

## Analysis of Organizational Culture and Leadership Style in Improving Employee Performance at Yayasan Aksi Indonesia Dermawan

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Received 22 March 2025 | Revised 02 May 2025 | Accepted 26 May 2025

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### Abstract

*Human resources (HR) serve as a strategic factor in the success of an organization, including Yayasan Aksi Indonesia Dermawan. Employee performance is influenced by various factors, particularly leadership style and organizational culture. An effective leadership style can enhance employee motivation and engagement in achieving organizational goals. Additionally, a strong organizational culture establishes values and norms that support productivity and teamwork. This study aims to analyze the impact of leadership style and organizational culture on employee performance at Yayasan Aksi Indonesia Dermawan. Employing a descriptive qualitative approach, this research examines the internal organizational dynamics and the factors contributing to employee performance. The findings indicate that the participative leadership style implemented within the foundation positively influences employee motivation. However, challenges remain in communication and transparency. Furthermore, a collaboration- and innovation-oriented organizational culture contributes to performance improvement, although further reinforcement is needed in recognizing individual achievements. In conclusion, effective leadership and a strong organizational culture play a crucial role in enhancing employee performance at Yayasan Aksi Indonesia Dermawan. Therefore, improved strategies for internal communication and reward systems are necessary to maximize the potential of existing human resources.*

**Keywords:** Human Resources; Leadership Style; Organizational Culture; Employee Performance

### INTRODUCTION

Human Resources (HR) has a strategic role in development because it is not only an element of resources, but also a manager of other resources. Developed nations always invest heavily in improving the quality of human resources because their development is a long-term process whose results can only be felt in a certain time. In an organization, human resources play an important role in determining the success or failure of achieving goals. Competent human resources are the main source of organizational excellence in providing high-quality goods or services and maintaining the sustainability of their operations (Marwansyah, 2019:34).

Successful HR management cannot be separated from strategy, commitment, and understanding of factors that affect performance. Some of the influencing factors include leadership, competence, organizational culture, and interrelated motivation (Edison et al., 2022:13). Leadership styles can be divided into two: task-oriented and employee-oriented. The task-oriented leadership style emphasizes strict supervision to ensure that work is completed on target, while the employee-oriented style emphasizes motivation and interpersonal relationships. Effective leadership combines these two styles, so that it is able to achieve organizational goals optimally and create a productive work environment (Suwatno et al., 2022:155-156).

In addition to leadership, organizational culture also has an important role in improving employee performance. Organizational culture is a set of values, norms, and philosophies that are formed through individual interactions in the organization. This culture must be introduced from the recruitment process so that prospective employees understand the work environment they will enter and adapt to the values that the organization upholds (Edison et al., 2022:117). A strong organizational culture can shape individual mindsets and behaviors that align with the organization's goals, thus

influencing performance both individually and collectively. A weak culture, on the other hand, can lead to a lack of employee engagement with the organization and lower work productivity.

Yayasan Aksi Indonesia Dermawan is an organization engaged in humanitarian assistance, community empowerment, and infrastructure development with the principles of social justice. The foundation has 15 human resources divided into programs, digital marketing, and finance divisions. Based on the initial survey, it was found that employee performance has not been optimal, as can be seen from the non-achievement of work targets and the number of social program distributions. Factors that are suspected to contribute to this problem include leadership that lacks example, organizational culture that has not been consistently enforced, lack of transparent communication between leaders and subordinates, and lack of training and skill development to improve employee competencies (Suwatno et al., 2022:196).

The success of an organization is heavily influenced by effective leadership and a strong organizational culture. The right leadership pattern can create synergy between superiors and subordinates, increase work morale, and improve overall organizational performance. Thus, in an effort to improve the performance of employees of Yayasan Aksi Indonesia Dermawan, it is necessary to conduct further analysis of the influence of leadership style and organizational culture on employee performance. Therefore, the author is interested in researching "Analysis of Leadership Style and Organizational Culture in Improving Employee Performance at Yayasan Aksi Indonesia Dermawan".

## METHOD

This study uses a qualitative approach with a qualitative descriptive design to understand in depth the phenomenon in Yayasan Aksi Indonesia Dermawan, especially related to the relationship between organizational culture, leadership style, and employee performance. This approach allows researchers to describe in detail the existing conditions and provide an explanation of how the phenomenon arises and takes place. As explained by Creswell (2014: 83), this approach provides an opportunity for researchers to describe in detail the views, experiences, and perceptions of individuals in their natural contexts.

This research aims to provide a comprehensive overview of how organizational culture and leadership style can improve employee performance at Yayasan Aksi Indonesia Dermawan. The research object was carried out at the foundation, which is located in the city of Bandung, while the research period lasted for one month, from December 31, 2024 to January 31, 2025.

The data collection techniques in this study include observation, in-depth interviews, documentation, and discussions. Observation is used to observe the direct interaction of team members in the work environment, including collaboration, communication, and the application of leadership styles (Angrosino, 2007). In-depth interviews were conducted with team leaders and team members to explore their views on organizational culture and the influence of leadership style on team performance (Kvale, 2007). Documentation is used to collect data related to activity reports, organizational structures, and internal communication materials that provide additional context (Bowen, 2009).

Observations are carried out in daily work situations with the aim of obtaining authentic data on the behavior and interaction of team members. The focus of observation includes how teams collaborate, communication between members, and the application of leadership styles by team leaders, both in the form of authoritarian, participatory, and transformational (Creswell, 2014: 27).

In-depth interviews were conducted with several leaders and team members, including Indra Prasetyo (Leader of the Digital Marketing Division), Andre Nawawi (Leader of the Marketing Communication Division), Denny Nasiboe (Leader of the Program Division), Winda Puspita (Director of Finance), and Ajeng Dian Nurhayat (Leader of the Customer Relations Management Division). The research uses purposive sampling techniques to select informants who have a strategic role and a deep understanding of the organizational culture and leadership style applied (Sugiyono, 2017).

Documentation involves collecting documents such as employee performance reports and donation target achievement data to provide objective evidence regarding the effectiveness of the organization's culture and leadership style. The analysis of this document helps in understanding the historical context as well as organizational policies that affect the team's work strategy and performance (Creswell, 2014; Sugiyono, 2017).

Discussions, including Focus Group Discussions (FGDs), are used to explore team members' views on collaboration, communication, and the application of leadership styles (Morgan, 1997). These

discussions allow for the exploration of different perspectives as well as help understand similarities or differences in team members' perceptions of factors that affect their performance (Krueger & Casey, 2015; Barbour, 2007).

The data analysis follows the model of Miles and Huberman (1994), which involves three main stages: data reduction, data presentation, and conclusion drawn. Data reduction is carried out to filter relevant information, data presentation helps in mapping the relationship between organizational culture, leadership style, and employee performance, while drawing conclusions ensures that the research results are accurate in describing the phenomenon that occurs at the Yayasan Aksi Indonesia Dermawan.

## **RESULTS and DISCUSSION**

### **Result**

Yayasan Aksi Indonesia Dermawan, or better known as Penderma.id, is a non-profit social institution that focuses on reducing social inequality through community empowerment. This foundation has a strong legal basis, including endorsement from the Ministry of Law and Human Rights (Kemenkumham) with Number AHU-00074. AH.01.01 of 2020, amendments to the deed in 2022, as well as permits for the collection of money and goods from the Ministry of Social Affairs through Decree Number 695/HUK-PS/2024. In addition, the foundation also has the status of a Zakat Collecting Unit (UPZ) registered with the National Amil Zakat Agency (Baznas) of West Java Province with Decree Number 55 of 2023. In carrying out its duties and functions, this foundation is supported by 15 people divided into several divisions, namely programs, digital marketing, and finance, who work together to ensure the effectiveness in the implementation of social programs that are carried out.

Penderma.id is committed to providing sustainable social assistance in various forms, such as meeting basic needs, education, and skills training for underprivileged communities. Not only providing direct assistance, this foundation also seeks to create long-term change by building an empowerment ecosystem through collaboration with the community, philanthropists, and various strategic partners. The approach used involves intelligent and planned communication strategies to encourage public involvement in broader social actions, so that the resulting impact is not only temporary, but also sustainable and able to gradually improve people's living standards (Ramadhan et al., 2023).

The Aksi Indonesia Dermawan Foundation has a vision to create a more prosperous society based on the principles of justice, benefit, and sustainability. To achieve this vision, the foundation carries out several main missions, namely fostering public awareness of the importance of solidarity and social concern, encouraging the formation of an independent ecosystem through support for human, infrastructure, and environmental development, and implementing a trustworthy, transparent, and professional donation governance system based on information technology developments. With this mission, the foundation hopes to create broader social change and encourage people to be active in helping others.

The foundation's organizational structure is designed to support operational effectiveness in achieving its vision and mission. The Chief Executive Officer (CEO) is in control of the entire operation and is responsible for strategic decision-making, including building relationships with donors, partners, and governments to ensure the sustainability of the program. The Chief Financial Officer & HR (CFO & HR) is in charge of managing the foundation's finances, drafting human resources policies, and ensuring compliance with accounting and employment regulations. The Operation Staff is responsible for supporting daily operations, managing logistics, and ensuring the availability of resources for the foundation's activities. Meanwhile, the General Affair Leader takes care of administrative aspects, including the maintenance of the organization's facilities and assets.

In the program field, Program Leaders together with Program Staff design, implement, and evaluate foundation programs to ensure their effectiveness and impact on beneficiaries. To maintain relationships with donors and partners, Customer Relations and CRM Staff manage communication and maintenance of donor data through a Customer Relationship Management (CRM) system. The marketing team, consisting of the Marketing Manager, Marketing Leader, Marketing Communication, and Studio Team, is responsible for increasing the visibility of the foundation through digital marketing strategies, public relations, and creative content production. Digital marketing plays an important role in expanding the foundation's reach through social media, search engine optimization (SEO), and effective online campaigns.

The results of observations of employees of the Yayasan Aksi Indonesia Dermawan show that there are variations in communication patterns between team members. Some teams show a high level of collaboration, while others still face challenges in work coordination. In addition, the leadership styles applied within the foundation are also diverse, ranging from authoritarian to participatory and transformational, where each approach has a different impact on employee motivation and performance. These organizational dynamics reflect the complexities in human resource management in a non-profit social environment, which demands an adaptive and team-empowerment-oriented leadership strategy.

## Discussion

Organizational culture is one of the main factors that shape employee performance at Yayasan Aksi Indonesia Dermawan. The organization emphasizes the importance of innovation, flexibility, and collaboration in achieving its social goals. Denny Nasiboe, Program Division Leader, underlined that an organizational culture that supports continuous learning is very helpful in improving team competence. "Continuous learning such as regular training is needed to improve team competence," he said. With this culture, employees are more open to change and more adaptable to challenges that arise in work dynamics.

In addition to innovation and flexibility, the aspect of relationships with stakeholders is also an important part of the foundation's organizational culture. Ajeng Dian Nurhayat, Leader of the CRM Division, emphasized that the organization's culture must reflect the values of fairness, transparency, and collaboration. "These values should be reflected not only in internal interactions but also in the external activities of the foundation," he said. This shows that organizational culture not only impacts employees but also on external parties who work with the foundation.

Winda Puspita, Director of Finance, highlighted the importance of transparency in financial management and decision-making. "Transparency in financial management not only builds trust, but also creates a work environment conducive to collaboration," he explained. This transparency is important to ensure that each team member understands the foundation's financial flows and can work synergistically to achieve a common goal. A good organizational culture will strengthen employee loyalty and motivation, increase operational efficiency, and reduce the potential for internal conflict.

Yayasan Aksi Indonesia Dermawan applies a participatory leadership style, where employees are involved in the decision-making process. Denny Nasiboe emphasized that the leadership at this foundation is very inspiring, especially in terms of vision and motivation. "The leadership style at this foundation is very inspiring, especially in terms of vision and motivation," he said. This participatory leadership provides space for employees to channel their ideas and innovations, thereby increasing a sense of ownership of their work.

Ajeng Dian Nurhayat, from a CRM perspective, appreciates the transformational approach in foundation leadership, but she also hopes there will be more support for individual development. "This approach is very good at providing motivation, but there needs to be more support for the development of individual competencies," he explained. With more intensive individual development, employees can be more optimal in carrying out their duties.

In a situation that requires quick decisions, Winda Puspita assessed that the authoritarian approach has proven effective. "In urgent situations, an authoritarian approach speeds up decision-making and minimizes confusion," he said. This shows that the leadership style in this foundation is flexible, adapting to the conditions and needs of the organization.

Indra Prasetyo, one of the employees at this foundation, highlighted that the foundation's leadership also encourages collaboration between divisions. "We are invited to collaborate in various programs, so that the divisions can support each other," he said. However, Andre Nawawi highlighted that clearer communication in leadership is still a challenge. "Leaders are open to new ideas, but sometimes decisions are taken without sufficient explanation, which creates confusion," he said. This shows that despite the openness in leadership, there is still a need for improvement in the communication aspect.

Participatory and transformational leadership at the foundation has a positive impact on employee motivation and performance. With employee involvement in decision-making, they feel more valued and have a stronger sense of ownership of their work. "We are often invited to discuss digital campaign strategies, and this makes us more confident," said Indra Prasetyo.



However, there are challenges in the implementation of this leadership. Andre Nawawi revealed that although the leadership is open to new ideas, decisions taken without sufficient explanation can cause confusion. "Decisions are often taken without sufficient explanation, and this makes some teams feel less directed," he said. This shows that the communication aspect in leadership needs to be improved so that all teams can understand and support the policies taken.

Ajeng Dian Nurhayat highlighted how leadership that gives trust to employees in managing projects can empower them. "We are given full confidence in managing projects, but this also requires us to continuously improve our skills and capacity," he said. Thus, leadership that encourages independence can be an effective tool in improving employee competence, but it must be balanced with adequate support and training.

Denny Nasiboe emphasized that the motivational leadership applied in this foundation is very helpful in maintaining team spirit despite limited resources. "A leadership style that motivates us is very important, especially when we have to work with limited resources," he said. This shows that good leadership can be a key factor in overcoming the limitations that exist in the organization.

Winda Puspita added that leadership flexibility in dealing with crises is very helpful in making quick decisions. "When a crisis occurs, leaders make decisions quickly, but after that we are invited to conduct a joint evaluation," he said. This suggests that a combination of authoritarian leadership in crisis conditions and participatory in normal conditions can be an effective strategy.

Overall, the performance of employees at Yayasan Aksi Indonesia Dermawan shows great potential. However, there are still several obstacles that need to be overcome to increase work effectiveness. One of the main challenges is less effective communication in delivering decisions. Andre Nawawi highlighted that sometimes decisions are taken without adequate explanation, which can hinder the understanding and execution of work. Therefore, improvements are needed in the internal communication system.

Additionally, while organizational culture supports continuous learning, more structured and ongoing training is still needed to meet the challenges of technology and digital marketing strategies. "We need more training focused on digital skills to increase the effectiveness of our campaigns," said Indra Prasetyo. With increased training, employees can be better prepared to face the challenges that exist in the field.

By improving communication, improving training, and strengthening organizational culture, Yayasan Aksi Indonesia Dermawan can further improve the work effectiveness of its employees, so that the social goals to be achieved can be better realized.

## **CONCLUSION**

The conclusions of this study are as follows:

The collaboration-oriented organizational culture at Yayasan Aksi Indonesia Dermawan plays an important role in improving employee performance with a culture of cross-division cooperation, appreciation for individual contributions, and open communication. Foundations need to improve regular training and ensure transparent performance evaluations so that employees feel valued and more productive in achieving organizational goals.

The leadership style applied at Yayasan Aksi Indonesia Dermawan prioritizes a participatory and transformational approach. Leaders actively involve employees in the decision-making process and encourage open dialogue. The leadership also gives full trust to employees to take the initiative and take responsibility for the projects they manage.

The contribution of the participatory leadership style at Yayasan Aksi Indonesia Dermawan has been proven to be able to increase employee confidence, work morale, and sense of responsibility through involvement in decision-making, appreciation of ideas, and freedom in managing tasks. However, some challenges still need to be overcome, such as providing training to improve employees' skills in dealing with technological developments and job demands. By optimizing communication and human resource development, this leadership style can be more effective in driving employee performance to achieve organizational goals.

The actual performance of employees at Yayasan Aksi Indonesia Dermawan shows great potential, but it is not fully optimal. Employees show enthusiasm for work and often come up with innovative ideas. However, limitations in training and skill development are factors that hinder the achievement of maximum performance. Although teams have flexibility and freedom to experiment, the

lack of thorough evaluation and structured feedback hinders continuous development. Improvements to the performance appraisal system that include transparent communication, intensive training, better resource allocation, and comprehensive evaluations are needed to optimize team performance.

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