaders and organizations must pay attention to the important role of democratic leadership in improving the quality of service to customers and achieving competitive advantage in an increasingly competitive market.

This advice is intended for fishing pond owners to always monitor the development of services in fishing ponds for customer convenience, as well as add innovation and variety of atmosphere in fishing ponds so that they can become customer attraction. And this can affect the development of fishing pond tourism to become more rapid.

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