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COMMUNICATION, MOTIVATION, AND EXEMPLARITY: BUILDING PERFORMANCE EFFECTIVENESS THROUGH A FAMILY-ORIENTED LEADERSHIP STYLE

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ABSTRACT

This study explores the influence of family-oriented leadership on employee performance effectiveness at the National Amil Zakat Institution of Membangun Keluarga Utama (LAZ MKU) in Yogyakarta. Employing a qualitative approach, data were collected through in-depth interviews, direct observation, and document analysis, with triangulation of sources used for validation. The findings reveal that family-oriented leadership—marked by transparent communication, participative decision-making, exemplary behavior, and motivational strategies rooted in familial values—significantly enhances employee performance. A structured evaluation system based on Key Performance Indicators (KPIs) supports continuous performance monitoring and development. The implementation of this leadership model has resulted in employees demonstrating high discipline, strong initiative, and consistent achievement of performance targets. Notably, the study identifies a sense of ownership, solidarity, and commitment among staff as key outcomes of the applied leadership approach. The novelty of this research lies in its integration of a culturally grounded, family-oriented leadership framework within a non-profit organizational setting—an area underexplored in management literature. The study contributes to the advancement of social sciences and humanities by emphasizing the role of local values in shaping effective organizational leadership. It recommends leadership development programs, digital communication enhancements, and reward system implementation as strategic steps for non-profit organizations aiming to adopt similar models.

Keywords: Employee Performance, Family-Oriented Leadership, Non-Profit Management, Organizational Culture, Value-Based Leadership*

INTRODUCTION

Employee performance effectiveness is a critical factor for organizational success, including in non-profit institutions such as the National Zakat Agency for *Membangun Keluarga Utama* (LAZ MKU) in Yogyakarta. However, many non-profit organizations face challenges in optimizing employee performance, primarily due to resource constraints and internal motivation issues (Hayatika & Suharto, 2021; Mahrini et al., 2022; Maulana & Tumanggor, 2023). Santana & Gorda (2024) reported that 20% of employees acknowledged difficulties in achieving work targets due to a lack of clear guidance and motivational support from leadership. This situation can hinder the social mission of the organization in providing maximum services to the community (Reinhardt & Enke, 2020; Treinta et al., 2020). Consequently, this research is

significant in exploring how effective leadership styles can enhance employee performance in non-profit organizations, particularly through a humanistic, family-oriented approach that emphasizes interpersonal relationships.

The role of effective leadership styles in improving employee performance has been widely studied. Bozer et al. (2022) and Rahman et al. (2023) highlighted the importance of inspiration, idealized influence, and individualized attention in motivating subordinates to exceed expectations. Conversely, transactional leadership focuses more on task management and reward systems based on performance outcomes (Ajmal et al., 2024; Aljumah, 2023; Wahyuni et al., 2020). In the context of non-profit organizations, prior studies such as those by Nurlina (2022) dan Syaharudin et al. (2022) demonstrated that transformational leadership approaches significantly enhance employee motivation. However, these studies have not delved deeply into interpersonal approaches, such as family-based leadership concepts.

Research by Lobo et al. (2022) dan Walton et al. (2024) found that culturally rooted approaches, such as family-based leadership, can create a more conducive work environment. However, these studies primarily focused on community-based organizations and have not thoroughly examined their application in formal non-profit institutions such as LAZ. In this context, studying the implementation of family-oriented leadership at LAZ MKU can enrich the existing literature by presenting new perspectives on how this approach contributes to enhancing employee performance effectiveness.

Research on leadership styles in non-profit organizations has shown that the right leadership approach can improve job satisfaction and employee performance. Renata & Andriyani (2024) found that transformational leadership, emphasizing inspiration and motivation, significantly enhances employee job satisfaction in the National Zakat Agency of Semarang City. However, this study did not specifically address the role of family-oriented approaches in leadership. Furthermore, Lahade & Yustikasari (2024) identified that supportive, family-based leadership styles, characterized by attention to employee well-being and participatory approaches, could serve as motivational assets and foster organizational cohesion. These findings suggest that family-oriented leadership can create a harmonious and productive work environment.

Additionally, Pradhana (2018) demonstrated that democratic leadership styles, which involve employee participation in decision-making, positively influence employee performance effectiveness at Sepuluh Nopember Institute of Technology. However, the study did not highlight family-oriented aspects in leadership. In the non-profit organizational context, effective leadership is crucial for achieving social and humanitarian goals. Silver (2022) and Tharris (2021) emphasized that leadership in non-profit organizations must build a shared vision, empower teams, and manage resources efficiently to achieve positive change. However, these articles did not specifically discuss the role of family-oriented approaches in leadership.

Although various studies have explored leadership styles and employee performance effectiveness, a gap remains in the literature regarding the integration of family-oriented

approaches in leadership with modern performance measurement tools such as Key Performance Indicators (KPIs). This study offers novelty by combining a humanistic, family-oriented approach rooted in local values with data-driven evaluations to create a conducive and measurable work environment. Therefore, this research aims to provide significant contributions to leadership theory development in the context of non-profit organizations and offer practical recommendations for improving the performance of similar organizations. Accordingly, this study seeks to describe family-oriented leadership styles as an effort to enhance employee performance effectiveness in non-profit organizations, particularly focusing on employees at the National Zakat Agency for *Membangun Keluarga Utama* (LAZ MKU) Yogyakarta.

RESEARCH METHOD

This study employs a qualitative approach with a descriptive design, aiming to provide an in-depth depiction of the implementation of family-oriented leadership styles in enhancing employee performance effectiveness at the National Zakat Agency for *Membangun Keluarga Utama* (LAZ MKU) in Yogyakarta (Miles & Huberman, 2020). The qualitative approach was chosen because it facilitates the exploration of contextual and comprehensive data, enabling the researcher to holistically understand the phenomenon within the organizational environment under study. Data collection was conducted using three primary methods: in-depth interviews, participant observation, and document analysis.

In-depth interviews involved 10 key informants, including leaders, managers, and employees of LAZ MKU. Informants were selected through purposive sampling based on their roles relevant to the research topic, such as decision-making and the implementation of leadership policies. The interviews focused on exploring the leadership styles employed, employees' experiences, and their impact on individual and team performance.

The researcher conducted participant observation by closely monitoring daily activities within the LAZ MKU workplace, focusing on leader–employee interactions, communication practices, and approaches to guidance and feedback. These observations offered contextual insights that complemented and validated the interview data. In addition, document analysis was performed on various organizational records, such as annual reports, Key Performance Indicator (KPI) documents, and internal meeting notes, to gain a deeper understanding of the administrative implementation of leadership strategies and performance evaluations. To ensure the reliability of the findings, source triangulation was employed by cross-verifying data from interviews, observations, and documents. The analysis process involved data reduction, thematic categorization, and verification. Relevant data were organized under key themes—including communication, motivation, exemplary leadership, and performance appraisal—and subsequently confirmed through follow-up discussions with informants to reduce potential bias and enhance interpretive accuracy.

RESULTS AND DISCUSSION

Communication, Motivation, and Role Modeling: The Family-Oriented Leadership Style at LAZ MKU

The family-oriented leadership at LAZ MKU is deeply rooted in an approach that emphasizes values of collectivity, solidarity, and humanism. Within the context of organizational sociology, this approach reflects an organizational culture characterized by social harmony and collaboration (Arifin et al., 2024; Streimikiene et al., 2021; Xenikou, 2022). Amid the dynamics of work in a non-profit organization, this leadership style is considered effective in fostering emotional bonds between leaders and employees, thereby creating mutual trust and shared responsibility. This leadership style aligns with social management theories, which place interpersonal relationships at the core of productivity, assuming that organizational success is influenced by the quality of interpersonal interactions (Arifin et al., 2024; Xenikou, 2022).

The implementation of a family-oriented leadership style at LAZ MKU relies heavily on effective communication as its core instrument. Interviews with informants, such as ROS, reveal that leaders practice transparent and participatory communication by delivering work directives in a clear, detailed, and easily understood manner. This aligns with the structural-functionalism perspective in organizational sociology, where communication functions as a stabilizing mechanism within organizations (Akpa et al., 2021; Gabrielova & Buchko, 2021). Such transparency builds mutual trust; as informant NC noted, leaders not only offer solutions but also engage directly in resolving issues, fostering a sense of security and motivating employees to contribute more actively. Moreover, the participatory nature of communication—such as involving staff in decision-making—mirrors the inclusive principles of social management. In addition, leaders at LAZ MKU serve as role models, demonstrating discipline, commitment, and integrity, which corresponds with behavioral management theory emphasizing leader behavior as a guiding standard for subordinates (Dunbar, 2020; Tibbetts et al., 2022; Peng et al., 2020). This exemplary conduct is further illustrated by leaders who actively model how tasks should be carried out, reinforcing their role as "agents of change" within the organization.

The motivational approach at LAZ MKU is grounded in family-oriented values, such as togetherness, collective responsibility, and meaningful goals. Based on social motivation theory, this approach is effective as it fulfills employees' psychological needs for appreciation, recognition, and support (Banks et al., 2021; Posner, 2021). Informant EG mentioned that leaders often remind the team to view their work as a form of worship, which imbues their daily activities with spiritual significance. In challenging situations, leaders provide space for employees to collectively seek solutions. Informant NC added that involving the entire team in problem-solving processes fosters a sense of ownership over the outcomes achieved. This approach aligns with participatory management theory, which emphasizes that granting autonomy in problem-solving can enhance commitment and job satisfaction.

The implementation of a family-oriented leadership style at LAZ MKU is evident in various aspects of the organization's operations. For example, in administrative tasks such as drafting

Memorandums of Understanding (MoUs), leaders provide quick and clear guidance, except in situations where they are leading external meetings. According to informant ROS, this support enables work targets to be met on time. Additionally, leaders encourage the use of priority scales in organizing tasks, as revealed by informant EG. This strategy not only improves efficiency but also teaches employees about effective time management.

The family-oriented leadership style at LAZ MKU not only reflects local cultural values but also resonates with modern organizational sociology theories. From a systems theory perspective, an organization is viewed as a system composed of various interacting elements (Neumann et al., 2021; Sony & Naik, 2020). The family-oriented leadership style acts as a mechanism that unifies these elements through communication, motivation, and role modeling. From a social management perspective, this familial approach strengthens the organization's social capital, encompassing trust, relational networks, and work norms. This social capital becomes a critical factor in enhancing work effectiveness, particularly in the non-profit sector, which heavily relies on teamwork (Tuanaya, 2024). The family-oriented leadership at LAZ MKU effectively enhances employee performance while cultivating an inclusive and value-driven organizational culture. Emphasizing transparent communication, exemplary conduct, and moral-based motivation, this approach addresses modern management challenges and enriches leadership development discourse by highlighting the relevance of value-based human resource management.

Family-Oriented Leadership Style in Enhancing Performance Effectiveness

The family-oriented leadership style implemented at LAZ MKU has significantly impacted employee performance effectiveness. This approach fosters a conducive work environment by emphasizing values of togetherness, trust, and a sense of belonging. These values underpin harmonious work relationships, creating solidarity that drives collaboration across all organizational levels. Informants revealed that involving all ranks, from staff to directors, in decision-making is a key strength that enhances team solidarity and togetherness. This approach aligns with the theory of social cohesion in organizational sociology, illustrating how work pressure can be transformed into productive collaboration opportunities (Delhey et al., 2018; Manuputty et al., 2023).

Additionally, the family-oriented leadership style effectively enhances employee motivation. Leaders actively instill spiritual meaning into work, presenting it as a form of worship that elevates it beyond merely professional duties. Leadership-shared case studies often inspire employees to maintain commitment, fostering greater enthusiasm for work. This aligns with Maslow's theory of social needs, where meaningful work relationships fulfill esteem and self-actualization needs, resulting in higher job satisfaction. Such motivation forms the foundation for performance achievements that focus not only on results but also on fulfilling personal and collective values (Noltemeyer et al., 2021; Rojas et al., 2023).

Leaders' exemplary behavior plays a critical role in cultivating discipline and initiative among employees. Informants highlighted that leaders demonstrate strong commitment to their responsibilities, naturally encouraging employees to adopt similar work patterns. From an organizational sociology perspective, this reflects the symbolic role of leaders as central figures shaping norms and behaviors within the organization. Consequently, employees become more proactive in completing tasks without requiring strict supervision. Employees' ability to prioritize work and achieve targets efficiently underscores how this leadership style fosters a productive and independent work culture.

The positive impact of this approach is also evident in consistently achieving work targets. Clear directions, prompt responses to employee needs, and regular implementation of Key Performance Indicators (KPI) form an effective strategy combination. KPIs serve not only as evaluation tools but also as guides to ensure that all employees understand and achieve organizational targets. This approach facilitates synergy between individual roles and organizational structures, directly contributing to optimal target achievement. In some cases, certain divisions even exceeded set expectations. Informant EG emphasized that leadership-driven motivation through transparent communication and case studies significantly influences their commitment levels. Observations further highlight that a harmonious and collaborative work environment, where leaders are directly involved in problem-solving, fosters trust among employees. Additionally, KPI achievement reports consistently show that organizational targets are met, with highly satisfactory performance levels.

From the perspective of organizational sociology, this family-oriented leadership style strengthens the organization's social capital through solid relational networks, trust, and collective work norms (Afdhal, 2024; Nugraha et al., 2021). This social capital serves as the foundation for increased efficiency and productivity. Meanwhile, from a social management viewpoint, this approach embodies principles of empowerment and inclusion. By involving all organizational elements in decision-making processes, a balance between leadership authority and employee responsibility is achieved, ultimately enhancing commitment to shared goals.

The Role of Key Performance Indicators (KPI) as an Evaluation Tool

Key Performance Indicators (KPI) serve as a measurement tool applied at LAZ MKU to objectively and systematically evaluate employee performance. Designed based on the organization's vision, mission, core values, and strategic goals, each KPI indicator reflects desired outcomes that support the institution's targets. According to informant ROS, KPIs at LAZ MKU include quantitative aspects such as fundraising targets, task completion speed, and adherence to operational procedures. Informant EG further revealed that routine KPI use provides employees with clear guidance on what to achieve and how to achieve it. Observations indicate that employees benefit from structured work guidelines, which not only enhance productivity but also reduce ambiguity in their tasks.

KPIs function not only as performance measurement tools but also as communication instruments that blend objectivity with a family-oriented approach. Leaders at LAZ MKU use KPIs to provide constructive feedback, with evaluation results aimed at encouraging employees' growth without imposing excessive pressure. Informant NC mentioned that KPI evaluation results are typically shared transparently in routine evaluation meetings, where leaders present individual achievements while also offering motivation and solutions for employees who have not met targets. From an organizational sociology perspective, this approach reflects human relations theory, wherein leaders act as facilitators supporting individual development and fostering harmonious work relationships (Jeong & Seol, 2022).

The family-oriented approach is also evident in how individual and team achievements are recognized. Informant ROS highlighted that leaders often express appreciation through verbal or symbolic rewards, such as certificates or recognitions in meetings, further strengthening employees' enthusiasm and sense of belonging. KPI-based evaluations at LAZ MKU are conducted regularly, typically on a monthly and quarterly basis. Monthly evaluations focus on daily and weekly achievements, while quarterly evaluations assess performance in a broader strategic context. Informant NA noted that leaders often hold discussions post-evaluation to identify challenges employees face and jointly find solutions. For instance, informant EG described a quarterly evaluation where a division faced performance declines due to external challenges. Leaders then held a special discussion with the team to address these obstacles. This approach not only resolved the issue but also fostered a sense of collective support. KPI reports subsequently showed significant performance improvements in the following quarter, demonstrating the effectiveness of integrating KPIs with a family-oriented approach.

From a social organization management perspective, KPI implementation at LAZ MKU reflects a combination of systems theory and empowerment theory (Grenfell & James, 2014; Jeong & Seol, 2022). In systems theory, every organizational element, including individual employees, must function synergistically to achieve shared goals. KPIs act as control mechanisms ensuring all elements operate according to set standards. What distinguishes this practice is the integration of a family-oriented approach that reflects empowerment theory. In this context, employees are viewed not as passive elements merely following instructions but as active partners involved in planning and evaluation processes. This is evident in how leaders engage employees in setting work priorities. Informant RO explained that involving employees in determining work targets strengthens their sense of responsibility for achieving desired outcomes.

Family-Oriented Leadership Style in Organizational Management Review

The family-oriented leadership style at LAZ MKU is founded on several supporting factors that enhance its implementation. One of these is the visionary leadership exhibited by the organization's leaders. Based on an interview with AFA, a clear vision and the ability to align it with employee needs foster harmonious working relationships, increase loyalty, and strengthen

team cohesion. This is supported by an organizational culture that instills family values such as mutual assistance, respect, and collaboration, making employees feel part of a large organizational family rather than mere workers. The reinforcement of these values facilitates emotional and personal approaches in day-to-day leadership practices.

External support also plays a significant role. As a non-profit organization, legitimacy and trust from partners, donors, and local communities provide a solid foundation for the success of this leadership style. The socio-cultural environment of Yogyakarta, which upholds local wisdom values such as guyub (togetherness) and harmony, further bolsters the relevance of a family-oriented approach within this organization. This external factor not only supports the implementation of the leadership style but also encourages broad acceptance among stakeholders.

However, the application of family-oriented leadership faces challenges. The increasing organizational complexity accompanying institutional growth poses a primary obstacle. With the addition of employees and new divisions, direct communication between leaders and staff becomes more difficult, often reducing the effectiveness of the personal approach central to this leadership style. Moreover, limitations in internal communication technology exacerbate the situation. Reliance on manual methods often leads to miscommunication or delays in information dissemination, ultimately diminishing efficiency.

The diversity of employee backgrounds presents another challenge. Not all individuals are accustomed to a family-oriented approach; some are more comfortable with formal and hierarchical leadership styles. Additionally, external pressure to achieve work targets often requires balancing family values with the demands for efficiency and high performance, creating a dilemma for leaders in maintaining equilibrium between these values and productivity. To address these challenges, LAZ MKU has undertaken several strategic measures. Strengthening internal communication technology has become a priority, including the use of digital applications to facilitate cross-division communication and ensure information transparency. Leadership training rooted in family values is conducted regularly, focusing on case studies and mentoring to maintain consistency in applying this style. Furthermore, enhancing the reward system by incorporating symbolic recognition and public appreciation has successfully motivated employees without compromising family principles.

Recommendations for further development include providing routine leadership training that integrates simulations and case studies to ensure the relevance of family values in every organizational context. Enhancing technology, such as project management platforms and digital performance tracking, can help overcome communication barriers and improve work efficiency. Expanding the reward system based on family values is also crucial, incorporating more meaningful non-material recognition that emotionally resonates with employees. The implications of these findings offer insights both practically and theoretically. Practically, the family-oriented leadership style provides a relevant model for non-profit organizations to create a conducive, harmonious, and productive work environment. Theoretically, this research

enriches the literature on value-based leadership, particularly in the context of social organizations in Indonesia, highlighting how a family-oriented approach can address the challenges of modern organizations.

CONCLUSION

In response to the research objective of analyzing how a family-oriented leadership style contributes to employee performance effectiveness at LAZ MKU Yogyakarta, this study concludes that such a leadership model successfully cultivates a harmonious organizational environment, enhances individual motivation, and promotes the consistent achievement of institutional goals. Characterized by transparent communication, participatory decision-making, exemplary leadership, and value-driven motivation rooted in familial norms, this leadership approach not only strengthens employee discipline and initiative but also fosters a strong sense of ownership, solidarity, and commitment. The integration of a Key Performance Indicator (KPI)-based evaluation system further reinforces performance development and accountability. Significantly, the study introduces a novel perspective by embedding culturally grounded leadership within the operational context of a non-profit organization—an area underexplored in existing leadership literature. This finding highlights the potential of value-based, locally contextualized leadership frameworks to address contemporary organizational challenges such as adaptability, efficiency, and employee engagement. The research contributes both theoretically, by enriching the discourse on culturally informed leadership models, and practically, by offering strategic insights for non-profit institutions seeking sustainable and inclusive leadership practices in evolving organizational landscapes.

ETHICAL STATEMENT AND DISCLOSURE

This study was conducted in accordance with established ethical principles, including informed consent, protection of informants' confidentiality, and respect for local cultural values. Special consideration was given to participants from vulnerable groups to ensure their safety, comfort, and equal rights to participate. No external funding was received, and the authors declare no conflict of interest. All data and information presented were collected through valid research methods and have been verified to ensure their accuracy and reliability. The use of artificial intelligence (AI) was limited to technical assistance for writing and language editing, without influencing the scientific substance of the work. The authors express their gratitude to the informants for their valuable insights, and to the anonymous reviewers for their constructive feedback on an earlier version of this manuscript. The authors take full responsibility for the content and conclusions of this article.

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