

Analysis Of Leadership Style In Improving The Performance Of Employees Of The National Narcotics Agency Of Karawang District

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ABSTRACT

Submitted: **Purpose of the study** — This research aims to understand how leadership style can improve employee work performance at the Karawang Regency National Narcotics Agency office.
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Accepted: **Research method**— The study employs a qualitative descriptive research technique. Data was collected using a triangulation strategy, incorporating multiple data sources, including observations, documentation, and structured interviews with 5 informants from various positions, including TU staff, rehabilitation staff, P2M staff, head of general subdivision, and eradication staff.
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Published: **Result**— The findings indicate that the leaders at BNNK utilize a democratic leadership style, characterized by inclusive decision-making and open communication. This approach fosters a supportive work environment, encouraging employee participation and feedback. As a result, employee performance is reported to be fairly stable, with increased job satisfaction, motivation, and collaboration among staff. The democratic leadership style not only enhances team cohesion but also contributes to effective problem-solving and innovation within the agency.
01-15, 2025

Conclusion— The application of a democratic leadership style by BNNK leaders positively influences employee performance at the National Narcotics Agency in Karawang, demonstrating that effective leadership is crucial for achieving organizational goals and maintaining high levels of employee engagement.

Keywords: Leadership Style, Performance, Karawang Regency National Narcotics Agency.



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INTRODUCTION

A formal or informal organization certainly requires human resources that have very valuable high quality, because they are valuable assets in forming a successful organizational

culture, therefore in an organization of course it requires quality human resources to build a good organizational culture in determining success. In the process of achieving these goals, a leader is needed who has the ability to be tasked with building and developing the organization structurally, ideally, and functionally so that it can achieve the vision and mission of the organization that has been set (Astriani & Purnama, 2020).

The National Narcotics Agency of Karawang Regency was established on January 1, 2012 and operates in Karawang. The establishment of this agency is based on Law Number 35 of 2009 concerning Narcotics, Presidential Regulation Number 23 of 2010 concerning the National Narcotics Agency, Regulation of the Head of the National Narcotics Agency Number 7 of 2017 concerning the Fourth Amendment to the Regulation of the Head of the National Narcotics Agency Number 3 of 2015 concerning the Organization and Work Procedures of the National Narcotics Agency of the Province and the National Narcotics Agency of the Regency/City. BNNK Karawang is part of the BNN RI and is tasked with implementing and improving prevention, eradication, and drug abuse and illicit trafficking programs in Karawang Regency.

All organizations or companies need assets to achieve their goals. To achieve these goals, the company expects optimal performance from employees. With high performance, the company can plan various policies to achieve the company's goals. Work activities carry substantial advantages in achieving the goals of an organization (Zainul, 2022).

Performance is the result of work that can be obtained by workers, performance is a real behavior implemented by each individual as an achievement carried out by every company effort to achieve its goals, the role of employees and their performance have a very important role. For this reason, performance is something that is done by someone who must be done optimally to fulfill the rights that must be fulfilled with the duties and functions given (Jaya et al., 2020).

Based on direct field observations, the author observed that in terms of employees, the leadership was less responsive to orders given by the leadership, this was because employees considered the leadership too much as colleagues as if there was no professionalism in working, employees were less disciplined about time so that they were sometimes late for work so that their tasks were not completed on time, BNN Karawang employees were disciplined in working together and had the initiative in completing their tasks. BNN Karawang employees also uphold honesty and responsibility regarding their performance.

The leadership style of a leader can affect the performance of employees in an institution or organization. Where each type of leadership style has positive and negative impacts. Based on observations, the leadership style taken by the leadership has several positive impacts that need to be analyzed further so that employee performance can be controlled and provide better changes

In order to achieve the predetermined performance targets, it is necessary to use performance indicators that can measure the level of performance success listed in the 2023 BNNK Karawang Performance Agreement which consists of 1 activity performance indicator,

namely: Percentage of drug abusers and addicts who experienced an improvement in their quality of life with target 100% realization 90% Target Achievement 90%.

Table 1. Results of analysis regarding improving quality of life

Quality of Life Domain	Total Respondents (Clients)	Respondents Who Experienced Improvement (Clients)	Value % IKK Improvement in Quality of Life	Description of Achievement
Physical	42	38	90	Quite Improved
Psychological	42	34	81	Quite Improved
Social Relationships	42	32	76	Quite Improved
Environment	42	32	76	Quite Improved
Average of All Domains			80,75	Quite Improved

Source: National Narcotics Agency of Karawang Regency 2023

Based on Table 1 Results of analysis regarding improving quality of life at the BNNK Karawang Primary Clinic service, in the physical domain there was 1 (one) client who was stagnant in the sense that the client's quality of life did not decrease or increase. In the Psychological, Social Relations, and Environmental domains, all clients experienced an increase in quality of life. Overall, the quality of life of clients undergoing the rehabilitation program almost reached the target of 100% and the achievement was 80.75% (19.25% less to achieve the target). The performance achievements of BNNK Karawang have tended to be stable in achieving the specified targets. This can be said to be stable because every year the patients who are rehabilitated almost or even exceed the target. Therefore, to improve employee performance, focus needs to be given to the leadership style used by the organization. This involves efforts to ensure that the leadership style used by leaders supports improvements in employee performance.

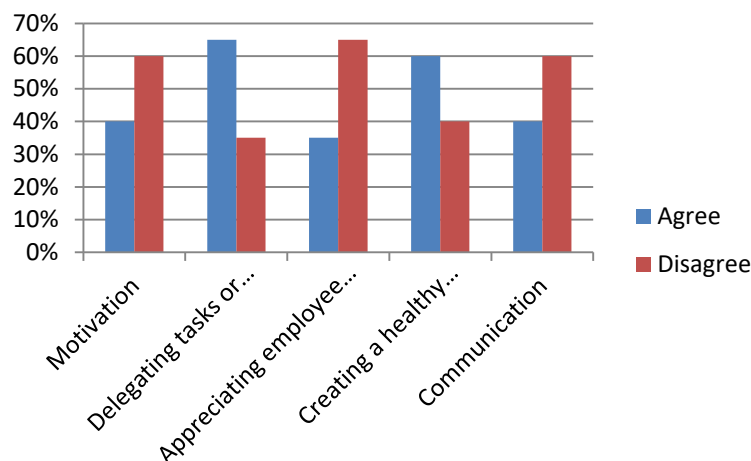


Figure 1. Pre-survey on leadership style analysis

Source: National Narcotics Agency of Karawang Regency2023

Based on the results of the pre-survey above, it is the result of a pre-survey on the analysis of the leadership style of the National Narcotics Agency of Karawang Regency. Leadership style has an influence on employees and companies or agencies. Several indicators such as communication, motivation, creating a healthy work environment and also delegating tasks or authority are factors that have an influence on leadership style at the National Narcotics Agency of Karawang Regency.

The profitability of a company is influenced by the skills of a leader in motivating his team members to work together in executing their tasks in an effective and efficient manner (Efendi, 2020). There are several indicators that influence leadership style at the National Narcotics Agency of Karawang Regency.

An organization can be said to be successful depending on the leadership style applied by superiors who are responsible for the implementation and performance of all positions under their responsibility. Effective leaders are those who are able to guide organizations or companies towards extraordinary achievements and compete healthily to stay at the forefront while paying attention to the welfare of their employees (Purnawan et al., 2023)

The researcher conducted direct observations in the field and found that the leadership style applied to the Karawang National Narcotics Agency lacked a firm character, which gave rise to a feeling of disrespect for the leader. The leadership style of the Karawang BNNK applies a democratic leadership style, because the leader gives freedom in carrying out tasks and the superiors provide the opportunity to make decisions and opinions in their respective fields. Regarding the willingness of superiors to encourage subordinates to express ideas and suggestions, it can also be relied on so that employees are enthusiastic about working and motivated. The level of leadership attention to employee work performance is also prioritized.

A leader basically has a variety of leadership styles in providing motivation to employees because this style has a major influence on the behavior of subordinates and is also a key factor in the success of an organization or business. In order to achieve this success, the leader needs to be able to make efforts to create a quality workforce so that it can improve employee performance in achieving the company's targets. (Fauziah et al., 2023). In addition to being based on the problems above, this study conducted a research gap according to (Joko Hadi Pranoto, Mohammad Zainul, 2022) field observations and interviews at PT. Harapan Jaya Sentosa Abadi, showing that the leadership style of PT. Harapan Jaya Sentosa Abadi applies a democratic style. Meanwhile, according to (Putri, 2021) In the results of interviews conducted with employees at PT at the manager level, it was seen that leadership techniques were the basis for carrying out the Telkom Akses Banjarmasin collaboration. This leadership model is often applied in certain situations, such as when holding monthly meetings where each team member is given the opportunity to express their own opinions. In addition, it is also used when employee performance decreases. Shows that the leadership style at PT. Telkom Akses Banjarmasin applies an authoritarian style. The purpose of this study was to identify how leadership styles can improve employee performance at the National Narcotics Agency office, Karawang Regency.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

Human Resource Management

According to (Nurhayati, 2018) it is stated that human resources are an interpretation of Man power management. Personnel management or employee management refers to the management of human elements within an organization. Some experts say that human resources are all the potential and skills possessed by individuals in an organization or society that can be used to achieve goals and success. Thought (Al Fadjar, 2018) an individual who works as a driving force of an organization, be it an institution or a company, and has an important role as an investment that needs to be trained and developed. Human resource management is the knowledge and method for managing individuals with efficiency and effectiveness, so as to achieve common goals between the company, employees, and society. Human resources are based on the principle that every employee is an individual who has human rights and needs, not just as a tool or resource for business interests.

According to (Eri, 2019) something related to utilizing human abilities in carrying out a task in the most optimal and efficient way, both employees and society can achieve the expected level of success in the company. Several HR theories according to experts, including according to (Uyyun, 2021), argue that human resource management (HR) involves aspects of science and art in managing the interaction and role of the workforce in order to make effective and efficient contributions to achieving the goals of the company, employees, and society as a whole. Personnel administration involves arranging the placement of individuals within an organization. The interpretation and application of human resources involves a series of actions, including recruitment, management, placement, coaching, training, and education of the human workforce. Edwin B. defines Human Resource Management (HR) differently. Flippo (2019) states that Flippo's Human Resource Management involves planning, organizing, directing, and supervising all activities related to the recruitment, development, rewarding, integration, maintenance, and termination of employment with human resources. The purpose of this management is to achieve various goals involving individuals, organizations, and society. (Eri, 2019).

Human Resource Management (HRM) is the process of utilizing the workforce within an organization, which involves various functions, such as human resource planning, recruitment and selection, human resource development, career planning and development, compensation and security, and industrial relations. (Marwansyah, 2010) It can be synthesized from several definitions above. Human resource management is a management in utilizing self-potential, skills, skills within an organization in helping and developing the potentials that are owned so that they can realize the company's goals individually with quality.

The main purpose of Human Resource Management (HRM) is to ensure that the company can achieve success through good achievements from employees. This system has the potential to become an organizational asset that allows the company or organization to increase

knowledge and take advantage of various new opportunities. In addition, human resource management (HR) is considered very important to maximize the effectiveness of all employees in a company (Fachrurazi, et al., 2021). Based on Law of the Republic of Indonesia Number 13 of 2003 concerning Manpower Article 4, the purpose of developing human resource management (HRM) policies is to optimize and utilize the workforce effectively and humanely, create equal employment opportunities and provide workers in accordance with national and regional development needs, protect the rights of workers to achieve welfare, and improve the welfare of workers and their families. More specifically, HRM aims to assist line managers and other functional managers in managing employees more efficiently.

Organizational Behavior

The way humans behave is the result of various experiences and relationships with their surroundings which are reflected in knowledge, attitudes, and actions. In other words, behavior is how a person responds to external and internal stimuli. This reaction can be inactive (without action: thinking, thinking, behaving) or active (taking action). According to this limitation, health behavior can be explained as how a person experiences and interacts with their surroundings, especially related to knowledge and attitudes towards health (Darim, 2020).

In an organization there is organizational behavior which according to (Darim, 2020) states that the study of organizational behavior involves research on human behavior in a group or organization. Organizational behavior is often referred to as the understanding or translation of organizational behavior, but apart from that OB is often interpreted as Organizational Culture. The explanation given by Robbins is that organizational behavior consists of two main elements. First, behavior related to human actions and can be measured objectively. Second, the organization as a social entity consists of two or more people who work together and coordinated to achieve the same goal (Prasetyo, 2018).

The role of a leader in an organization cannot be separated. Leadership in an organization is a concept in which a leader has a role in helping members of the organization achieve the goals set by the organization. In practice, the implementation factors of leadership traits include integrity of knowledge, courage, initiative, wisdom, fairness, and selflessness. Therefore, in addition to focusing on achieving goals, a leader must also have a leadership style that is considered appropriate to create a good organizational culture and achieve organizational growth in achieving the goals that have been set together (Fauzi et al., 2023).

Basically, leadership is a style that emphasizes appearance as a leader. Leadership in a general sense can be interpreted as the ability to direct a group towards achieving goals in a particular situation. With this, it can be concluded that leadership involves interactions between leaders, followers, and the current situation (Adnan & Hamim, 2015). According to several experts, organizational behavior is a discipline of study that examines the impact of individuals, groups, and structures on human behavior, with the aim of applying this knowledge to improve organizational effectiveness. Understanding behavior as part of organizational culture can only be achieved if we understand the factors that influence the thinking of the

subject. Organizational Behavior encompasses a complex set of ideologies, symbols, and core values that apply within a company and influence how the company operates. Strengthening organizational culture is a primary responsibility in effective strategic leadership (Prasetyo, 2018).

From the explanation of the theory above, it is clear that organizational behavior is closely related to research on the factors that influence human behavior in an organization and its impact on organizational performance. Building positive attitudes and habits in the organization and following new technical developments can provide convenience in the process, provided that all members of the organization recognize the importance of each task carried out within the institution; each individual must contribute values to their work; continuous learning is important for all members of the organization; teamwork is the key to successful task implementation; and problems will be resolved well if the team is jointly responsible for finding the right solution. Organizational behavior aims to predict, explain, and control interrelated phenomena. Studying all three is important for organizations in order to be able to conduct evaluations and analyses that lead to the next steps to achieve effectiveness.

Leadership Style

Leadership style refers to the way a leader works and behaves when giving directions to his subordinates to carry out actions. So effective leadership is when a leader shows traits and actions that guide his subordinates in carrying out their tasks (Kurniawan, 2020). According to Kartono in (Harbelia Retna Kumala, 2018) leadership style refers to the way a leader deals with and influences the performance of his team members. This involves a combination of outlook on life, skills, characteristics, and attitudes that are often used by a leader in carrying out his duties. According to (Hidayat, 2018) Leadership style is a pattern of behavior that is deliberately designed to influence subordinates to achieve optimal performance. This aims to ensure that the organization and organizational goals can be achieved optimally, as well as to motivate employees to increase productivity.

According to Rivai in (Ginting et al., 2019) the type of leadership is a characteristic of a group of people that has been used by the leader to influence members in achieving organizational goals or it can also be said that leadership style is a pattern of action that is preferred and often carried out by a leader. Meanwhile, according to (Harbelia Retna Kumala, 2018) the way to carry out leadership is an action and plan, which arises from a combination of thoughts, expertise, character, and attitudes that are usually practiced by a leader in his efforts to influence the performance of his team members. It can be synthesized that leadership style is a leader's strategy in implementing all means with his ability to protect and guide his subordinates in terms of approach, so that leaders can do all their skills in an organization or individual. For this reason, leadership style is very important for a leader in behaving and acting towards his subordinates.

Types of Leadership Styles

According to (Priansa., 2016) the types of leadership styles are as follows

1. Personal leadership. This leadership style is characterized by a strong personal relationship between superiors and employees.
2. Non-personal leadership. Leaders who use this approach do not build close relationships with their staff. The organizational hierarchy is maintained using written directions and detailed plans.
3. Authoritarian leadership. The leader in this model acts unilaterally and considers himself superior to others. His employees do not follow his orders freely, but rather because of pressure and coercion. This type is very dominant and does not allow employees to express their opinions. Communication only takes place in one direction and all instructions must be obeyed. An autocratic leadership style can make employees feel less appreciated. However, an advantage that arises is that the work pattern according to plan can have a positive impact. The negative effect is the emergence of demonstrations because workers are not given the opportunity to express their opinions.
4. Talent leadership (indigenous leadership). This style is related to leaders who have a natural talent for leadership. His followers enthusiastically follow him because they believe that he has extraordinary leadership skills, as if he was born to take over. Leaders in this category have an easy time motivating and moving their subordinates because they are respected and their abilities are recognized.
5. Democratic leadership. In this style, leaders often consult with their team members to find the best method for completing work. This makes subordinates feel appreciated and have influence in decision making. They work because of a sense of responsibility and awareness of their duties, not because of coercion. This leadership style is widely liked by employees. Each team member is given the freedom to voice their ideas and views in order to achieve common goals. Performance management becomes easier for superiors who apply this style because coordination will occur naturally. However, deficiencies in supervision occur because it is assumed that all workers have an equal position. According to research results (Rismayadi, 2022), the correlation between a leader's leadership style and job satisfaction has the highest correlation value, which means that leadership style greatly influences employee performance and satisfaction.

Employee Performance

According to (Ansory Al Fadjar, 2018) performance assessment is the result of productivity and competence demonstrated by an employee in completing the tasks entrusted to him/her. According to (Harbelia Retna Kumala, 2018) performance is organizational behavior that is directly related to the manufacture of products or the provision of services. Performance is often viewed as the result of task achievement that comes from the thinking of activities required by workers. According to (Ganyang, 2018) performance refers to how effective and efficient an employee is in carrying out his/her duties in a company or organization during a

certain period. From various interpretations of employee performance given by experts, it can be concluded that employee performance is the work result produced by employees in carrying out and completing tasks given by their superiors or leaders, both in terms of quality and quantity, according to the needs of the company.

According to (Wilson, 2012) Performance refers to the results that can be achieved by a person according to the existing job requirements. A task requires special requirements to achieve its goals which are also known as work standards. Therefore, work standards are the level expected to complete tasks well by employees in an organization. Employee performance is the result of individual or group efforts and achievements in carrying out assigned tasks and being responsible for achieving organizational goals.

According to (Kaswan, 2012), there are three factors that influence performance, namely:

- a. Ability is something that reflects employee talent and skills, which includes intelligence, communication skills, and knowledge of work.
- b. Motivation factors can be influenced by several external factors such as rewards and punishments, but in the end it is a decision within the individual how much they focus their energy on completing their tasks.
- c. Situational/system factors are a series of organizational characteristics that have the ability to influence work results for good or bad.

According to the research results (Pertiwi & Savitri, 2021), the factors that influence employee performance include competence, work discipline, work motivation towards employee performance where the three components have a positive influence on employee performance in an agency or organization. From several definitions above, it can be synthesized that employee performance is the result of quality work in carrying out their duties and obligations with a sense of responsibility in accordance with what is assigned to them, therefore the quality of quality human resources influences the employee performance process to produce good work progress.

B. HYPOTESIS DEVELOPMENT

The implementation of a specific leadership style in each organization is one of the significant factors that can influence the success of the agency in achieving the goals set. Along with that, it is very important to implement a leadership style, including in the National Narcotics Agency of Karawang Regency. It is hoped that with effective leadership, it can increase employee productivity and strengthen teamwork so that organizational goals can be achieved optimally as shown in the following picture:

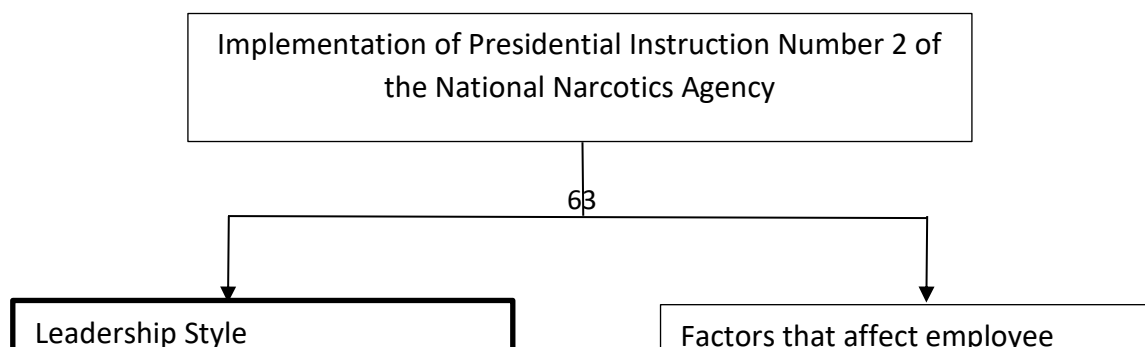


Figure 2. Research framework

A proposition in this sense is a statement about an idea or structure that can be relied upon, evaluated, or tested for truth to explain or anticipate qualitative events. Based on the research paradigm, the research propositions are as follows:

1. The leadership style that best supports improving employee performance is a democratic leadership style.
2. Analysis of Leadership Style plays a role in improving employee performance.

METHOD

a. Research Design

The author uses qualitative descriptive research techniques in this study. According to (Sugiyono, 2016), qualitative research is conducted in a "natural setting", so this study is also

called a "naturalistic research method". Qualitative research techniques are based on postpositivism, which emphasizes conducting research in the natural setting of the research object with the researcher as the main instrument. The data for this study were collected using a triangulation strategy, or the use of multiple data sources to reach a conclusion. Data research was conducted using an inductive method that has a qualitative nature, and the findings of this study prioritize interpretation of meaning rather than generalization.

Descriptive research is a type of research conducted with the aim of understanding or describing the situation, conditions, or other elements mentioned above in the form of a research report (Suharsimi, 2013). Understanding phenomena, whatever their form (form, action, quality, change, relationship, similarity, and difference), is the main objective of descriptive research.

The researcher in this study was interested in hearing the problems experienced by both employees and leaders. The main purpose of this study is to provide an overview of what actually happened throughout the investigation by revealing events or facts, circumstances, phenomena, variables, and situations.

b. Participation, Time and Location of Research

According to (Yin, 2018) Participants refer to individuals, either one or more people, who are sourced from the case study being analyzed and will then be interviewed or asked to review the draft report of the case study in question. The data triangulation process which includes interviews, observations, and documentation is used by both participants who also have knowledge or expertise in their respective fields and have a deep understanding related to the research context.

This research started from October 2023 to April 2024 with a period of approximately 7 months. This research was conducted at the Karawang Regency National Narcotics Agency (BNNK) located at Jl. Husni Hamid No. 24, Nagasari, Kec. West Karawang, Karawang, West Java 41312.

Population (Sugiyono, 2016) "Statistics for research" According to Sumadi Suryabrata, generalization includes areas involving objects or subjects that have the number and characteristics determined by the researcher to be studied, and then draw conclusions from the results of the study. The population studied was all staff working at the BNNK Karawang office totaling 28 individuals. The sample is a part that represents certain elements of a population. In the sampling method used by the author is a purposive sample, as explained in the information.

c. Data Collection Techniques

The data collection method is a strategy for obtaining the information needed in a study. According to (Sugiyono, 2017) the data collection method is an approach that uses scientific methods to obtain accurate and valid data with the aim of being proven, developed to

obtain a better understanding, and used to overcome problems and anticipate existing problems. In collecting data, this research used data triangulation techniques, namely a combination of interviews, observations and documentation. The first is a literature study, namely by collecting related information and previous theories, the second is through field studies by conducting observations and interviews.

1. Observation. The observation carried out in this study was by visiting employees and leaders at BNNK Karawang to observe more deeply regarding the research object.
2. Interview. The type of interview used is a structured interview by preparing the tools and instruments needed for the interview. Technically, the interview activities that will be carried out, first is to conduct direct interviews with sources, to employees and leaders of BNNK Karawang by submitting several draft questions that have been prepared in advance. The second is if the first method has constraints while the time to immediately obtain and collect data is getting tighter, then the interview is conducted via telephone, via zoom, or other media that are considered capable of conducting interviews.
3. Documentation. In this study, documentation includes draft questions, interview results, pictures of the work environment at BNNK Karawang and other relevant documents.

d. Data Collection Sources

1. Primary Data

According to (Sugiyono, 2018) Primary Data refers to data sources that provide direct information to researchers. Regarding data collection in this study, researchers used observation and interviews as the methods used. The author of this study conducted interviews as part of the research method carried out with BNNK Karawang employees, BNNK Karawang leaders and related parties.

2. Secondary Data

According to (Sugiyono, 2018) Secondary data is a type of data that is not provided directly to data collectors, but is obtained through other parties or their documents such as documentation and bibliographies.

e. Data Analysis Techniques

According to (Sugiyono, 2016) Data analysis techniques are a process involved in qualitative data analysis that is carried out interactively and continuously until completion, so that the data no longer provides new information. Activities in the data analysis process are reducing the amount of data, presenting data, drawing conclusions.

1. Data reduction. The goal is to reduce the complexity of the data to provide a more complete picture and facilitate the collection of more data, if needed.
2. Data presentation. After the data has been reduced, the next step is to display the data. The steps are:

- a) Process the data and prepare everything for analysis. Copy interviews, scan documents, document field data, or categorize previously collected information.
- b) Read all the data.
- c) Involves re-presenting the results of data analysis in the form of a narrative or qualitative report. The researcher will explain the themes found, describe the results of the analysis and relate them to the object and objectives of the research.
- d) The last step is to interpret or give meaning to the data. This involves a deeper understanding of the research results, where the researcher will try to understand the essence of the idea or research results.

f. Data Validation

In this study, triangulation was carried out. According to (Wijaya, 2018) data triangulation is a technique for checking sources analyzed from various sources in various ways and at various times by combining interview data, data from observation results, and related documents. To test the validity of the data, the researcher will use the triangulation method. (Sugiyono, 2017), Triangulation is a data collection technique that involves combining various existing techniques and data sources. In this qualitative research, technical triangulation can be carried out by collecting data through relevant interviews and comparing them with the results of observations made on employees and leaders working at BNNK Karawang. In this way, researchers can test the validity and reliability of the data collected to ensure that the research results accurately reflect the phenomena being studied.

RESULTS AND DISCUSSION

A. RESULTS

The results of this qualitative research data were collected from observations, documentation, and structured interviews directly at the research location, especially the National Narcotics Agency in Karawang. In this study, there were 5 informants, including TU staff, rehabilitation staff, P2M staff, general sub-section heads and eradication staff (as external). Meanwhile, the party providing information is an authoritative party and agrees to the author's presentation in this study. The author conducted research with data validation in the form of source triangulation and technical triangulation to explain the credibility of the research data.

A. Leadership Style

Leadership style is a leader can be defined as the approach he takes to influence the actions of his subordinates in order to increase work enthusiasm, job satisfaction, and productivity in the workplace in achieving the best possible organizational results

(Hasibuan, 2016). Each leadership style has its own advantages and disadvantages and can be suitable in various contexts. The success of a leader often depends on his ability to choose and apply the appropriate leadership style to achieve the desired results. To obtain data on the leadership style applied by BNN Karawang, researchers conducted direct field observations and conducted interviews with several employees at BNNK Karawang with 5 informants including TU staff, rehabilitation staff, P2M staff, eradication staff, and general sub-section heads. The results of the interviews are as follows:

1. Decision-Making Ability

Decision-making is one of the prominent aspects and can provide important insights into how a leader interacts with his employees. The interview results are as follows:

- a) Informant 1 said that "the way leaders make decisions is by involving various points of view and accommodating several ideas with further consideration, so that the decisions taken get better results".
- b) Informant 2 said that "the way leaders make decisions in considering a problem is by involving several related employees so that these employees can participate in making decisions that are also definitely considered by the leader".
- c) Informant 3 said that "the decision-making leader will hold a meeting to discuss in order to get input from the employee's point of view, however not all existing problems can be discussed with employees because their domain is only for the leader".
- d) Informant 4 said that "if a problem occurs, the leader always involves his subordinates to discuss the problems that are happening, in decision-making sometimes we as subordinates feel that we are always appreciated in order to discuss and formulate the existing problems."

Informant 5 said that "in terms of decision making, leaders often involve or formulate with several of their employees, because to take the benefits and also the good steps, leaders often discuss when making decisions."

The results of the interview above can be interpreted that the way leaders at BNNK Karawang make decisions in a problem is by involving several points of view and accommodating input from ideas given so that leaders can make decisions more precisely, besides this democratic approach can also create a better and more communicative working atmosphere, this can also strengthen the sense of ownership and responsibility for the results of the decisions taken.

2. Communication Skills

Leadership style can be seen from communication. The ability to express oneself in effective communication is expressing messages, ideas, or thoughts to others in such

a way that they truly understand the intended meaning, both verbally and nonverbally according to (Kartono, 2017).

- a) Informant 1 said that "leaders have good communication, every day when starting their work routine, leaders always hold a briefing to provide direction to employees regarding the tasks to be completed that day.
- b) Informant 2 said that "the leader gives attention such as always asking about obstacles related to the tasks being carried out, if there are complaints from employees, the leader always listens and provides suggestions or feedback to employees.
- c) Informant 3 said that "the leader always gives orders when there are urgent tasks, when the leader has free time, he always invites employees to discuss work."
- d) Informant 4 said "the leader has good communication with his subordinates, the leader also often gives small attentions and also does not hesitate to invite to discuss with his subordinates."
- e) Informant 5 said "one of the good things for us is having a leader who always holds discussions or listens to the complaints of his subordinates, this is a positive thing for us because the leader always pays attention to things that we think are not too much of a problem."

The results of the interview above can be interpreted as the way the leader communicates with employees at BNNK Karawang that the leader always provides direction either through briefings or directly in the field, the leader can also participate in providing suggestions so that employees feel they have an important role in making decisions.

Responsibility can be interpreted as an obligation that must bear, assume responsibility, everything or provide answers and accept the consequences. A leader must have a sense of responsibility towards his team members. This involves accountability for the results, actions and assessments as well as guidance, supervision and support from his subordinates according to (Kartono, 2017) The results of the interview stated that:

- a) Informant 1 said that "leaders are always responsible for a decision that has been taken, both positive and negative".
- b) Informant 2 said that "leaders always help employees who are having difficulty making decisions about work".
- c) Informant 3 said that "leaders are responsible for helping to compile work plans every year and ensuring that every work plan that has been compiled can be implemented properly".
- d) Informant 4 said that "leaders are very responsible for what their subordinates feel when they have obstacles, not only that, leaders are always responsible and also participate in thinking about work plans for future planning."

- e) Informant 5 said that "leadership accountability is a big proof for subordinates, leaders always give responsibility when subordinates have something that is related to the leader, leaders always accompany subordinates for things that are happening to their subordinates." The results of the interview above can be interpreted that the responsibility of leaders at BNNK Karawang is that leaders are obliged to control employee performance and also evaluate employee performance results, which in essence leaders are responsible for everything that happens in the agency.

B. Improving Employee Performance at BNNK Karawang

1. Quality. The quality of employee performance at BNNK Karawang highly prioritizes the fulfillment of SOP standards and service quality. Commitment to teamwork, effective communication, and the desire to continuously improve performance also create a work environment that encourages the achievement of maximum work quality in accordance with organizational goals. This high quality of performance is very important for BNNK Karawang to fulfill its mission related to the prevention and control of drug abuse.
2. Quantity. The quantity of employees at BNN Karawang is emphasized, especially in terms of completing tasks on time. Support from leaders, improving facilities, and the availability of adequate equipment are factors in achieving the desired quantity. Although employees try hard to carry out their duties according to the established standards, obstacles in facilities and equipment can change the quantity of their performance. Therefore, efforts to improve facilities and equipment and continue to support and motivate employees are steps in improving performance and achieving agency targets.
3. Punctuality. The focus is on BNN Karawang staff, especially in completing tasks on time. Support from management, improved facilities and availability of appropriate equipment are factors in achieving the desired number. even though they are faced with challenges such as urgent tasks and changing priorities. This reflects the recognition of the importance of time management and flexibility in dealing with changes in their work environment.
4. Effectiveness. Effectiveness in the use of resources is an important aspect in the performance of BNNK Karawang. Time efficiency, understanding of individual tasks, efforts to work effectively and efficiently, and opportunities for learning through training are elements in achieving effectiveness in employee performance at BNNK Karawang. All of these factors help create a work environment that supports the achievement of the desired results by the institution.

B. DISCUSSION

Influence of Leadership Style on Employee Performance

The research highlights that the democratic leadership style adopted by the National Narcotics Agency (BNNK) has a significant positive impact on employee performance. By involving employees in decision-making processes, leaders foster a sense of belonging and responsibility, which enhances job satisfaction and motivation. This participatory approach encourages open communication and collaboration, leading to improved productivity.

Employee Engagement and Satisfaction

The findings suggest that when employees feel valued and heard, their engagement levels increase. Employees at BNNK reported higher job satisfaction, which correlates with their willingness to participate actively in organizational activities. This engagement is critical in a challenging environment like narcotics rehabilitation, where emotional resilience and teamwork are essential.

Challenges and Areas for Improvement

Despite the positive outcomes, the study identified challenges within the existing leadership framework. Some employees noted a lack of firmness in decision-making, which could lead to feelings of ambiguity regarding roles and responsibilities. Addressing this issue by balancing democratic practices with assertive leadership could enhance overall effectiveness.

Recommendations for Future Leadership Practices

To further improve employee performance, it is recommended that BNNK leaders adopt a hybrid leadership style that incorporates both democratic and authoritative elements. This balance can provide structure while still promoting employee input. Additionally, regular training and development programs for leaders can enhance their decision-making skills and adaptability.

Implications for Organizational Culture

The research underscores the importance of leadership in shaping organizational culture. A democratic style not only promotes inclusivity but also aligns with the agency's mission of rehabilitation and support. Fostering a culture of collaboration and respect can lead to innovative solutions in tackling drug-related issues in the community..

CONCLUSION

The study concludes that effective leadership, particularly through a democratic approach, is crucial for enhancing employee performance at BNNK. As leaders continue to engage and motivate their teams, the agency can achieve its goals more effectively while

contributing to the overall well-being of the community it serves. Future research could explore the long-term effects of leadership styles on organizational success and employee retention. Based on the results of the research and discussion, it can be concluded that:

1. The leadership style applied by the Karawang Regency National Narcotics Agency is a democratic style where leaders always make decisions for their employees and are always given freedom and participate in discussions with the aim of contributing to every stage that allows sharing of thoughts, although in the end the decision will be determined by the leader.
2. Employee performance contributes to an organization to achieve a goal. The results of this study indicate that employee performance at the Karawang Regency National Narcotics Agency is sufficient to meet the standards of agency needs where in terms of quantity, quality, and timeliness at the Karawang BNNK.

Based on the conclusions and results of the study, the author will provide several suggestions to be useful for the Karawang Regency National Narcotics Agency:

1. The leadership style applied at the Karawang Regency National Narcotics Agency is a democratic leadership style, according to the results the leadership style applied is appropriate, therefore the leader must be able to maintain the current leadership style that has been applied.
2. The performance of the employees of the National Narcotics Agency of Karawang Regency is expected to continue to provide good performance in accordance with the needs of the agency, in addition to that, the leadership should continue to provide special motivation for employee performance so that the enthusiasm for working for employees remains aroused.

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