



Analysis of Leadership Values in Employee Development of PT Balqis Perkasa Indonesia South Jakarta

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ABSTRACT

This study discusses the role of leadership values in supporting employee development at PT Balqis Perkasa Indonesia, South Jakarta. The main focus of the research is how leaders apply leadership principles such as integrity, responsibility, openness, exemplarity, and effective communication in fostering and improving employee competencies. The method used is qualitative descriptive with data collection techniques through in-depth interviews and focus group discussions involving various managerial and technical layers. The findings show that leadership values have been implemented functionally, but have not been supported by an ideal organizational structure, especially the absence of a Human Resources division that focuses on human resource development strategies. The lack of continuous training programs and the imbalance in development between individuals are also significant obstacles. This study concludes that strengthening leadership values needs to be accompanied by a structured and adaptive human resource management system in order to be able to face the dynamic challenges of the world of work.

INTRODUCTION

Global market integration is becoming increasingly common. Globalization is not only a topic of discussion in conferences and seminars; it is and will continue to grow. The business world and government policymakers are faced with more and more difficulties. They must now consider international trends and events in addition to local and national considerations when making decisions. In the company's competitive efforts, the company's infrastructure and the quality of its human resources are factors that must receive special attention from the company. Development input factors such as finance, natural resources, and materials will not provide optimal benefits to advance a company if it is not supported by quantity and quality human resources. Pest Control International in the Food and Hospitality Sector considers how technology can play an increasingly important role in controlling unwanted guests. In Kenya the focus is on using parasitoids to fight pests. In Dortmund, they are looking for new ways to affect the nervous system of pests without affecting other species. In the UK, plants are under threat of a fungus that causes Phoma in horseradish and brassica oils.

The Pest Control Indonesia Business World is the first developing country that has succeeded in implementing Integrated Pest Control on agricultural land in accordance with the conditions of the land, ecosystem, and social system of the community. One form of implementing PHT is through the establishment of an Integrated Pest Control Field School (SLPHT) which has been run and benefited by many communities as a form of empowerment of farmers in developing countries. The growth of the pest control industry in Indonesia reaches up to 90% in the private sector, This growth is triggered by increasing awareness of the importance of cleanliness, food safety standards, In the past, pest control services were synonymous with the agribusiness or agricultural sector, Now, service users are expanding to the food and beverage industry, hospitals and health facilities, Hospitality and tourism, Warehousing and logistics, Commercial and residential properties and Manufacturing industry in general.

In 2018, PT Balqis Perkasa Indonesia was present, to be able to answer all these challenges with the experience that the owner of the Company already has, PT Balqis which is commonly known now as RemovaPest, continues to show its fangs to continue to compete among other large companies such as Rentokil Indonesia and Fumida as one of the many similar companies in DKI Jakarta, especially South Jakarta. On its way to global, national and even local competition, Removapest must continue to adapt to the situation. The situation is increasingly dynamic, ideas are increasingly complex among the many competitions of the Company. Removapest must be fast and continue to prepare strength after strength for the ideal of competing with large companies. Preparations can begin in strengthening internal circumstances (Human Resources, Technology, Company Characteristics). This is closely related to a leader. Leaders must open as much space as possible for their employees so that they can improve their soft skills or hard skills, either through training, seminars, coaching, certifications, career paths or other things that are employee welfare in the usefulness and progress of the Company.

Currently in my research, RemovaPest is still lacking in maximizing the potential or space for its employees, it is clear from the data I got from the first PT Balqis establishment in 2018 until now in 2025 only 1 training or coaching is carried out and attended by all employees. This has caused a less than optimal transition in the company's adaptive to continue to be able to compete at this time. But effort after effort continues to be made to continue to maintain the stability of the strength of its employees, but the uneven point and training time that is still inconsistent and somewhat far away, that is the reason for researchers to conduct research in this company in order to help the Company continue to increase its strength in competition.

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LITERATURE REVIEW

1. Human Resource Management

Human resource management according to Pratama (2020:2-3), "Human resources is a field of science that develops human elements or men". According to Sularmi et al. (2024), "Human Resources (HR) or employees are one of several elements used by organizations in carrying out their activities. Quality human resources must be owned by every organizational line, because human resources have a core role in this era of globalization". According to Safiih (2022:454), "Human resources are the most important asset in an organization, because they are the source that controls the organization and maintains, and develops the organization in facing the demands of the times".

2. Leadership

According to Pratama (2020:192), "Leadership is a key factor in the success of an organization and management. Leadership is the entity that directs the work of the members of the organization to achieve the organization's goals. Good leadership is believed to be able to bind, harmonize, and encourage the potential of organizational resources so that they can compete well".

Stephen Robbins in Primary (2020:193), "Leadership as the ability to influence a group toward the achievement of goals." Leadership is the ability to influence a group to achieve a set of goals. The words "ability", "influence" and "group" are key concepts of Robbins' definition.

Another definition, which is quite simple, is proposed by Laurie J. Mullins, According to Mullins in Primary, (2020:193), "Leadership is "a relationship through which one person influences the behaviour or actions of other people." Mullins' definition emphasizes the concept of "relationship" through which a person influences the behavior or actions of others. Leadership in this definition

can apply in formal, informal, or non-formal organizations. As long as a group is formed, then the leadership is present to direct the group.

A somewhat different definition of leadership is put forward by Robert et al in Primary (2020:193), "Leadership is "... the influencing process of leaders and followers to achieve organizational objectives through change. For Lussier and Achua, the process of influencing is not only from leader to follower or one direction but reciprocal or two-way. A good follower can also generate leadership by following existing leadership and to some degree giving feedback to the leader. Influence is the process by which leaders communicate ideas, gain acceptance of ideas, and motivate followers to support and implement those ideas through "change."

The definition of leadership is also proposed by Yukl in Pratama (2020:193), "... the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives." "... the process of influencing others to be able to understand and agree on what to do and how to do it, as well as the process of facilitating the efforts of individuals or groups to achieve common goals."

The definition of leadership, quite briefly, is proposed by Peter G. Northouse in Primary (2020:193), "... is a process whereby an individual influences a group of individuals to achieve a common goal." "... is the process by which an individual influences a group of individuals to achieve a common goal." Through this brief definition, Northouse underlines a number of important concepts in the definition of leadership, namely:

- a) Leadership is a process;
- b) Leadership involves influence;
- c) Leadership emerges within the group;
- d) Leadership involves a common goal.

3. Leadership Values

According to Arikunto (2022:135), "Leadership values include basic principles that a leader must possess in carrying out his duties and responsibilities. These values become the moral and ethical foundation in influencing and guiding his subordinates."

Arikunto explained that an ideal leader must have the following values: Integrity

A leader must have honesty and consistency between words and actions. Integrity is the basis of trust from subordinates.

a. Justice

Leaders are required to be able to be fair in making decisions, regardless of ethnicity, religion, race, or position.

b. Responsibility

Leadership values include responsibility for tasks and for the well-being of team members or subordinates.

c. Example

Leaders should be role models in work behavior, discipline, and professional ethics.

d. Commitment

A leader must have determination and loyalty to the vision, mission, and goals of the organization or group he leads.

e. Social Care

A good leader will pay attention to the needs and problems of members, and be sensitive to the social conditions around them.

According to Arikunto (2022:130), "Leadership is not only about the ability to direct or rule, but also about how a leader builds values that are inherent in himself and exemplified by the people he leads". Leadership values are a set of moral and ethical principles that must be possessed and demonstrated by a leader in every action and policy.

Arikunto emphasized that the values in leadership are the main foundation in shaping effective leadership behavior, which will ultimately influence the organization's culture, relationships between individuals, and the achievement of common goals.

According to Arikunto (2022:131), "An effective leader is a leader who is able to make himself an example in basic values, such as honesty, responsibility, and justice, because these values are the source of moral strength in leading"

4. Human Resource Development

Rachmawati in Pratama (2020:85), "Development is based on the fact that employees want insights, abilities and skills that grow to perform better duties in the succession contained in recruitment". Handoko in Pratama (2020:85), "Development is an efficient method to experience some of the challenges experienced by many large bodies. These challenges include employee obsolescence, socio-technical changes and rotation of activities."

Expertise to overcome these challenges is a determinant aspect of the success of the personnel unit in maintaining an efficient base of people's energy. Simamora in Pratama (2020:85), "Development is the packaging of people to work hand in hand for different or larger responsibilities in the body". For Yuli in Pratama (2020:86), "Development is a way of learning remotely that uses analytical and organized methods where administrative employees pursue abstract and theoretical insights to achieve ordinary goals."

For Sastradipoera in Pratama (2020:86), "The development of people's energy base includes learning that increases ordinary insight as well as areas of totality or nurseries that increase skills in carrying out special obligations". For Heidjrachman Ranupandojo and Suad Hasan in Pratama (2020:86), "Reporting that employee development is often referred to as efforts to improve skills or common insights for employees so that the application of purpose income is more effective". From this interpretation, it can be concluded that employee development is learning and guidance to justify the activities of an employee by increasing insights, skills and actions to achieve an increase in the quality of the desired activities.

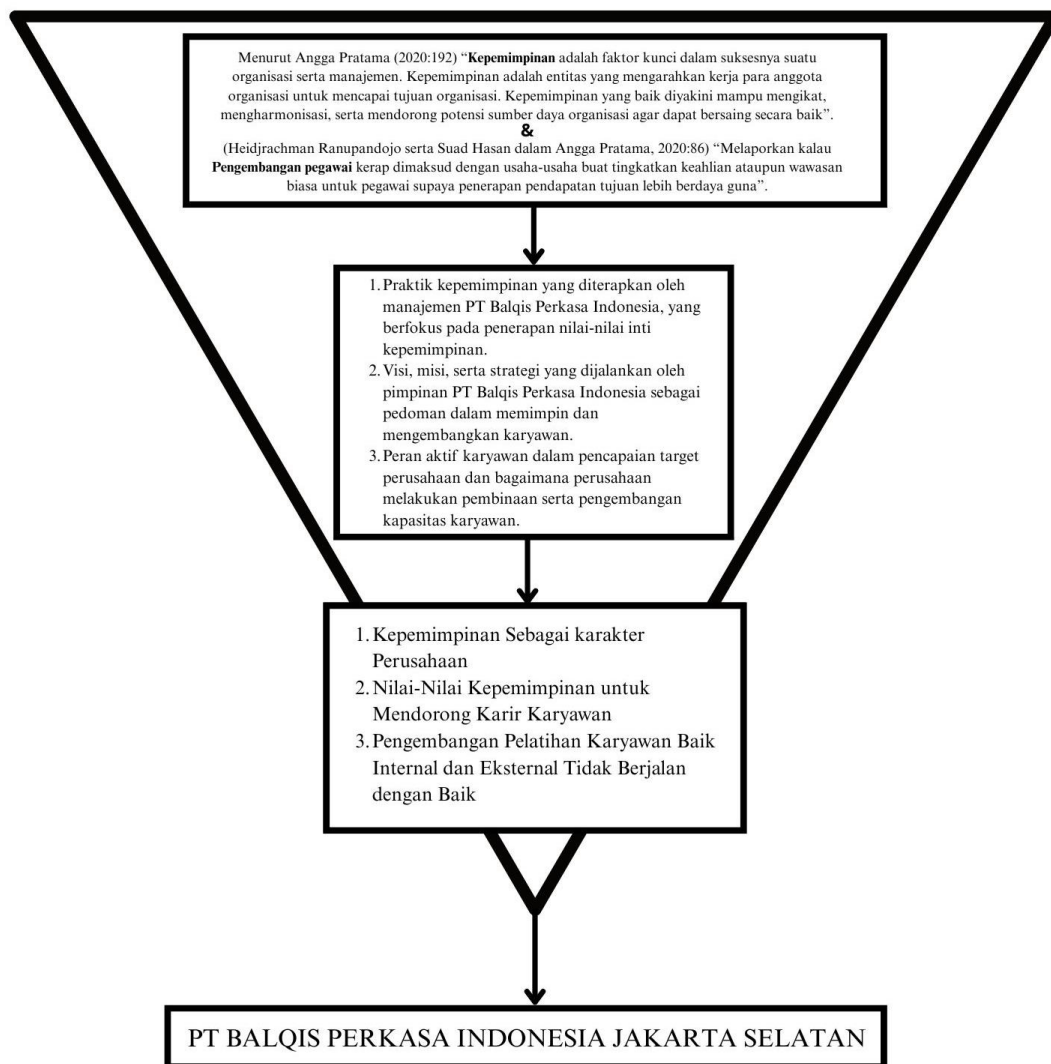


Figure 1. Frame of Mind

METHODOLOGY

In this study, the method used is qualitative descriptive with data collection techniques through in-depth interviews and focus group discussions involving various managerial and technical layers.

In the descriptive qualitative approach, the researcher does not provide treatment or manipulation of variables, but only describes the state as it is based on data obtained through observation, interviews, and documentation.

In this study, the researcher took the object of research, namely PT Balqis Perkasa Indonesia South Jakarta which is located at GMI Building/GMI Printing, Jl. Srengseng Sawah No. 4 RT/RW 002/007 Srengseng Sawah, Jagakarsa - South Jakarta.

In this study, data collection was carried out using two main sources, namely primary data and secondary data. This approach aims to obtain comprehensive and in-depth data, as well as strengthen the validity of findings through information triangulation.

RESULTS AND DISCUSSION

According to Arikunto (2020), "The unit of analysis is the smallest element or part that is the focus of observation in a study. This unit is the main object that is analyzed to answer the research questions and achieve the research objectives."

Units of analysis can be specific individuals, groups, organizations, events, or phenomena that are the subject of the study. The selection of units of analysis is very important because it determines the limitations and focus of the research, as well as influences the way data is collected and analyzed. Based on this understanding, the units of analysis in this study include:

1. Key Informant

According to Arikunto (2020), "Key informants are individuals who have knowledge, experience, or important positions that are relevant to the research object so that they can provide in-depth and reliable information. Key informants are usually chosen purposively because of the specific role or expertise they have in the context of the research". In this study, the key informants were:

- a. Mr. Andriyatna H.M, as Area Manager of PT Balqis Perkasa Indonesia, South Jakarta. As one of the highest leaders, he has an important role in the formulation and implementation of leadership values and employee development policies in the company.

2. Focus Group Discussion (FGD)

According to Prasetyo and Wulandari (2022:58), "FGD is a data collection technique that involves small group discussions with the aim of exploring participants' opinions, perceptions, and experiences on a certain topic. FGDs are designed to create dynamic interactions so that they can come up with richer ideas and information". They explained that FGDs are very effective for obtaining in-depth qualitative data because the discussion process allows the exploration of different points of view in a natural social context.

List of Informants :

- a. Muhammad Gozi Ataya (Supervision)
- b. Java Lolita (General Affair)
- c. Nurul Dwi Safitri (Head of Warehouse)
- d. Fuad Faizal (Field Technician)

3. Pestel

Analysis According to Fam et al. (2018:1-10), "PESTEL analysis is a concept in marketing principles and a tool for business analysis. This concept is applied as a tool to monitor the environment of companies in which they operate or plan to launch new projects, products and services, or to anticipate macro situations that affect the company's situation". PESTEL stands for six main factors, namely:

- a. **Political** : These factors include government policies, political stability, trade regulations, tariffs, taxation, and diplomatic relations that can affect business operations. According to Rivai and Mulyadi in Pratama (2024:54-55), "The Contribution of Science to Behavior in Organizations, Political Science Other disciplines, such as politics, history, and economics, contribute in addition to the three fields of science mentioned above. Political science studies how people and groups act in a political environment. The contribution of political science to organizational behavior, particularly in the process of persuasion, allocation of authority,

and conflict management. Meanwhile, the study of history can be studied as an example, especially when it comes to the history of famous leaders in the past or their achievements and failures. In the last chapter of economics, people's behavior when given a choice is tried to explain".

- b. **Economic** : Includes general economic conditions such as inflation, interest rates, unemployment rates, economic growth, currency exchange rates, and people's income.
- c. **Social** : Relating to social and cultural aspects of society, such as demographics, lifestyle, education level, health awareness, and evolving values and norms. According to Pratama et al (2024:39-40), "For two decades, theoretical developments in understanding the relationship between employees and colleagues in the workplace have led to the conclusion that industrial relations are based more on economic analysis. Between contract employees is considered the backbone of the nation's economy. One of the common problems that arises is the decrease in employee work capacity to be more efficient in terms of quality and quantity of output. Industrial relations research is based on transaction theory, contract theory, or principal-agent theory. The basis of the cost transaction argument is the statement that all economic transactions, including the negotiation and execution of agreements between workers, entail costs. Transaction bias defines financial or non-financial costs that are useful with the contract model and include the cost of employee coordination and motivation, the cost of monitoring employee behavior, and the cost of contract execution and execution."
- d. **Technological** : Highlights technological developments that can create opportunities or threats, including innovation, research and development, automation, and information technology change.
- e. **Environmental** : Environmental factors such as climate change, environmental policies, natural resource conservation, and pressure on environmental responsibility from companies.
- f. **Legal (Legal)**: Relating to legal and regulatory aspects that must be complied with, such as labor law, consumer protection, competition law, and intellectual property rights.

Conclusion according to Fam et al. (2018:1-10), "PESTEL analysis helps organizations to understand external contexts in strategic decision-making. By evaluating these six factors, companies can minimize risks and maximize opportunities from the external environment."

4. NVivo

According to Lili Sularmi et al (2024:30-31), "A computer program that acts as a mediator or interface between the user and the hardware is known as software or simply software, Here, the software can be considered as a translator of the commands that the user or computer user will use to operate the hardware". A computer program is known as software that functions as a means of communication or as a link between hardware and computer users. The term "software" also refers to programs that translate human commands into language that can be understood and used by the hardware. Each software is designed

with a specific purpose, helping people perform activities such as adding and subtracting numbers, calculating percentages, processing photos, and generating documents such as letters, reports, and papers. According to Haryantini et al. (2024:04-05), "The development of computer and internet networks If we compare the use of computers and the internet in the 1990s, it is certain that there has been a very rapid development of networks such as the use of interconnected LAN networks, the number of internet service providers, the increase in software functions with various types of hardware, the purchase of relatively cheap internet services, as well as relatively higher computer maintenance and production costs affordable". According to Bandur (2019:354), "NVivo is a software that is very helpful in analyzing large amounts of qualitative data efficiently and effectively. This book provides practical guidance on using NVivo, from data import, coding, to thematic analysis."

Data Collection Procedure

According to Arikunto (2020: 134) "Data collection is a systematic and standard procedure to obtain the data needed in research. Data collection techniques can be carried out through interviews, observations, questionnaires, and documentation, depending on the type of data needed and the research approach."

Data Collection Techniques:

1. Interviews – Used to dig into in-depth information from the subject directly.
2. Observation – Direct observation of the symptoms that occur in the field.
3. Questionnaire – A collection of written questions distributed to respondents.
4. Documentation – Using documents or archives as a data source.

In this study, data collection was carried out using two main sources, namely primary data and secondary data. This approach aims to obtain comprehensive and in-depth data, as well as strengthen the validity of findings through information triangulation.

1. Primary Data

According to Arikunto (2020:161), "Primary data is data obtained directly from the first source in the field by researchers through data collection techniques such as interviews, observations, and questionnaires."

In this context, a key informant is an individual who has in-depth knowledge, experience, or direct involvement in the issue being researched. Primary data collection is carried out through several techniques, including:

- a. **In-Depth Interview:** Used to explore the views, perceptions, and experiences of informants more broadly and in depth. Interviews are conducted with an open and flexible guideline, allowing the researcher to follow the direction of the conversation relevant to the topic.
- b. **Participatory or Non-Participatory Observation:** Researchers directly observe certain behaviors, social interactions, or situations to obtain contextual information.
- c. **Audiovisual Documentation:** Voice recordings, videos, and field notes are used to capture the nuances of non-verbal communication as well as reinforce the accuracy of the data obtained during the interview.

The primary data obtained is expected to provide authentic and in-depth insights about the phenomenon being studied, as well as become the main foundation in the qualitative analysis process.

Table 3. List *Key Informant* and FGD

Yes	Name	Position	Information	Sum
1	Andriyatna H. M.	<i>Manager Project/Area</i>	<i>Key Informant</i>	1
2	Mr. Gozi Ataya	<i>Supervision</i>	<i>FGD</i>	1
3	Nurul Dwi Safitri	Head of Warehouse	<i>FGD</i>	1
4	Java Lolita	<i>General Affair</i>	<i>FGD</i>	1
5	Fuad Faizal	Field Technician	<i>FGD</i>	1
	Sum			5

Source: Data processed by the author

2. Secondary Data

According to Arikunto (2020:161), "Secondary data is data obtained by researchers indirectly through intermediary media or data that is already available and collected by other parties."

Secondary data sources in this study include:

- a. Internal company documents (such as organizational structure, HR policies, annual reports, and employee training programs).
- b. Official reports, scientific journals, books, and related articles that discuss leadership theory, human resource development, as well as the context of the industry in which the organization is located.
- c. Government regulations or external policies related to human resource management in the private sector. The use of secondary data allows researchers to compare and confirm findings from primary data, as well as help strengthen interpretations of the phenomenon being studied.

Data Analysis Techniques

According to Pratama et al (2023:49-54), "Data analysis techniques or methods for analyzing data are used to be able to determine or find out how the relationship with can be measured". Therefore, it can be stated how the situation occurred in each of these posts and if it can be compared with how the reports from the previous period have. So it can be found out whether financial statements can be budgeted with actually the analysis carried out in financial statements can be done by studying or learning and knowing how the relationship or tendency with and trends occur. In order to determine how a good financial position and the results can be operated in developing the company. Data analysis methods or techniques are very important to do because in order to be able to analyze data more simply, the data can be easier to understand. Analysts must of course organize or collect how the data that must be collected, must be known to be measured and then analyze and interpret, so that the data analyzed becomes more meaningful.

1. Analysis Method

There are two known analysis methods, namely vertical analysis and horizontal analysis:

- a. Vertical analysis Vertical or static analysis is an analysis that is carried out with reporting that is analyzed using only one period,
- b. Horizontal analysis Horizontal analysis or what is usually also referred to as dynamic analysis is an analysis that can be carried out by comparing known financial statements in several periods or certain times, so that by comparing one period with another it can be known how development occurred. Horizontal analysis is usually also referred to as a dynamic financial statement that covers more than just one period. The trick is to compare one post with another post in a financial statement. Then we can find out how the financial statements of the postal posts that have been operated or compared in a certain period are. Vertical analysis is also mentioned statically because of what is concluded by this horizontal analysis, the development can be known by comparing the development of one company with another.

2. Analytical Techniques

- a. Comparative analysis. The way that can be done is to compare financial statements that exist in 2 or more periods of data that are needed to see the comparison of the analysis of the financial statements, namely being able to see the amount in rupiah or absolute data. Then how does the amount in rupiah increase or decrease and how does the percentage increase and decrease occur. The comparison that can be stated is with the percentage ratio obtained from the total analysis or analysis results using the comparison method. This financial statement can then be known how changes occur and which changes are then needed for further action.
- b. Trend percentage analysis, is a trend or tendency method by looking at how progress in a company's finances is seen in percentages so that the analysis method or technique to find out the tendencies, how the state of a financial statement is seen, how it is fixed or decreasing based on percentage.
- c. Common size statement. That is a report with a percentage component of a technique or method of analysis in finding out how to invest in the process in the total assets and also to find out how the capital structure is. In the composition per cost and what usually happens in the connection of the sale. by going through the amount.
- d. Cash flow statement analysis. It is how an analysis is in the use of cash or its sources. That is, how to analyze to find out the cause of the change in the amount of money in cash so that it can be known how it is used in cash for certain periods.
- e. Ratio analysis. Measure how the relationship occurs in the financial position statement or individual or a combination of financial statements.
- f. Gross profit. Analysis in changes in gross profit is by analyzing how the cause of the change in gross income from one period to another is known. Then it is known how the gross result in the period is assessed at the specified time.

- g. Break event. Break event analysis is an analysis to find out the level of sales the company must achieve so that the company does not suffer losses. Then it can be known whether the profit can cover the loss. The analytical technique method stated above is a beginning of the analysis process which will then be used in analyzing financial statements, so that the analysis method is needed or has the same purpose in making the data understandable well so that it can be used not as a basic reference in decision-making by the party who needs it.

Data Validity Checks

According to Arikunto (2020:168), "The validity of data in research is very important to ensure that the data obtained is truly reliable and reflects the real situation. For this reason, examination techniques such as triangulation are needed."

1. Triangulation According to Arikunto (2020:168), "Triangulation is a technique to check the validity of data by comparing and rechecking data from various sources, techniques, and times.
 - a. The types of triangulation that Arikunto explained include:
 - 1) Source triangulation - Compare data obtained from various sources.
 - 2) Triangulation techniques - Comparing the results of data collection with different techniques (interviews, observations, documentation).
 - 3) Time triangulation - Checking data at different times to see the consistency of results.

RESULTS AND DISCUSSION

Table 4. Findings of Research Results

Ye s	Factors	Findings from the Interview/Question naire	Impact on Employees	Challenges Faced	Developmen t Recommend ations
1	Leadership Style	The leadership style at PT Balqis is a mix of democratic and delegative, allowing employees to express their opinions and make decisions at their level.	Employees feel valued and motivated, but sometimes there is a vague boundary of responsibility.	The lack of consistent coordination between management and the field leads to an imbalance in supervision.	Clarify SOPs for decision-making and improve communication across divisions regularly.
2	Leadership Communication	Communication is considered to have gone well in general, but it is still less effective in conveying work directions, especially in emergency conditions.	Some employees experience confusion in tasks, lowering work effectiveness and morale.	Differences in understanding and lack of two-way communication lead to delays in important information.	Implement a regular feedback system and communication training for leaders and employees.
3	Employee Training and Development	Training programs exist, but they are uneven and irregular; they are more dependent on <i>external parties</i> .	Employees feel they lack opportunities to develop and improve <i>their skills</i> consistently.	Reliance on external training leads to schedule and material uncertainty.	Create regular internal <i>training programs</i> that are tailored to the needs of each division and employees.
4	Organizational Culture and Leadership	Work culture tends to be <i>supportive</i> , but there is a lack of focus on career development and employee character recognition.	Work motivation is quite high, but the sense of attachment to the company is not optimal.	The absence of a dedicated HR division hinders the management of potential and career development of employees.	Form an HRD division that focuses on career development and organizational culture strengthening programs.

5	Rewards and Recognition	Rewards in the form of bonuses and awards are given, but they are still felt to be less evenly distributed and less motivated to the maximum.	Outstanding employees feel less appreciated consistently, creating a sense of injustice.	Reward indicators are less transparent and communication about rewards is still minimal.	Increase the transparency of the reward system and create more varied and personalized rewards.
6	Career Path	Career promotion exists but lacks real implementation and intensive supervision.	Employees feel that there is less career certainty and are less motivated to stay for a long time.	Lack of career guidance and structured mentoring.	Develop a <i>scheduled, ongoing career mentoring and coaching</i> program.
7	The Role of Leaders in Employee Development	Leaders try to motivate and direct, but sometimes are less sensitive to the individual character of employees.	Some employees feel that they have not received full attention according to <i>their personal development</i> needs.	The variety of employee characters is not optimally touched due to a less personal approach.	Leadership training that focuses more on soft skills of leaders, including <i>emotional intelligence</i> .

Source: Data processed by researchers

Based on the results of the research reflected in Table 4.1, four main perspectives were found related to leadership values and their impact on employee development:

1. Leader's Perspective

Leaders at PT Balqis Perkasa place leadership as a process that must be based on valid data and research. This reflects a rational and measured approach to making leadership decisions. Leaders are expected to not only act on intuition or experience alone, but must also leverage factual information to address work dynamics and organizational challenges. This approach supports accuracy in the implementation of the company's vision, mission, and strategy.

2. Employee Perspective

Employees value ideal leadership as a democratic and communicative style. They want a space to express their opinions, participate in decision-making, and get serious attention from leaders to their needs and aspirations. This shows

that employees highly value openness, transparency, and inclusivity in leadership that encourage motivation, belonging, and loyalty.

3. Researcher's Perspective

The researcher views that effective leadership is flexible and adaptive, that is, being able to balance democratic and authoritarian styles according to the context of the situation. The researcher emphasized that leaders need to have situational intelligence to determine when to actively involve employees and when to make decisive decisions to maintain efficiency and smooth operations. This approach is in line with the concept of situational leadership that adapts the leadership style to the needs of the organization and the abilities of subordinates.

4. Primary Theoretical Perspective (2020:192)

Theoretically, according to Pratama (2020:192) "Leadership is a key factor in the success of an organization and management. Leadership is the entity that directs the work of the members of the organization to achieve the organization's goals. Good leadership is believed to be able to bind, harmonize, and encourage the potential of organizational resources so that they can compete well".

1. Implications for Employee Development

These findings indicate that to support optimal employee development, PT Balqis Perkasa Indonesia South Jakarta needs to:

- a. Encourage training for leaders to improve situational leadership skills.
- b. Strengthen two-way communication between leaders and employees to strike a balance between freedom of opinion and discipline.
- c. Establish a flexible evaluation system to match employee development needs to the company's operational demands.

2. Research Discussion

a. Interview Results

Based on the results of the interview I conducted, there are several shortcomings or weaknesses in leadership at PT Balqis Perkasa Indonesia South Jakarta that indirectly or directly affect employee development. Here's the analysis:

a) Key Informant Interviews

Based on the results of the interview I conducted, there are several shortcomings or weaknesses in leadership at PT Balqis Perkasa Indonesia South Jakarta that indirectly or directly affect employee development. Here's the analysis:

Lack of Leadership That Affects Employee Development The absence of a Structured and Comprehensive Employee Development Program, as evidenced by Mr. Andriyatna's statement, namely, "If there is no downward focus, it is only limited to the internal scope...". This shows that the company does not have a systematic HR development system that reaches all levels of employees, especially at the lower levels. As a result, the potential of employees can be less explored to the maximum.

a. Reliance on Internal Evaluation Without a Clear Coaching Scheme

"Although evaluations are carried out periodically based on KPIs, there is no concrete follow-up in the form of further training, mentoring, or coaching. Evaluation is only a measuring tool, not a development tool."

b. Lack of Focus on Low-Level Employees

"The leader said that development is more focused on the internal scope and has not reached all lines. This can lead to inequality of ability between employee levels and hinder the formation of an overall strong work culture."

c. Limitations of Massive External Collaboration

"Although there has been an intention and a little implementation of cooperation with ASPPHAMI and government agencies, the realization is still limited. Companies should be more aggressive in establishing partnerships for formal training and employee competency improvement."

d. Employee Development Has Not Been Integrated with Long-Term Career Planning

"There is no clear explanation of career paths or career development levels for employees. This can reduce motivation and loyalty because employees don't see a definite direction of growth in the company."

e. Lack of Innovation in Leadership Methods

"Leaders still rely on conventional patterns in fostering employees without digitalization strategies, training personalization, or modern management approaches such as coaching leadership, agile management, or a continuous learning culture."

b) The Impact of This Shortage on Employee Development

- 1) Competency development is slow, due to the lack of access to training and coaching.
- 2) Employees are less motivated to grow, because there is no career path system that encourages long-term achievement.
- 3) Individual potential is not explored optimally, due to the lack of a personal approach to the development needs of each employee.
- 4) Turnover rates can increase, because employees don't feel valued or have a clear future in the company.
- 5) Team productivity can be stagnant, because not all employees develop equally.

c) FGD Interview

From the results of the FGD with employees at PT Balqis Perkasa Indonesia South Jakarta, here is a summary of what each employee actually feels about the company's leadership and its impact on employee development:

General Feelings about Leadership

- a. In general, employees feel that the leadership style applied is a mixture between democratic and delegative.
- b. They feel given space to express their opinions, participate in decision-making, and get clear direction from the leadership.

Openness and Communication

- a. Many employees feel that communication has gone well, both between superiors and subordinates as well as between divisions.

- b. However, there is still a desire for more frequent, more structured, and more thorough communication, especially to align the company's vision, mission, and goals.
- c. Employees want regular discussion or brainstorming forums to be able to convey ideas and feedback more optimally.

Employee Development

- a. Training and development programs are already in place, but they have not been felt equally by all employees, especially for field technicians and non-core employees.
- b. Employees feel that the training provided is not periodic and thorough, so that their skills and knowledge have not been developed optimally.
- c. They also want training not only for field technicians, but also for administrative and warehouse employees to better understand cross-functional work.

Motivation and Rewards

- a. The reward system already exists and is appreciated, both in the form of bonuses, awards, and additional leave.
- b. However, some employees wish there would be more routine recognition and motivation and not just focus on quantitative results.

Career Direction and Guidance

- a. Employees feel that encouragement and direction related to career paths are still minimal and unstructured.
- b. They want more intensive guidance and supervision from leaders so that career development can be clearer and more directed.
- c. Some feel that direction is only limited to formal meetings and there is no continuous follow-up assistance.

Work Culture and Leadership Influence

- a. Employees feel that leadership is enough to protect and motivate them at work.
- b. However, they want leaders who are more active in building a strong professional and collaborative work culture.
- c. Leaders are considered to have to listen more often, open discussion spaces, and follow up on input in real terms.

Employees at PT Balqis Perkasa Indonesia feel communicative leadership and provide space for participation, but they also feel unmet needs in terms of:

- a. Consistency and equity in training and skills development
- b. More structured career direction and mentoring
- c. More frequent communication and discussion forums
- d. Continuous recognition and motivation, not only based on work results
- e. The impact of this condition is that employee development becomes less than optimal and has not fully encouraged their best potential in the Company.

2. Analysis Results

Based on the analysis that has been carried out by the researcher, starting from Interviews, PESTEL Analysis and Nvivo. All research techniques lead to conformity with the title of the researcher taken. Starting from the results of the key informant interview who explained the unstable development and training

to employees so that the quality of employees tends to be slow and rely on initiatives to learn on their own. As well as interviews with employees, they also explained the need for employee training and development. Then from the results of the PESTEL analysis, the researcher also found relevant data according to the table that has been attached, that all factors explain that leadership is very important in employee development. PESTEL analysis indicates its accuracy in the implementation of research so that it can explain the exact situation, starting from the following factors:

- a. Politics explained that, Cooperation with related agencies and associations such as ASPPHAMI
- b. Economics explains that, The availability of funds for training and rewarding
- c. Social explains that, Affects the values of leadership applied such as communication and loyalty
- d. Technology explains that, Facilitating the implementation of employee training and evaluation
- e. Environment explains that, The development of employees with environmental awareness in daily work.
- f. The law explains that, Compliance with the Labor Law and routine evaluation

From this analysis, it can be illustrated that the condition of the Company must continue to be able to improve its quality by improving the quality of leadership and the quality of its employees by being equally open in realizing the Company's ideals towards progress. Then in relation to Nvivo, that Nvivo actually describes a different picture Nvivo found an explanation that the leadership values at PT Balqis Perkasa Indonesia South Jakarta have become an important foundation in employee development, but still need to be perfected with a more planned internal development program and strong structural support. Adaptive, communicative, and visionary leadership is the key to success in building competent human resources and ready to face future challenges. Simply put, the interview with the key informant leads more to the suitability of Nvivo while the FGD interview leads to the PESTEL analysis.

CONCLUSION AND RECOMMENDATION

Based on the results of the research on the Analysis of Leadership Values in Employee Development of PT Balqis Perkasa Indonesia South Jakarta, it can be concluded that several important things are as follows:

- i. The leadership values at PT Balqis Perkasa Indonesia South Jakarta still need to be reviewed and adjusted to the dynamics of employee needs and organizational development. Although some aspects of leadership have been implemented, they do not reflect adaptive and innovative leadership that is able to drive significant improvements in employee performance and loyalty.
2. The absence of a formal HR division indicates a lack of a professional and systematic human resource management structure. This has the potential to create obstacles in competency development, career management, and objective employee performance assessment, thereby hindering the growth potential of individuals and the organization as a whole.
3. Although there are rewards and salary increases, the existing reward mechanism is not fully effective in motivating employees in a sustainable manner. The development of a reward system that is more integrated with the company's goals and employee needs needs to be designed to increase productivity and create a more positive work culture.
4. Overall, leadership development that focuses on improving managerial and communication skills, as well as strengthening the human resource management system based on data and strategy, is very necessary so that PT Balqis Perkasa Indonesia South Jakarta is able to compete and develop in an era of increasingly complex business competition.

FUTHER STUDY

Based on the results of the research and the conclusions that have been obtained, the author proposes the following suggestions:

- i. Organizational Structure Improvement of PT Balqis Perkasa Indonesia South Jakarta is advised to evaluate and improve the organizational structure so that there is no one individual holding several positions at once. A clear division of duties and responsibilities will help clarify leadership roles and increase the effectiveness of employee development.
2. Establishment and Strengthening of HR Division Companies should immediately form a Human Resources (HR) division that focuses on managing human resources professionally and systematically. This division is essential for managing training programs, career development, performance evaluations, and fair rewards.
3. Sustainable Leadership Training Continuous leadership training and development needs to be carried out so that leaders can apply leadership values that are more adaptive, communicative, and able to motivate employees in the face of business dynamics.
4. Development of an Integrated Reward System Existing reward system must be developed to be more integrated with the work results and achievements of individuals and teams, as well as tailored to the needs and motivations of employees to increase loyalty and productivity.
5. Implementation of Data-Based HR Management System It is recommended that companies implement a data-based human resource management system to facilitate monitoring and evaluation of employee development, as well as support appropriate strategic decision-making.
6. Follow-up Research For subsequent research, it is recommended to conduct comparative studies with other companies that have different organizational structures and employee development systems, as well as add external variables that can affect the effectiveness of leadership and employee development.

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