ISRG Journal of Arts, Humanities and Social Sciences (ISRGJAHSS)

ISRG PUBLISHERS
Abbreviated Key Title: ISRG J Arts Humanit Soc Sci
ISSN: 2583-7672 (Online)
Journal homepage: https://isrgpublishers.com/isrgjahss
Volume – III Issue -V (September-October) 2025
Frequency: Bimonthly

Transformational Leadership Style in Improving Employee Performance at the Class A Biak Search and Rescue Office

Fajar Yuniarto[1*], Hermanu Iriawan[2], Edyanto[3]

[1, 2] Master of Public Administration Study Program, Iisip Yapis Biak, Indonesia.

[3] Government Science Study Program, Iisip Yapis Biak, Indonesia.

| **Received:** 01.09.2025 | **Accepted:** 05.09.2025 | **Published:** 06.09.2025

*__Corresponding author:__ Fajar Yuniarto

Master of Public Administration Study Program, Iisip Yapis Biak, Indonesia. EMAIL : fyuniart086@gmail.com

Abstract

This study aims to analyze the application of transformational leadership styles in improving employee performance at the Biak Class A Search and Rescue Office. The problems faced by this organization include challenging geographical conditions, limited resources, and psychological pressure in high-risk SAR operations. The research uses a qualitative method with an analytical descriptive approach, through in-depth interviews, observations, and documentation. The results of the study show that the application of transformational leadership, which includes the four main dimensions of ideal influence, inspirational motivation, intellectual stimulation, and individual attention, has a positive impact on improving work morale, professionalism, innovation, and team collaboration. Leaders who can inspire, set a good example, and offer personal support have been proven to increase employee loyalty and performance. Thus, the transformational leadership style is seen as an effective strategy in building an adaptive, innovative, and public service-oriented work culture within the Biak Class A Search and Rescue Office.

Keywords: *Transformational leadership, employee performance, work culture, Biak Class A Search and Rescue Office.*

Introduction

Leadership plays a crucial role in determining the success of an organization, both in the private and public sectors. In public organizations, effective leadership not only aims to achieve organizational goals but also ensures that community services operate optimally. The role of a leader is crucial in enhancing employee performance within an organization or company (Edyanto & Karsiman, 2018). Everything related to the progress and success of an organization can only be carried out by the intervention or thought of a leader (Nadeak & Juwita, 2020). A leader's role can be recognized through their success in achieving organizational goals (Purwanto et al., 2020).

One of the leadership styles that is considered effective in improving organizational performance is transformational

DOI: 10.5281/zenodo.17067484

leadership. This leadership style emphasizes the leader's ability to provide inspiration, encouragement, and empowerment to team members, enabling them to achieve more optimal results (Gani, 2017). In addition to focusing on achieving goals, transformational leaders also pay attention to individual capability development and collaboration in teams (Lano, 2015). The Biak Class A Search and Rescue Office (SAR) is one of the government agencies that plays a crucial role in conducting search and rescue operations in the Papua region and its surrounding areas. The primary function of this office is to carry out life-saving operations in emergency conditions, such as transportation accidents, natural disasters, or other events that pose a threat to safety. SAR operations are often conducted in urgent situations, require swift action, and involve a high level of risk. Therefore, the performance of employees is a key factor in determining the success of SAR operations. Employees who have high work spirit, adequate competence, and the ability to collaborate in a team will be better prepared to face various challenges that arise (Wasahua, 2017).

Nevertheless, the Biak Class A Search and Rescue Office faces several challenges that have the potential to impact the performance of its employees. First, Papua's complex geographical conditions, including dense forests, mountainous areas, and vast water bodies, demand exceptional physical and mental readiness from team members. Second, limited resources, both in terms of equipment and funds, are often an obstacle to running SAR operations. Third, the psychological pressure that employees face when dealing with emergencies can significantly impact their motivation and productivity. In situations like this, the role of leaders is crucial to ensure that employees remain motivated and able to work efficiently. Several leadership styles have been applied to Biak Class A search and rescue offices, for example, Laissez-Faire Leadership Style (Passive). Leaders tend to give complete freedom without clear direction. A lack of structure and accountability leads to confusion. Productivity decreases due to a lack of supervision or feedback, so Teams tend to be directionless and less motivated. In addition, the Transactional Leadership style has also been applied, but this leadership style focuses more on rewards and punishments. Leader-subordinate relationships are transactional (e.g., pay for performance). This approach less encourages innovation because employees only work for incentives and do not build long-term commitments.

Transformational leadership is considered the most effective style for addressing these challenges (Pora et al., 2020). Transformational leaders can create a clear vision, motivate employees to exceed their limits, and foster a collaborative work culture (Surya Wijaya & Key characteristics of transformational leadership include motivational inspiration, where leaders can inspire employees through compelling visions; intellectual stimulation, where leaders encourage employees to think creatively and innovatively; and individual attention, where leaders understand the needs and potential of each employee (Prabawa & Rizan, 2015).

Theoretically, the concept of transformational leadership is a relevant approach to overcoming these challenges (M. Alhudhori, 2017; Mustabir Daming & Rifdan, 2023). This theory was first introduced by James MacGregor Burns in 1978 and later developed further by Bernard Bass. Transformational leadership comprises four primary components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders can create an inspiring shared vision, encourage creativity and innovation, and give personal attention to each team member. In the context of the Biak Search and Rescue Office, the application of this theory is expected to encourage operational innovation, strengthen internal collaboration, and significantly improve employee performance. Then, from a regulatory point of view, the existence of the Biak Search and Rescue Office is regulated by the relevant Search and Rescue legislation, which emphasizes the importance of providing fast, precise, and professional services in handling emergencies. In addition, the (Ban No. 5 Year, 2019) on the Organization and Work Procedures of the Search and Rescue Office provides a foundation for the organizational structure, human resource management, and operational capacity development. These regulations demand leadership that is not only compliant with the rules, but also innovative in designing styles to overcome the obstacles faced in the field. Leadership is one of the most decisive factors in the development and advancement of an organization. With capable leadership, it will have an impact on the progress of the organization. Because leaders are indispensable to determine the vision and goals of the organization, allocate and motivate resources to be more competent, coordinate changes, and build intense empowerment with their followers to set the right or best direction for their organization.

This research is expected to make a significant contribution in supporting leadership capacity development at the Biak Search and Rescue Office (SAR), as well as strengthening its role as the spearhead in maintaining community safety. In the long run, the application of transformational leadership is expected not only to improve individual and team performance but also to create a more adaptive, innovative, and public service-focused organization. In addition, this research can serve as a basis for the development of more effective leadership styles in the future, which are not only relevant in the local context but can also be adopted by other public organizations in Indonesia. Thus, transformational leadership is viewed as the ideal solution to enhance employee performance.

Research Methods

Types of Research

In this study, the author uses qualitative field research *(Field Research)* with an analytical descriptive approach.

Research Location

The research conducted by the researcher took place at the Biak Class A Search and Rescue Office, located on Jl. Raya Bosnik No. 111, Biak Numfor, Papua.

Data Source

Data sources are divided into two, namely primary data sources and secondary data sources. Primary data sources are data sources that directly provide data to researchers. Primary data is also data obtained directly by researchers without intermediaries, namely, data collected directly from respondents encountered in the field, such as reports. While secondary data sources are data sources that indirectly provide data to researchers, secondary data sources can be sources from other people, or secondary data documents themselves are also data obtained through intermediaries in the sense that the data obtained is already available before without having to go directly to the respondents.

Data Collection Techniques

DOI: 10.5281/zenodo.17067484

To obtain comprehensive data and ensure its relevance to the research's focus and objectives, this study employs three data collection methods: documentation, observation, and in-depth analysis.

Data Analysis Techniques
The data analysis techniques used are qualitative data analysis techniques, which proceed through stages: data condensation, data presentation, and conclusion drawing and verification.

Research and Discussion Results

Transformational Leadership Style in Improving Employee Performance at the Biak Class A Search and Rescue Office.
As part of the National Search and Rescue Agency (BASARNAS), the Biak Class A SAR Office plays a crucial role in rescue and evacuation operations. The performance of employees in this office is expected to always be alert, professional, and dedicated, considering the nature of the work, which is emergency and high-risk. In this context, the application of transformational leadership styles is particularly relevant. Leaders who can foster a collective spirit, set an example of discipline and commitment, and encourage innovation in the search and rescue process will be highly beneficial in enhancing employee performance. This leadership style also emphasizes the leader's ability to inspire, motivate, and empower employees to set aside personal interests and achieve organizational goals.

To sharpen the results of this study, the researcher uses the following transformational leadership style indicators:

Charisma/Ideal Influence
Idealized influence is one of the key components of transformational leadership, which is highly influential in building integrity, trust, and respect among employees towards their leaders. A leader who applies ideal influence will be a motivating role model, demonstrate a strong commitment to the organization's values, and consistently act ethically. A leader who has ideal influence not only leads with formal authority, but also becomes a role model who is respected and trusted by his members. They show high integrity, consistency between words and deeds, and willingness to sacrifice for the benefit of the team. In the context of an organization/Agency such as the Biak Class A Search and Rescue Office, leaders with ideal influence will be directly involved in SAR operations, demonstrate selfless dedication, and always be at the forefront when the team faces challenges. This attitude creates a deep sense of trust among team members, while also motivating them to adopt the positive values exemplified by the leader. Based on the results of an interview with Mr. Kundori, S.T., M.M., as the Head of the Biak Class A Search and Rescue Office on May 7, 2025, he said:

> "Talking about grades, it is impossible for us to judge something if we are not able to evaluate ourselves. To perform self-assessment effectively, we must possess a strong character. The character itself is formed from daily habits, and that habit arises from a clear goal or mission, where do you want to take this mission, what does it mean? A true leader always has a vision and a directed mission. The mission can be of positive or negative value. What I emphasize is to carry out a positive mission in leadership, because at least there must be meaningful change. This is where the essence of transformational leadership comes in." (Interview Wednesday, May 7, 2025).

Another resource person on behalf of Mr. Andareas Alik S.E as the Head of the Operations Section of the Class A Biak Search and Rescue Office said:

> *"In a situation of SAR operations that is fraught with challenges, high risk, and the need for rapid response, I apply leadership principles that I believe in through tangible actions and direct involvement on the ground. Values such as courage, a sense of responsibility, togetherness, and calmness in times of crisis are always pursued in every mission. When the team faces an emergency, such as a disaster at sea or a natural disaster, I don't just give orders from afar, but I intervene to monitor the situation, provide encouragement, and make sure all team members understand each other's tasks. I believe that the presence of a leader physically and emotionally in the midst of operations reflects the dedication and deep care for the team."* (Interview Wednesday, May 7, 2025).

Based on the results of interviews with several speakers, it can be concluded that a leader who has an idealized influence is a figure who displays true authority through concrete examples in acting and taking policies. This type of leader does not rely solely on formal positions, but rather creates an ethical influence with harmony between the principles held and the actual daily practice. They are embodied as *living values*, readiness to bear burdens in difficult times, and willingness to sacrifice for collective goals. In an operational environment such as the Biak Class A Search and Rescue Office, this kind of leader will always be at the SAR operation site, present early and go home last, and actively participate in every stage of the team's work.

Inspirational Motivation
Motivation of inspiration in the context of transformational leadership at the Biak Class A Search and Rescue Office has a very vital role in shaping employee morale and loyalty to security tasks, age, which are urgent and full of risks. As an institution engaged in search and rescue, the success of operations is highly determined by mental readiness, responsiveness, and solid team coordination. Transformational leaders in this environment are required to be able to nurture and motivate the internal motivation of their members by communicating the organization's big vision, such as saving human lives and providing the best service to the community in emergency situations. Leaders, who are inspirational, will be able to instill deep meaning, for every task carried out, so that employees do not only work because of obligation, but also because of a sense of moral responsibility and dedication. At the Biak Class A Search and Rescue Office, inspirational motivation can also encourage teamwork, innovation in handling critical situations, and mental toughness in facing a challenging work field. Thus, transformational leadership that emphasizes the motivational aspect of inspiration is an important element in creating resilient and responsive performance in the work environment. Based on the results of an interview with Mr. Kundori, S.T., M.M. as the Head of the Biak Class A Search and Rescue Office, he said:

> *"In fostering teamwork, the main strategy I apply is to create open communication and build working relationships based on trust. I try to understand the needs and character of each team member so that the approach used is more targeted. In addition, I routinely convey my vision and work objectives clearly so that*

DOI: 10.5281/zenodo.17067484

each member feels that they have a meaningful contribution to the common achievement. Giving appreciation for performance, both formally and informally, is also an important part of my strategy, because I believe that rewards can increase motivation and loyalty. Last but not least, I emphasized the importance of collaboration and providing space for team members to pitch ideas and be involved in decision-making. With this strategy, I hope that the work spirit does not only rely on the orders of the superiors, but grows from within each member as a form of commitment to the team and the organization." (Interview Wednesday, May 7, 2025)

Another resource person on behalf of Mr. Andareas Alik S.E as the Head of the Operations Section of the Class A Biak Search and Rescue Office said:

"My strategy in fostering the spirit of teamwork is to be a good listener and provide space for each member to welcome ideas or obstacles. I also work to maintain team cohesiveness through open communication, as well as provide regular encouragement, both through motivational words and concrete actions on the field." (Interview Wednesday, May 7, 2025).

Based on the results of the interview above, the pattern applied to the Biak Class A Search and Rescue Office is to combine motivation and inspiration that can encourage performance improvement, and also create an active, creative, and sustainable work atmosphere. So it can be concluded that a leader who is able to integrate these two elements can transform employees from a passive role to a proactive partner in supporting the success of the organization. Therefore, motivation and inspiration should be seen not just as a momentary work spurt, but as a long-term strategy to build a resilient team.

Intellectual Stimulation

Intellectual stimulation in transformational leadership is a systematic effort to awaken the critical thinking capacity and creativity of team members. Leaders who apply intellectual stimulation create an environment that encourages the free exchange of ideas without fear of criticism, where each team member feels valued for expressing their original views. In practice, this can be achieved through structured discussions, thought-provoking work challenges, and opportunities to test new concepts in real tasks. The effect can be seen in the improvement of the team*'s problem-solving* skills, adaptation to change, and the birth of various procedural breakthroughs. Based on the results of an interview with Mr. Kundori, S.T., M.M. as the Head of the Biak Class A Search and Rescue Office, he said:

"I usually start by creating a supportive and non-judgmental work atmosphere. I always emphasize that all ideas, no matter how small, are worth appreciating. In each team meeting, I provide a dedicated space for members to express their opinions or proposals. By responding positively to each input, they feel more confident and encouraged to think creatively and actively provide new ideas." (Interview Wednesday, May 7, 2025).

Another resource person on behalf of Mr. Andareas Alik S.E as the Head of the Operations Section of the Biak Class A Search and Rescue Office, said:

"One of the ways I apply it is to invite a more casual conversation or "coffee together" with the team. In this atmosphere, team members tend to be more open and spontaneous in conveying ideas. I also often throw open-ended questions that provoke critical thinking, so they are encouraged to dig deeper and dare to convey new views." (Interview Wednesday, May 7, 2025)

From the results of the interview, it can be analyzed that this kind of method not only increases the involvement and sense of belonging of the members, but also produces various breakthrough solutions that are in harmony with organizational problems. More than that, this approach helps to strengthen synergy between members while fostering organizational values that are open, analytical, and responsive to the dynamics of change. In the operational environment of the Biak Class A Search and Rescue Office, this intellectual stimulation can result in more efficient search and rescue methods, more effective reporting systems, and improved operational safety through small innovations sourced from the ideas of all team members. And most importantly, this approach transforms the team's mindset from simply executing orders to actively contributing to the overall development of the organization.

Individual Attention

In transformational leadership, it refers to the personal approach that leaders take to the development of each team member. These indicators emphasize the importance of understanding the unique needs, aspirations, and challenges faced by each individual, and then providing appropriate guidance and support. Leaders who apply individual mindfulness not only see the team as one homogeneous unit, but also treat each member with a different approach based on their personal characteristics. In practice, individual attention can be realized through various means, such as providing constructive feedback on a regular basis, providing training or mentoring that matches the employee's potential, and creating a space to discuss career goals and obstacles experienced. Leaders also need to show empathy, such as paying attention to the mental and physical well-being of team members, especially in a challenging work environment such as the implementation of SAR operations that are often carried out by the Biak Class A Search and Rescue Office. Based on the results of an interview with Mr. Kundori, S.T., M.M. as the Head of the Biak Class A Search and Rescue Office, he said:

"I try to regularly have a personal dialogue with the personnel, sometimes it is also situational, meaning it is not scheduled, at least once a month. In these meetings, I usually discuss their work progress, listen to input or obstacles they face, and provide feedback directly. I believe that consistent personal communication can strengthen working relationships, build trust, and help me understand each individual's condition more deeply." *(Interview Wednesday, May 7, 2025)*

Another resource person on behalf of Mr. Andareas Alik S.E as the Head of the Operations Section of the Biak Class A Search and Rescue Office, said:

"I don't set a fixed schedule, but I am open at any time if there are personnel who want to discuss privately. I prefer a flexible and responsive approach. If I see a team member who seems to need support, I'll immediately speak to them directly. Because this kind of

DOI: 10.5281/zenodo.17067484

communication is important to maintain a balance between work targets and the psychological condition of personnel." (Interview Wednesday, May 7, 2025).

From the results of the interview above, it can be concluded that the frequency of personal dialogue between leaders and team members varies depending on their needs, context, and style. Some leaders schedule regularly, such as monthly or bi-weekly, to ensure communication is maintained and performance progress can be monitored. There are also those who are more flexible and responsive, opening up a space for communication whenever needed, both formally and informally. Personal dialogue is considered important not only for work evaluation, but also as a means of building closer relationships, understanding individual conditions, and creating a supportive work environment. With the right approach, this personal communication can increase trust, openness, and overall team performance. Personal dialogue, then, is not just an administrative activity, but part of an effective leadership strategy. On the other hand, the process of identifying the development potential of each team member is carried out through various approaches. The strategies used include direct observation of daily behavior and performance, in addition, leaders also provide a variety of tasks to see adaptability and development, as well as consider feedback from other colleagues as valuable additional data. In conclusion, the identification of potential development of team members cannot be done with a single method, but requires a combination of personal, objective, and situational approaches. In this way, leaders can recognize the strengths and development needs of each individual more accurately, so that they are able to design a development strategy that is more targeted and has a positive impact on individual growth and overall team progress.

Conclusion

Based on the results of qualitative analysis obtained from in-depth interviews, performance documentation, and organizational achievement data at the Biak Class A Search and Rescue Office, it can be concluded that transformational leadership styles make a significant contribution to improving employee performance. The conclusions that can be drawn are; The transformational leadership style has been implemented in real terms by leaders within the Biak Class A Search and Rescue Office, especially by the Head of Office, Mr. Kundori, S.T., M.M. The application reflects four main dimensions that are indicators in this study, The application of these four dimensions is proven to build harmonious working relationships, strengthen internal motivation, and create a conducive work climate.

References

1. Edyanto, & Karsiman. (2018). Leadership Bupati dalam Pembangunan di Kabupaten Tambrauw (Studi Kepemimpinan Bupati Tambrauw). *Sosio E-Kons*, *10*(2), 143. https://doi.org/10.30998/sosioekons.v10i2.2693
2. Gani, A. A. (2017). Pengaruh Gaya Kepemimpinan Transformasional Dan Disiplin Kerja Terhadap Kinerja Pegawai. *Celebes Equilibrum*, *5*(1), 9–16. https://doi.org/10.23887/bjm.v5i1.21976
3. Lano, P. F. (2015). Fungsi Kepemimpinan Untuk Mengurangi Sikap Arogansi Pegawai. *Jurnal Ilmu Sosial Dan Ilmu Politik*, *4*(1), 74–81.
4. M. Alhudhori, W. A. (2017). Pengaruh Kepemimpinan Dan Disiplin Terhadap Motivasi Kerja Serta Dampaknya Pada Kinerja Pegawai Rumah Sakit Umum Bersaudara Kabupaten Bungo. *J-Mas*, *2*(1), 23–32.
5. Mustabir Daming, & Rifdan. (2023). Gaya Kepemimpinan Demokratis Dalam Pelayanan Publik Di Kelurahan Balla Parrang Kecamatan Rappocini Kota Makassar. *Seminar Nasional Dies Natalis 62*, *1*, 627–633. https://doi.org/10.59562/semnasdies.v1i1.1130
6. Nadeak, B., & Juwita, C. P. (2020). Kepemimpinan kepala sekolah dalam menjaga tata kelola sekolah selama masa pandemi Covid-19. *Jurnal Konseling Dan Pendidikan*, *8*(3), 207. https://doi.org/10.29210/149400
7. Perban No. 5 Tahun. (2019). *Peraturan Badan No. 5 Tahun 2019 Tentang Organisasi dan Tata Kerja Kantor Pencarian dan Pertolongan*.
8. Pora, R., Kaunar, A., & Ali, M. I. (2020). Efektivitas Kepemimpinan Lurah Dalam Upaya Meningkatkan Kinerja Aparatur Sipil Negara (Studi Di Kantor Kelurahan Dufa-Dufa Kecamatan Kota Ternate Utara). *JURNAL GOVERNMENT OF …*. https://www.jurnal.ummu.ac.id/index.php/jgoa/article/view/502
9. Prabawa, L. A., & Rizan, M. (2015). Perkembangan Teknologi Informasi Dan Komunikasi, Inovasi, Kepemimpinan Dan Kinerja Perusahaan: Studi Transformasi Pt. Pos Indonesia. *Jurnal Pendidikan Ekonomi Dan Bisnis (JPEB)*, *3*(1), 81–100. https://doi.org/10.21009/jpeb.003.1.4
10. Purwanto, A., Asbari, M., Prameswari, M., Ramdan, M., & Setiawan, S. (2020). Dampak Kepemimpinan, Budaya Organisasi dan Perilaku Kerja Inovatif Terhadap Kinerja Pegawai Puskesmas. *Jurnal Ilmu Kesehatan Masyarakat*, *9*(01), 19–27. https://doi.org/10.33221/jikm.v9i01.473
11. Surya Wijaya, Sumardjo, P. S. A. (2007). Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Prestasi Kerja Pegawai Pusdiklat Pegawai Departemen Sosial RI. *Jurnal Penelitian Dan Pengembangan Kesejahteraan Sosial*, *12*(2), 71–85.
12. UU 29 Tahun 2014. (2014). *Undang-Undang Republik Indonesia Nomor 29 Tahun 2014 Tentang Pencarian Dan Pertolongan*. *4*(1), 1–23.
13. Wasahua, O. (2017). Pengaruh Kepemimpinan, Diklat dan Budaya Organisasi Terhadap Kinerja Pegawai Direktorat Jenderal Pembinaan PenempatanTenaga Kerja Kemenaketrans RI. *Sosio E-Kons*, *9*(1), 86–92.

DOI: 10.5281/zenodo.17067484