



THE ROLE OF MANAGERIAL LEADERSHIP IN THE SERVICE TRANSFORMATION OF SARI RASA HOTEL, WEST LAMPUNG REGENCY

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E-ISSN : 3109-9777

Received: March 2026

Accepted: March 2026

Published: April 2026

Abstract:

The research method used was descriptive qualitative research. This method was used to describe the role of managerial leadership in the service transformation of the Sari Rasa Hotel in West Lampung Regency. All data were obtained directly from informants in the field using interviews and document studies. The results of the study indicate the role of managerial leadership in the service transformation at the Sari Rasa Hotel in West Lampung Regency. Based on the results, it was concluded that: (1) Idealized Influence: Managerial leadership has acted as a guiding figure in service change; (2) Inspirational Motivation: Leadership has attempted to encourage service transformation through work direction. (3) Individualized Consideration: Leadership attention to the needs and development of individual employees is present. (4) High Performance Expectation/Supportive Leader Behavior: Leadership sets high service performance standards.

Keywords: Role, Leadership, Managerial, Service Transformation

INTRODUCTION

The role of managerial leadership has become increasingly important amid the dynamic changes in organizational environments resulting from technological developments, globalization, and increasingly complex public demands. A managerial leader is required not only to possess technical and administrative capabilities but also conceptual and interpersonal skills in managing change, building teamwork, and creating an adaptive and innovative organizational culture.

In management perspectives, managerial leadership encompasses key functions such as planning, organizing, leading, and controlling. Through these functions, a managerial leader acts as a strategic decision-maker, motivator for employees, communicator between managerial levels and staff, and a guarantor of organizational performance sustainability.

Managerial leadership also possesses moral and ethical dimensions, in which a leader is expected to exhibit integrity, responsibility, and exemplary behavior in every action. In public organizations, for instance, effective managerial leadership contributes to increased accountability, transparency, and improved public services.

Thus, a deep understanding of the role of managerial leadership becomes an essential requirement for future leaders and managers. Through mastery of the correct leadership theories, principles, and practices, individuals are expected



to actively contribute to building superior, competitive, and result-oriented organizations.

Managerial leadership is the ability of a leader to manage organizational resources effectively to achieve common goals through planning, organizing, directing, and controlling. Leaders with managerial competence are not only capable of making strategic decisions but also serve as change agents who drive innovation and organizational adaptation toward new challenges. Therefore, the success of service transformation is highly determined by how far managerial leadership can direct the organizational vision toward changes that prioritize service quality improvement.

Service transformation across sectors, both public and private, demands the application of good governance principles, digital technology utilization, and services responsive to user needs. However, in practice, many organizations face obstacles such as resistance to change, limitations in human resources, and weak coordination among work units. These challenges highlight the importance of managerial leadership in building commitment, developing personnel capacity, and fostering an innovative and collaborative work culture.

Hotel service transformation often faces various challenges such as employee resistance, limited resources, and unpreparedness in adopting new technologies. In such situations, a managerial leader plays a vital role in building effective communication, creating shared commitment, and fostering a sense of ownership toward the ongoing change. Participatory, empathetic, and empowerment-oriented leadership styles have proven effective in strengthening change processes and improving hotel service performance.

Furthermore, effective managerial leadership also plays a role in developing data-based and innovation-based management systems so that services become more efficient, personalized, and of high standards. In the digital era, hotel leaders must understand the importance of digital transformation such as online reservation systems, operational process automation, and customer analytics as integral parts of service improvement efforts.

Over the last five months, Sari Rasa Hotel in West Lampung Regency has been undergoing a service transformation process focused on improving service quality and digitizing operational systems. Based on observations and field data, the identified problems include:

1. Lack of effectiveness in managerial communication in disseminating the vision and direction of change to employees, causing misunderstandings in new policy implementation.
2. Employee resistance toward service system changes, especially in adopting digital technologies for reservations, customer feedback, and operational management.
3. Limited training and guidance from leadership in implementing digital-based service innovations, resulting in varied and uneven staff competencies.
4. Managerial supervision and evaluation that are not yet optimal, especially in monitoring the effectiveness of new services and customer responses to implemented changes.

5. Suboptimal transformational leadership roles in fostering an innovative and adaptive work culture in Sari Rasa Hotel.
6. The number of visiting guests is unstable; full occupancy occurs only on certain days such as weekends, while on other days occupancy may fall to only 25% of total available rooms.

Therefore, the success of service transformation in Sari Rasa Hotel does not rely solely on technology or managerial policies but is also significantly determined by managerial leadership in managing change, building effective communication, and motivating human resources. These identified problems form the basis for analyzing how managerial leadership can strengthen the service transformation process to achieve sustainable improvements in quality and customer satisfaction.

Based on the background and problem identification, the research problems are formulated as follows:

1. How is the role of managerial leadership in managing the service transformation process at Sari Rasa Hotel, West Lampung Regency?
2. What aspects hinder the effectiveness of managerial leadership in the hotel's service transformation process?

Literature Review

Concept of Managerial Leadership

The role of managerial leadership is becoming increasingly complex as organizational environments grow more dynamic. Globalization, technological advancements, and demands for higher service quality require leaders to be adaptive, innovative, and visionary. Traditional administrative leadership is no longer adequate to face modern challenges. A manager must integrate technical, conceptual, and interpersonal skills to create a productive, harmonious, and results-oriented work environment.

In modern management, managerial leadership is not merely about directing and supervising subordinates but also about building motivation, trust, and shared commitment to achieving organizational goals. Leadership styles such as transformational, participatory, and situational leadership have proven effective in improving team performance, fostering innovation, and strengthening organizational culture. Thus, managerial leadership is the key to establishing resilient, adaptive, and competitive organizations.

Managerial leadership plays a crucial role in creating an effective, comfortable, and productive work environment. A manager is expected to provide direction, motivation, and guidance to employees in order to achieve organizational goals. Managerial leadership involves responsibilities such as planning, organizing, and supervising team performance. Leaders must also have the ability to motivate and foster a positive work culture, enabling employees to work optimally.

Furthermore, managerial leadership demands communication skills and the ability to take responsibility for every aspect of the team's well-being. Effective communication helps leaders create transparency and good

cooperation among employees. Leaders must also be capable of building trust and strong relationships with team members.

In order to face organizational challenges and achieve long-term goals, it is essential for leaders to continuously develop managerial skills and knowledge. Thus, leadership is not only about supervising, but also about shaping team morale, providing direction, and ensuring that the organization runs efficiently and effectively.

Managerial leadership is built upon three main components:

1. To manage things (managerial competence) – relating to planning, organizing, performance management, and resource control.
2. To motivate people (leadership competence) – relating to the ability to influence, inspire, and guide employees.
3. To remove obstacles (conflict management competence) – relating to the ability to facilitate problem solving and remove barriers that hinder employee performance.

Managerial leadership is also believed to be an important factor in shaping organizational success. Leaders act as role models for employees and should demonstrate responsibility, honesty, and excellence in their work. Managerial leadership helps create a safe, comfortable, and productive environment for employees. Leaders are expected to be good communicators and demonstrate empathy toward employees' needs. They must focus on creating positive relationships and fostering employees' potential.

In conclusion, managerial leadership is a key element in achieving success within an organization. A leader must possess managerial and leadership skills as well as the ability to manage tasks and motivate employees. With effective leadership, employees will feel motivated and work hard to achieve the organization's goals.

Concept of Service Transformation

Service transformation is defined as a structured and systematic effort to change and improve service systems, processes, and performance in order to meet better standards of quality, efficiency, and customer satisfaction. This transformation can occur in all types of organizations, including government agencies, private companies, service industries, and public institutions.

Service transformation aims to achieve continuous improvements through changes in service procedures, utilization of digital technology, human resource development, and adaptation to changes in customer needs.

Organizations undergoing service transformation typically make adjustments through changes in work methods, adoption of digital systems, standardization of procedures, human resource development, and strengthening customer-oriented service culture.

Dimensions of Service Transformation:

1. Digitalization of Services

The use of technology to streamline processes, such as online reservations, digital payment systems, and electronic documentation.

2. Improvement of Service Procedures

Simplifying, accelerating, and standardizing services to enhance efficiency and eliminate unnecessary bureaucracy.

3. Human Resource Capacity Development

Training employees to improve their skills and knowledge so they can adapt to service changes.

4. Customer-Oriented Service Culture

Building values that prioritize customer satisfaction as the main focus of service.

5. Organizational Adaptation and Innovation

The ability of organizations to adapt to environmental changes and innovate to enhance service quality.

Effective service transformation requires strong leadership commitment, employee involvement, integrated systems, continuous evaluation, and long-term sustainability.

RESEARCH METHOD

This study uses a descriptive qualitative method aimed at describing in detail the role of managerial leadership in the service transformation of Sari Rasa Hotel in West Lampung Regency.

According to Sugiyono (2019), qualitative research is an approach used to understand phenomena experienced by research subjects such as behavior, motivation, perception, and actions holistically through descriptions in natural contexts.

Data Sources:

1. Primary Data – obtained through interviews with hotel managers, supervisors, and employees.
2. Secondary Data – obtained from documents, reports, and archives related to hotel service transformation.

Data Collection Techniques:

- In-depth interviews
- Observation
- Documentation studies

Data Analysis Techniques (Miles & Huberman):

1. Data Reduction
2. Data Display
3. Conclusion Drawing / Verification

Data Validity Techniques:

- Source triangulation
- Technical triangulation
- Time triangulation

FINDINGS AND DISCUSSION

Idealized Influence (Role Model)

The findings indicate that the hotel manager demonstrates characteristics of *idealized influence* by acting as a role model in promoting service transformation.

Leadership behavior, particularly in terms of discipline, professional appearance, courtesy, and service quality, is consistently communicated through direct example. As expressed by the Hotel Manager (December 2025), leadership is enacted through observable actions that set behavioral standards for employees.

This modeling function is reinforced by employees' tendency to observe and emulate the leader's attitudes and conduct. The supervisor confirmed that the manager consistently provides direction and exemplifies polite and professional interactions with guests. Such behaviors align with transformational leadership theory, where leaders influence followers by embodying organizational values and desired practices.

However, the findings also reveal that the consistency of this influence is not yet optimal. Limited supervisory capacity, particularly during high-demand operational periods, constrains the extent to which exemplary behavior can be continuously reinforced. This suggests that while idealized influence is present, its effectiveness could be enhanced through more systematic monitoring and reinforcement mechanisms.

Inspirational Motivation

The study finds that the hotel manager actively engages in *inspirational motivation* by encouraging employees to support service transformation initiatives. Motivation is delivered through verbal encouragement, performance recognition, and reinforcement of organizational goals. The manager emphasizes the importance of adapting to new service systems, thereby fostering a shared vision of improvement.

The supervisor's statement further highlights that recognition and appreciation play a crucial role in making employees feel valued, which in turn strengthens their motivation. This reflects the theoretical perspective that inspirational motivation contributes to higher levels of employee engagement and commitment to organizational change.

Nevertheless, the effectiveness of motivational efforts is occasionally limited by the manager's workload, which reduces the frequency and intensity of direct interaction with employees. This limitation indicates that while motivational practices are present, they may not be consistently experienced by all staff members. Strengthening structured motivational strategies could therefore enhance the sustainability of employee engagement.

Individualized Consideration

The dimension of *individualized consideration* is reflected in the manager's efforts to attend to the personal and professional needs of employees. The findings show that management adopts an open communication approach, allowing employees to express concerns related to work schedules, service challenges, and guest interactions. This openness contributes to a supportive organizational climate.

The supervisor's perspective confirms that both personal and professional issues are acknowledged, indicating an awareness of employees as individuals with diverse needs. Such practices are consistent with transformational

leadership theory, which emphasizes mentoring, empathy, and personal attention as key components of effective leadership.

However, the findings also reveal that some employees expect more intensive mentoring and structured professional development opportunities. This gap suggests that individualized consideration is currently practiced at a basic level but has not yet been fully institutionalized. Enhancing coaching systems and career development programs could strengthen this dimension and improve employee performance and satisfaction.

High Performance Expectation and Supportive Leadership Behavior

The results demonstrate that the manager sets high performance expectations as part of efforts to support service transformation. Emphasis is placed on service excellence, employee responsiveness, professionalism, and friendliness. These expectations provide clear performance standards that guide employee behavior.

Despite this, monitoring and evaluation of employee performance remain limited, particularly during peak operational hours. This constraint reduces the effectiveness of performance control mechanisms and may lead to inconsistencies in service quality.

At the same time, the manager exhibits *supportive leadership behavior* through several practical actions, including providing direction, assisting employees during busy periods, and offering recognition for good performance. These behaviors contribute to a supportive work environment and strengthen employees' commitment to organizational goals.

Overall, the combination of high performance expectations and supportive leadership practices reflects a balanced leadership approach. However, to maximize effectiveness, it is necessary to improve performance monitoring systems and ensure consistent implementation across all operational conditions.

CONCLUSION

Based on the analysis using transformational leadership indicators, the conclusions are as follows:

1. Idealized Influence: The manager acts as a role model, setting an example in discipline, politeness, and service attitude.
2. Inspirational Motivation: Leadership provides motivation toward service transformation, although it still requires time consistency.
3. Individualized Consideration: The manager listens to employee needs but individualized mentoring remains limited.
4. High Performance Expectation: Leadership sets high service performance standards and provides support, but monitoring and evaluation need improvement.

Thus, the role of managerial leadership at Sari Rasa Hotel has been implemented but is not yet optimal and requires enhancement in consistency, communication, supervision, and mentoring.

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