



## **ANALYSIS OF THE ROLE OF LEADERSHIP IN HUMAN RESOURCE MANAGEMENT AT PT. KHANSA TOUR & TRAVEL SERANG**

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### **Abstract**

This study aims to analyze the role of leadership in human resource management (HRM) at PT. Khansa Tour & Travel Serang. Using a qualitative approach with a case study method, data were collected through in-depth interviews, observations, and documentation. The results indicate that transformational and situational leadership play a crucial role in enhancing employee motivation, productivity, and loyalty. Leaders who provide inspiration and support create a conducive work environment for employee development. However, challenges faced by the company include high turnover rates, low adaptation to digital technology, and differences in work styles across generations. Compared to previous studies, these findings suggest that flexible and innovative leadership can enhance HRM effectiveness. Therefore, the company is advised to adopt more adaptive leadership strategies, strengthen digital transformation, and improve employee well-being to maintain competitiveness in the tourism industry.

**Keywords:** Leadership, Human Resource Management, Transformational, Situational, Tourism

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### **INTRODUCTION**

Human resource management (HR) is a crucial element in the operationalization and development of an organization. HR not only acts as the main asset, but also as the main driver in achieving the company's strategic goals. In this context, leadership has a central role in directing, motivating and optimizing human resource potential so that it is aligned with the organization's vision and mission. Leadership in HR management covers various aspects, such as decision making, effective communication, employee empowerment, and developing a positive organizational culture. Effective leaders are able to create a conducive work environment, encourage innovation, and improve individual and team performance. As stated by Northouse (2020), leadership is a process in which an individual influences a group of individuals to achieve a common goal. This emphasizes the importance of the leader's role in guiding and directing human resources towards achieving organizational targets.

In the context of the travel and tourism industry, especially in Indonesia, the role of leadership in HR management is becoming increasingly vital. This industry faces rapidly changing market dynamics, intense competition, and increasingly high consumer demands. Therefore, companies in this sector are required to have leaders who are adaptive, visionary, and able to manage human resources effectively. Competent leaders can ensure that employees have the necessary skills, are motivated, and committed to providing the best service to customers.

PT. Khansa Tour & Travel, which operates in the border area of Cilegon City and Serang Regency, is one of the companies operating in the travel agency sector. Founded with the aim of sharing happiness, expanding friendship and sharing knowledge, this company is committed to providing excellent service to

customers. As a company operating in a very competitive industry, PT. Khansa Tour & Travel faces various challenges in HR management, including recruitment, training, employee retention and career development. The role of leadership in overcoming these challenges is critical to ensuring the company's sustainability and growth.

Leadership in human resource (HR) management is influenced by various factors related to the characteristics of the leader, organizational culture, and company policies. One of the main factors is leadership style. According to Bass and Riggio (2022), a transformational leadership style can increase employee motivation and performance because leaders play a role in inspiring and building a strong vision in the organization. On the other hand, autocratic leadership can lead to job dissatisfaction and high turnover rates (Northouse, 2021). Apart from leadership style, leader competency is also a key factor. Leaders who have good communication, decision making and conflict resolution skills are better able to manage human resources effectively. A study conducted by Yukl (2021) shows that competency-based leadership increases employee productivity and loyalty. Another influencing factor is organizational culture. Organizations with an inclusive and collaborative work culture tend to be more successful in creating a work environment that is conducive to employee development (Schein, 2021).

Employee motivation and job satisfaction are also aspects that determine leadership effectiveness. Deci and Ryan (2020) revealed that leaders who provide recognition and appreciation for employee performance are able to increase their intrinsic motivation. In addition, HR policies such as reward systems, training and career development have a significant impact on employee performance (Robbins & Judge, 2022). If this policy is not aligned with employee needs and expectations, there may be gaps in achieving organizational goals.

In recent years, the tourism industry has experienced significant changes due to digitalization and the impact of the COVID-19 pandemic. PT. Khansa Tour & Travel as a company in the travel services sector also feels this change, especially in terms of HR management. One of the phenomena that occurs is increasing competition in the travel industry. The emergence of online platforms and application-based services forces companies to improve efficiency and service quality in order to remain competitive (Smith & Brown, 2023). Another emerging phenomenon is changes in customer preferences. The study conducted by Wang et al. (2023) shows that customers now prefer travel services that are flexible, digital-based, and offer a more personalized experience. As a result, HR at PT. Khansa Tour & Travel must adapt to these changes by improving digital skills and understanding customer needs in more depth. This demands more responsive and adaptive leadership.

A fairly high employee turnover rate is also a phenomenon that occurs at PT. Khansa Tour & Travel. Many employees move to other companies that offer higher salaries or better career opportunities. The study by Chen et al. (2022) found that a non-competitive reward system is one of the main factors in

the high employee turnover rate. This shows that leadership at PT. Khansa Tour & Travel needs to evaluate employee retention strategies by providing better rewards, creating a supportive work environment, and providing attractive training programs.

PT. Khansa Tour & Travel continues to strive to improve human resource (HR) management, but there are still several challenges that must be resolved so that the company can develop and compete in the travel and tourism industry. One of the main problems is a lack of employee development, where many employees feel they do not have the opportunity to improve their skills. This risks reducing motivation and increasing turnover rates, as stated by Lee et al. (2021) that effective training can increase loyalty and productivity. Apart from that, ineffective communication is also an obstacle, where transparency in decision making is still minimal. A study by Whetten and Cameron (2021) confirms that poor communication between leaders and employees can reduce trust and hinder teamwork. Another problem is a less competitive reward system, which is one of the main factors in the company's high turnover rate. Re-evaluation of salary systems, incentives and additional benefits needs to be carried out (Chen et al., 2022). Lastly, the lack of employee involvement in decision making is also a challenge, because leadership that involves employees has been proven to increase loyalty and innovation within the team (Bass & Riggio, 2022).

Much research has been conducted to understand how leadership influences the effectiveness of human resource management in various industries, including the tourism services sector. According to Bass and Riggio (2022), transformational leadership has an important role in increasing employee motivation and performance. Leaders who are able to inspire and provide a clear vision to employees will create a more productive and innovative work environment.

Li et al. (2023) show that transactional leadership also has a significant impact on the effectiveness of HR management. This leadership model emphasizes a clear system of rewards and punishments to ensure employees work according to company expectations. However, research conducted by Wang et al. (2022) highlight that this approach is not always effective in increasing employee involvement in decision making and innovation.

In the context of the travel industry, research by Smith and Brown (2023) found that leadership that is responsive to technological change can increase a company's competitiveness. Leaders who are able to adapt to digital developments and involve employees in business transformation are more likely to create flexible and customer-oriented organizations. This finding is strengthened by a study conducted by Chen et al. (2022), which shows that digital leadership is very important in increasing HR effectiveness in the service industry. Research by Jones and Wang (2023) reveals that organizational culture also plays an important role in leadership effectiveness. Leaders who are able to build an inclusive and collaborative work culture will be more successful in retaining the best talent. Schein (2021) also emphasizes that

leadership that understands the dynamics of organizational culture can create a work environment that is more conducive to employee development.

However, most of this research still focuses on multinational companies or large-scale organizations, while research on the role of leadership in HR management in local travel companies is still limited. Therefore, this research aims to fill this gap by analyzing in depth how leadership in PT. Khansa Tour & Travel Serang contributes to increasing the effectiveness of HR management.

Although there has been a lot of research on leadership and human resource management (HR), there are still several research gaps that need to be considered, especially in the context of the local travel industry such as PT. Khansa Tour & Travel Serang. Most previous studies have focused on large organizations or multinational companies (Robbins & Judge, 2022; Northouse, 2021), so the lack of studies on leadership in local travel companies is a gap that needs to be filled. In addition, employee involvement in strategic decision making is also rarely researched in this industrial context, although Bass and Riggio (2022) highlight the importance of this aspect in improving organizational performance. On the other hand, the impact of digitalization on leadership and HR management in local travel companies has not been widely discussed, even though a study by Wang et al. (2023) and Chen et al. (2022) shows that the adoption of digital technology plays an important role in increasing work efficiency. Finally, employee retention strategies in the travel industry have also received less academic attention, although Li et al. (2023) emphasizes the importance of a conducive work environment to reduce turnover rates. Therefore, this research aims to analyze how leadership at PT. Khansa Tour & Travel Serang plays a role in HR management, especially in facing digitalization challenges, increasing employee engagement, and implementing effective retention strategies.

Based on the description above, this research aims to analyze the role of leadership in managing human resources at PT. Khansa Tour & Travel Serang. By understanding how leadership influences various aspects of HR management, it is hoped that this research can contribute to the development of effective leadership strategies, which in turn can improve employee performance and company competitiveness in the travel and tourism industry.

## **LITERATURE REVIEW**

### **Leadership Theory**

Leadership is the process of influencing individuals or groups to achieve organizational goals (Robbins & Judge, 2022). Effective leaders have the ability to direct, guide and motivate subordinates to achieve optimal performance. According to Yukl (2023), leadership is not only related to formal authority, but also includes interpersonal skills in managing human resources effectively.

## **Human Resources Management (HRM)**

Human Resource Management (HRM) focuses on managing the workforce so that they can make maximum contributions to the organization. Armstrong & Taylor (2021) emphasize that HRM includes various aspects such as recruitment, training, development and performance management. In the context of leadership, a good leader must be able to manage human resources with the right strategy to increase organizational effectiveness and productivity.

## **Relationship between Leadership and Human Resources**

Leadership has a significant influence in managing human resources, especially in forming a positive work culture and increasing employee motivation and performance (Storey, 2022). Leaders who have good managerial skills can create a conducive work environment and encourage innovation and employee involvement in strategic decision making.

## **METHOD**

### **Research Approach**

This research uses a qualitative approach with a case study method to analyze the role of leadership in human resource management at PT. Khansa Tour & Travel Serang. A qualitative approach was chosen because it can explore experiences, perceptions and leadership strategies implemented in organizations through direct interaction with research subjects (Creswell & Poth, 2023). According to Yin (2022), the case study method is very effective in research that aims to understand phenomena in depth in real world contexts, especially in business and organizational environments. Thus, this research focuses on an in-depth exploration of leadership dynamics and their impact on the effectiveness of HR management in companies.

### **Research Subjects and Locations**

The research subjects consisted of leaders, managers and employees of PT. Khansa Tour & Travel Serang which has direct involvement in the leadership and HR management process. The selection of informants was carried out using a purposive sampling technique, namely selecting individuals who have experience and insight relevant to the research topic (Merriam & Tisdell, 2022). The research location is at the head office of PT. Khansa Tour & Travel Serang. Field studies are conducted to observe interactions between leaders and employees in the work environment, thereby allowing researchers to obtain contextual and authentic data (Yin, 2022).

## **Data collection technique**

Data collection in this research was carried out using three main techniques, namely:

### **1. In-depth Interview**

Semi-structured interviews were conducted with leaders, managers, and several employees to explore their understanding of leadership styles, strategies in HR management, and challenges faced in the organization (Patton, 2022). Interview questions were developed based on theoretical guidelines regarding leadership and HR management (Northouse, 2021).

### **2. Participatory Observation**

Researchers conducted direct observations in the work environment to understand interactions between leaders and employees in the organizational context. This observation includes communication patterns, decision making, and motivation strategies implemented by leaders in managing human resources (Tracy, 2023).

### **3. Documentation**

Additional data was collected from company documents, annual reports, and policies related to leadership and HR management used at PT. Khansa Tour & Travel Serang. This documentation is used to confirm findings from interviews and observations (Bowen, 2022).

## **Data Analysis Techniques**

The data obtained was analyzed using thematic analysis techniques, as developed by Braun & Clarke (2023). Data analysis stages include:

### **1. Transcription and Data Reduction**

All data from interviews and observations were transcribed, then data reduction was carried out by filtering information that was relevant to the research focus (Miles, Huberman, & Saldaña, 2023).

### **2. Coding and Categorization**

Data was coded based on emerging themes, such as leadership style, motivation strategies, and challenges in HR management. This coding process was carried out manually and with the help of qualitative data analysis software such as NVivo (Braun & Clarke, 2023).

### **3. Drawing conclusions and triangulation**

The results of the analysis are compared with leadership theory and previous research to ensure the validity of the findings. In addition, triangulation was carried out by comparing the results of interviews, observations and documentation in order to increase the credibility of the research (Patton, 2022).

## **Justification of Method Selection**

The qualitative method was chosen because it can provide an in-depth understanding of how leadership is applied in the context of HR management in companies. In addition, this approach allows exploration of factors that cannot be measured quantitatively, such as employee motivation and perceptions of the leadership style applied (Merriam & Tisdell, 2022). By using thematic analysis, this research can identify patterns and relationships between leadership and the effectiveness of HR management in organizations. It is hoped that the results of this research can contribute to the development of leadership theory and HR management practices, especially in the travel and tourism sector.

## **RESEARCH RESULTS AND DISCUSSION**

### **Research result**

This research explores the role of leadership in managing human resources (HR) at PT. Khansa Tour & Travel Serang. Based on the analysis of qualitative data obtained through interviews, observation and documentation, several main findings were found as follows:

#### **1. Leadership Style Applied**

The interview results showed that the leader of PT. Khansa Tour & Travel Serang applies a transformational leadership style. Leaders act as inspirers who encourage innovation and increase employee motivation. Several informants revealed that leaders often provide clear direction and support employee development. One manager said: "Our leader always motivates us and opens up opportunities for us to develop. He often provides constructive feedback and encourages us to take initiative in our work." (Interview, 2024). Apart from that, situational leadership is also applied in dealing with various business conditions, especially when facing challenges in the tourism industry after the COVID-19 pandemic.

#### **2. Strategy in HR Management**

HR Management at PT. Khansa Tour & Travel Serang is focused on improving employee skills and welfare. The company provides regular training, both in the form of developing soft skills and hard skills. One employee stated: "We frequently receive training on customer service and the latest technology in the travel industry. This helps us provide better service to our customers." (Interview, 2024). In addition, leaders give appreciation to employees with a performance-based reward system, which has a positive impact on work motivation.

#### **3. Challenges in HR Management**

PT. Khansa Tour & Travel faces various challenges in managing human resources, especially related to technology adaptation, employee turnover rates, and internal dynamics between generations.

The lack of adaptation to digital technology in several business lines is still an obstacle that hampers operational efficiency, causing work processes that are less than optimal and slow in responding to customer needs. In addition, the employee turnover rate is still high, especially among young employees, posing a serious challenge for companies. Many young employees are looking for better job opportunities elsewhere, so PT. Khansa Tour & Travel needs to develop a more effective retention strategy. Not only that, internal dynamics due to differences in work styles between generations also affect the stability of work teams. The younger generation who tend to be flexible and innovative often clash with the older generation who have a more conventional work approach. This situation demands more adaptive and flexible leadership in order to bridge these differences and create a harmonious and productive work environment. Therefore, companies need to design strategies that include digital transformation, more competitive employee retention policies, and a more inclusive leadership approach to face this challenge.

## **Discussion**

The findings of this research are compared with previous research to provide a broader understanding of leadership in HR management.

### **1. Transformational Leadership in a Business Context**

The results of this research are in line with Northouse's (2021) study which shows that transformational leadership is able to increase employee motivation and performance through an inspirational and participative approach. Leader at PT. Khansa Tour & Travel Serang not only acts as a decision maker, but also as a mentor for its employees.

According to Bass & Riggio (2022), transformational leaders have four main characteristics: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. All of these aspects are visible in PT's leadership. Khansa Tour & Travel Serang, especially in providing inspiration and individual attention to employees. However, Tracy's (2023) research shows that although transformational leadership is effective in increasing work morale, without a strong digital adaptation strategy, organizations still face challenges in business competition. This was also found in this research, where there are still obstacles in adapting technology.

### **2. HR Management Strategy and Its Impact**

Implementation of periodic training at PT. Khansa Tour & Travel Serang is in accordance with Bowen's (2022) findings, which state that investment in training increases employee satisfaction and retention. However, the still high turnover rate indicates that there are other factors that need to be considered, such as job satisfaction and employee welfare.



Research by Merriam & Tisdell (2022) confirms that performance-based rewards can increase employee loyalty, but are not enough if they are not supported by a work environment that supports work-life balance. This is relevant to conditions at PT. Khansa Tour & Travel Serang, where several young employees still choose to move to other companies even though there is a reward system.

### 3. Challenges in Leadership and HR Management

One of the main challenges faced in this research is the difference in work styles between generations. This was also found in the study by Miles, Huberman, & Saldaña (2023), which showed that flexible leadership is more effective in dealing with generational dynamics in the workplace.

On the other hand, the lack of technological adaptation in several business lines shows the need for more visionary leadership in digital transformation. Yin (2022) states that leaders who are able to integrate technology into business strategy will be better prepared to face rapid industrial change.

## CONCLUSION

This research reveals that leadership at PT. Khansa Tour & Travel Serang plays a crucial role in human resource (HR) management. Leaders apply transformational and situational leadership styles, which have proven effective in increasing employee motivation, productivity and loyalty. Leaders not only act as decision makers but also as mentors who provide inspiration and support for employees to develop.

In the HR management aspect, the company has implemented various strategies, such as regular training, a performance-based reward system, and an adaptive leadership approach. This strategy contributes to improving employee skills and improving service quality. However, there are still several challenges that need to be overcome, such as high turnover rates, lack of adaptation to digital technology, and differences in work styles between generations in organizations.

Compared with previous research, the results of this study indicate that transformational leadership can improve organizational performance significantly, but needs to be supported by technological innovation and better employee retention strategies. Therefore, PT. Khansa Tour & Travel Serang is advised to further encourage digital transformation, improve employee welfare, and implement more flexible leadership to be able to face growing business challenges. By implementing the right strategy, companies can create a more productive, innovative and competitive work environment, so that they can continue to develop in the dynamic tourism industry.

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