Gaps in VHS graduate followership skills against labor needs in industry

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Abstract. The level of qualification of vocational graduates according to Indonesia National Framework is at level two working. The position of workers in the industry is basically a follower. No leader is successful if not supported by reliable followers, but loyalty to tasks and positions is still not developed in education and training in Vocational High School (VHS). The purpose of this research is to know the gaps in followership skills of VHS graduates with the requirement of manpower in industry. The research method used descriptive quantitative. The subjects of the study were a supervisor, principal and teacher of VHS in Yogyakarta. Determination through purposive sampling as much as 27 respondents. Test validity 27 statements concerning the instrument, while all instruments stated reliable with high reliability. From the average expected total score of 24.33 is categorized as high. While the response from the industry is 12.065 which means low. The gap between expectations and industry response to followership skills of 12.265. These results explain that there is a gap between the need for followership skills of VHS graduates to the workforce in the industry. In the future, a learning model needs to be developed so that the gap can decrease.

1. Introduction

Working problems in the industry at this time due to human resources (HR) is less than optimal. The less optimal human resources cause increasing unemployment in Indonesia. Data Central Bureau of Statistics in August 2017, released that as many as 7.04 million people from 128.06 million people in Indonesia are unemployed [1]. It is further aggravated that open unemployment rate in August 2017 at the education level, Vocational High School (VHS) occupies the highest position, which is 11.41% compared to other education levels [1]. Though VHS graduates are expected to become one of the amplifiers in the field of industry. Workers from VHS graduates should have more competence than workers of high school graduates or others. The fact is inversely related to the desire of the industry, that the industry is looking for workers from VHS graduates due to having more competence. The problem is not only seen in terms of competence. Through the observation and interviews of several star hotels in Yogyakarta, mentioned that the number of workers who quit their jobs because the workers do not understand their job description. In addition, workers are not able to follow the rhythm of work with colleagues and their superiors. Most of the workers tend to follow their wishes. Only a few VHS graduates have been able to work more than 3 months [2]. This has an impact on the effectiveness of the work and the production of the company.

A good worker not only possesses competent competencies but must have good understanding and attitude as well. It can be developed how to be a good worker in accordance with the qualification level of vocational graduates. According to Indonesia National Framework, VHS graduates are at level two where the workers work under the direct supervision of their superiors. In the competence of catering level, two is at the level of cook helper. Level cook helper is in charge of helping prepare foodstuffs into products to be processed. At this level, the cook helper is required to follow instructions from the cook.
one or chef (main chef) to prepare the material to be processed. However, many cook helper who prepares the food does not match the instructions of cook one or chef. It means to develop how to be a good worker in accordance with the task that has been given.

A good worker on the organizational structure in the industry is essentially a good follower anyway. The success of a leader can be indicated by the support of reliable followers. Without a follower, one will not be a leader nor a follower \[3\][4][5][6]. A follower will not work well if there is not a leader to direct. The success of an industry depends on the success of the workers in following the rules and competence of its leader. So that without good workers, a leader cannot run the organization properly. This has an impact on the decline of an industry.

Looking at all this, research on followership specifically focused on vocational secondary education has not been done. So this study will examine the gap between the needs of followership skills in the industry workforce with graduates in VHS whose primary objective is to prepare graduates to workforce at the level / level two, namely to meet the workers who are able to respond and perform tasks (followers) ineffective and efficient to support the leader's decisions in order to achieve the goals of the organization and the company.

The lessons that are applied to the current VHS are more likely to teach how to become a good leader. However, the qualification of VHS graduates requires students not only to be a good leader. Students are expected to be a good worker or follower. Therefore it is necessary to hold good followers learning to change workers' attitudes. This change will have a positive impact on industrial development due to workers' attitude in accordance with work procedures. This is in line with the opinion that a leader has contributed to the success of the company or organization as much as 20%, while 80% comes from followers [7]. Understanding the followership can be concluded that good workers are required to follow orders and tasks that have been applied by the boss well.

Followership style is divided into two dimensions: the first dimension includes active and passive, while the second dimension includes independent, critical thinking, and dependence and think is not practical [8][9]. From that dimension can be explained that a good work must have an independent attitude in doing a job that has been charged. As with the independent nature, a good work must also have the nature of dependence. In this case, a good worker must follow the orders of a superior to do his job. So a good worker does not work according to his wish and deviates too far from what has been applied to the company. Critical thinking must also be owned by a good worker, it is related to the completion of work that requires fast and urgent time, in addition, a good worker is expected to think is not practical. Thinking impractical in this case is meant to follow the mind of the superior or the company's terms. The good worker dimensions above form the following styles of skill which can be seen in the following figure.

![Figure 1. Followership Dimension and Style][9]

The first style of followership is the alienation of an alienation that an employee is a rebel. These workers work for their own interests and always suspect other workers. Workers always suspect companies and other workers who are superior. The second style of follow-up is the conformist where the worker has an active attitude and is ready to do the job without knowing the profits or losses of the company. This style is done to avoid problems with leaders or other workers. Furthermore, the third style of follow-up explains that a worker does not have loyalty to the company, but always avoids the problems that exist within the company. This style is often referred to as pragmatic followership style.
Passive passivity can be interpreted as a stupid worker. This is because workers are unmotivated with the work they are doing and are not able to perform the task well. Last is the exemplary style. This style describes the work attitude of a good worker, has a high motivation in advancing the company. In addition, workers can work with leaders or other workers. The role exemplary style is one of the styles that need to be applied to every worker so that the company can run well.

The Indonesian National Work Competence Standards (INWCS) of the catering service industry is designed based on changes in the needs of the labor market, which will be used as a reference to train and educate the workforce that has the skills, knowledge and works attitude required by the catering industry. With this standard of competence, VHS as one of the printers of students who produce labor in accordance with industry needs. VHS is one type of higher education in the national education system. VHS has a mission that emphasizes preparing its students as a professional candidate. In this case, it is at the level of qualification two working as an operator under the supervision of a direct superior. VHS tourism group consists of several skill programs that prepare students to work on various types of tourism, such as hospitality, clothing, dressing, and catering. Qualification level according to the decree of minister of labor and transmigration in INWCS of the Catering [10]. Field of work in the field of tourism, especially on a culinary skill such as cook helper, waiter, bartender, and steward. The scope of the work is as a cooking aide, a beverage presenter and also as a professional washer in the hospitality industry, restaurants, catering, and hospital.

The gap between the needs of followership skills in the industry and teacher understanding can be seen from the followership style. Where the dimension covers active, passive, independent and critical thinking, also dependent and uncritical thinking. This dimension can be studied in the learning process at school by working in the industry. If the learning process by working in the industry is in harmony, there will be no gap between the needs in the industry and the understanding of the teacher. However, if there is a large gap, there needs to be treated in learning that is tailored to the needs of the industry.

2. Method

Quantitative descriptive research method supported by qualitative data. The study was conducted by describing the understanding of followership skills by five-star hotel supervisors, principals, and teachers at VHS Catering. The description of the research can be seen as follows:

![Figure 2. Research flow-through fishbone diagram](image)

The research flow begins with the identification of the problems of vocational graduates based on preliminary survey results, the theoretical studies on followership, and relevant previous research studies. The results of relevant problems, theories, and research studies are used for the formulation of research problems. Then determined the population used as a research object. The population is all hotel supervisors, principals and teachers of VHS in Yogyakarta. The population is divided into heterogeneous subpopulations. Sampling research using purposive sampling and judgment sampling VHS group Tourism on catering. Each district/city is taken a five-star hotel or an accredited VHS A with the assumption of followership value understanding is very good. Phase I was made followership value instrument to identify the level of followership on vocational graduate workers. Then phase two
proceeded to measure the understanding by the principal and teachers. Prior to use, the instrument was validated first with instrument validation using Product Moment from Karl Pearson and reliability test using Cronbach Alpha. The result of validity test known that there is 27 statement concerning instrument. While all instruments are stated reliable with high reliability where 0.803> 0.7. The second stage of the instrument was analyzed using descriptive data to determine the gap between the teacher's understanding and the industry's needs. Gap analysis using discrepancy evaluation model [11]. This evaluation is used to determine the level of understanding of followership that has been determined by the company with activities at school. The gap model can be applied through several steps that can be seen in Figure two.

3. Result and Discussion

Data collection from teacher followership value and industry level followership can be seen in table one.

| Dimension                        | Average teacher comprehension score | The average score needs in the industry | Gap       |
|----------------------------------|-------------------------------------|----------------------------------------|-----------|
| Aktif                            | 28.42                               | 15.83                                  | 12.59     |
| Pasif                            | 21.89                               | 11.33                                  | 10.56     |
| Independent and critical thinking | 27.42                               | 14.16                                  | 13.26     |
| Dependent and critical thinking  | 19.47                               | 6.5                                    | 12.97     |
| Average                          | 24.33                               | 12.065                                 | 12.265    |

Table one explains that the teacher's understanding of followership skills in vocational students with an average of 24.33. Where the teacher's understanding of skill followership is in a high category. This explains that SMK graduates are highly expected to work in the industry. The teacher's understanding of followership skills shows that a student as a worker in a company has met the criteria of being an exemplary worker. A worker, in this case, has an active attitude toward work. Have a sense of ownership in the company, so that graduate workers from VHS have a share in the activities that exist in the company. Viewed from the passive dimension of the graduate worker from VHS works in accordance with the direction of the superior and standard operational process of the hotel [12]. So expect the quality of work is increasing. Furthermore, when viewed from independent and critical thinking, a vocational graduate worker able to think quickly and dare to give criticism for the progress of the company. Likewise, when viewed from the dimensions of dependent and uncritical thinking, a vocational graduate worker is able to follow instructions from superiors and work with teamwork without fulfilling their own desires [13][8].

However, these expectations are inversely related to the reality in the industry seen from the average value of 12.065 and included in the low category. Viewed from the active dimension of a graduate worker from VHS is expected to become an active worker. However, workers are more likely to be passive in order to avoid more burdens and responsibilities. Similarly, when viewed from a passive dimension, a worker is expected to follow directions and requires supervision from superiors. Tend to be casual, this is evidenced by the workers often violate orders from superiors and irresponsible. In accordance with the dimensions of independent and critical thinking, VHS graduates are expected to be able to think critically and innovatively. In fact, more passive to act because of the fear of taking risks that have been given by the company. Viewed from the last dimension of dependent and uncritical thinking a vocational graduate worker is expected to follow direction and supervision from superiors. However, workers sometimes violate the rules that have been applied in the company. Workers are also very difficult to work in teamwork. Some of these statements show that the gap between teacher
understanding and industry needs is quite high at 12.265. Followership skills gap is more clearly seen in figure three.

| Learning process in VHS | Gap followership skill          | How to work in the industry                        |
|------------------------|--------------------------------|----------------------------------------------------|
| Quality of work for school achievement | Active                          | Quality of work affects the selling price and prestige in the company |
| Teachings and encouragement from teachers increase the academic value | Passive                          | The direction and encouragement of the boss affect the company's selling value |
| Measurement of work based on value factor | Independent and critical thinking | Measurement of the work seen from the acceptance of products by consumers |
| Practical learning is individualized with one-way communication from the teacher | Dependent and critical thinking | Work is teamwork and communication comes from various directions (one worker with other workers, as well as workers with superiors) |

Information:
- : the impact of learning systems in VHS
- : the impact of learning outcomes in VHS on workers in Industry

**Figure 3.** Gap followership skill

Improved followership skills in vocational students need to be done. This serves to increase industry confidence in students' competence in VHS. So the industry is sure to use and recruit employees from VHS graduates. Such improvements can be applied to school learning. Therefore the need for a learning model to improve the level of followership skill in students after graduation later.

4. **Conclusion**

The average score of the total score of followership skill understanding by the teacher of 24.33 is categorized as highly desirable (high). However, these expectations are inversely related to the reality in the industry seen from the average value of 12.065 (low). The gap between teacher understanding and industry needs is quite high at 12.265. It can be seen from the dimensions of active, passive, independent and critical thinking, dependent and uncritical thinking.

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