

# Human-Centered Work Culture on the Performance: Case Studies on Non-Profit Organizations

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**Abstract:** A human-centered work culture is a strategic step in organizational management, especially for organizations that are financially weak. How can organizations engage their employees, while salaries are paid at the minimum wage, by providing a comfortable work environment, high flexibility, and so on. However, not many organizations implement this, resulting in employees feeling stressed by their work while their salaries are also low. However, this is not apparent at the Indonesian Music Museum. Therefore, this study aims to analyze the implementation of a human-centered work culture in relation to the performance of the Indonesian Music Museum staff. The research method uses a qualitative approach with a case study design, through data collection techniques such as in-depth interviews and observations. The results show that the Indonesian Music Museum, as a non-profit organization, its staff cannot be equated with company employees. The staff at the Indonesian Music Museum work with heart, based on pleasure, and as self-actualization. The main role is the role of the museum head in implementing a human-centered work culture, how to choose communication channels and communication materials is important. The implementation of a good human-centered work culture provides opportunities for museum staff to be involved, thus encouraging better performance. This study emphasizes that the implementation of a human-centered work culture is an important foundation for realizing the performance of the Indonesian Music Museum staff through innovation, sincerity and a sense of belonging to their work.

**Keywords:** Human-centered work culture; Performance; Non-profit organization; Indonesian Music Museum; Organizational Management.

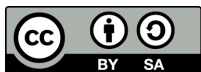
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## 1. Introduction

Museums are organizations that play a vital role in preserving and safeguarding a nation's cultural and historical heritage. As places to store and exhibit valuable collections, museums serve as guardians of the nation's collective memory, crucial for future generations (Evitasari, Qodariah, & Gunawan, 2020). Despite their significant role, government attention and support for museum management remains limited (Prasundari, Bintari, & Lesmana, 2022).

As non-profit organizations, museums often face challenges in financial rewards for employees (Hulu et al., 2025). This is especially true for museums that are independently managed or self-funded by individuals or groups with a deep interest in museums. This type of management often requires limited resources, both in terms of funds and facilities (Lindqvist, 2012). For example, museum employee salaries are generally not as high as those in profit-oriented companies. Therefore, it is important to find ways to keep employees motivated and maintain optimal performance even without substantial financial rewards.

One approach to improving employee performance in museums is to build a human-centered work culture. This work culture emphasizes respect for human values, employee

well-being, and the creation of a work environment that supports their emotional and psychological needs (Barabanova et al., 2025). Focusing on employee well-being can help foster a sense of belonging to the organization, increase job satisfaction, and motivate employees to give their best in their work (Townsend & Romme, 2024). A human-centered work culture, in addition to creating a harmonious balance in the work environment, also ensures a sustainable, resilient and modern organization (Malik, 2023).

There is little previous research addressing a human-centered work culture. Most discuss work culture in general, without explicitly explaining what a human-centered work culture is. They simply state that implementing a work culture should impact employee well-being. A work culture that incorporates remote and hybrid work systems is one strategy tailored to specific employee work models, impacting employee well-being (Nurjaman, 2024). Organizational culture plays a fundamental role in shaping employee psychology in the workplace, shaping not only behavior and performance but also employee mental health (Nilamsari & Farah, 2024).

Filling this gap by addressing the topic of a human-centered work culture is challenging, especially in nonprofit institutions like museums. The urgency of this research is that while a human-centered work culture has the potential to improve performance, specific indicators of a work culture that can maintain employee performance in museums still need to be explored in greater depth. A deeper understanding of the appropriate work culture will provide insight for museum managers in designing policies and strategies that can improve employee performance in a sustainable manner, thereby encouraging the museum to continue to achieve its goals in serving the community.

This study aims to identify effective work culture factors in supporting and maintaining employee performance at the Indonesian Music Museum. The Indonesian Music Museum, a museum whose existence is very important in preserving Indonesian and international music collections, has 10 employees, with one as the head of the museum, 1 administrator, and another as a collection curator. The Indonesian Music Museum is managed independently, with funding coming from grants from the ministry, Dana Indonesiana, LPDP, and other organizations, as well as several donations from the music community. Employees of the Indonesian Music Museum do not receive much salary, therefore, it is very important to explore and understand the work culture indicators that can be applied at the Indonesian Music Museum to improve employee performance. A human-centered work culture, which emphasizes recognition and attention to employee welfare, is one solution to maintain employee performance and motivation. In this context, this study aims to explore work culture factors that can support employee performance at the museum, as well as find solutions that can be implemented by museum managers to create a productive work environment despite limited funds. By understanding these indicators, it is hoped that an effective and sustainable work culture can be realized, which in turn will support the museum's goal of preserving the nation's culture and history.

## 2. Literature Review

### Work Culture

Work culture is something employees experience but rarely think about (Kukurudz, 2024). Several perspectives on work culture include seeing it as a system of inherited values and therefore must be implemented in every employee's work (Paais & Pattiruhu, 2020), and seeing it as a pattern for solving internal and external problems within an organization (Sarhan et al., 2020). A strong work culture strongly supports work engagement and ultimately increases work productivity (Hasan, 2023). It has also been stated that the better or stronger the work culture, the higher the level of employee commitment (Olafsen et al., 2020).

Work cultures in for-profit and non-profit organizations certainly differ. In for-profit organizations, work often takes precedence over individual interests. Stressful work and a focus on achieving targets are aligned with high rewards or salaries received by employees, and these salaries impact employee performance (Noorazem, Sabri, & Nazir, 2021). Meanwhile, in non-profit organizations, they have a different management style, namely emphasizing organizational growth, empowering and supporting each other to act as drivers of social change, meaning that employees here really understand their role, that it is more directed towards a work culture to help, overcome and serve social matters (Alsaqqa, 2020). According to Gibson et al. (2021), there are several indicators of work culture, including: 1) attitude toward work: a preference for work over other activities, such as relaxing or solely deriving satisfaction from the busyness of one's work, or feeling compelled to do something

simply to survive. 2) behavior at work: responsible, careful, meticulous, and thorough, with a strong desire to learn tasks and obligations, a willingness to help fellow employees, or vice versa. 3) work discipline: Can be defined as an attitude of respect, appreciation, obedience, and adherence to established regulations.

### Human-Centered Work Culture

A human-centered work culture is the implementation of values that prioritize employee needs, recognizing that happy and satisfied employees with their jobs and workplaces are crucial for organizational outcomes (Barabanova et al., 2025). In an organizational context, a human-centered work culture is defined as a strategic approach that prioritizes meeting employees' basic psychological needs, ensuring their well-being, actively engaging them in decision-making processes, and respecting their values (Gaponova & Devet'yarova, 2020). This culture goes beyond simply offering flexibility and focuses on creating an environment where employees feel valued, supported, and empowered to thrive. This work culture helps organizations foster trust, collaboration, and innovation, driving higher levels of employee engagement and productivity (Malik, 2023).

A human-centered work culture is no longer viewed as a temporary initiative but as a fundamental value that ensures long-term business sustainability, high employee engagement, and organizational adaptability to change (Twenge, Catanese, & Baumeister, 2002). A human-centered work culture means that employee management shifts from a traditional hierarchical model to a flexible, adaptive, and value-based approach. The analysis of human-centered work culture in this study is based on previous research conducted by Barabanova et al., (2025), using the following indicators:

**Table 1.** Human-Centered Work Culture Indicators in Organizations.

Human-Centered Work Culture Indicators	Description
Satisfaction of basic psychological needs	Autonomy, competence and engagement
Emotional safety	Organizations bring trust and support to stressful situations
Inclusivity	Equal opportunity to participate and equal opportunity for career advancement
Opportunity to grow	Mentoring programs, training and self-actualization opportunities
Value orientation	Support for individual employee goals and availability of guidance to act in alignment with the organization's mission

Source: Barabanova et al., (2025).

In a human-centered model, work culture is flexible, adaptive, and oriented toward unlocking the potential of every employee in the organization. In this model, work culture is developed by considering not only the professional competencies of employees but also their emotional, value, and social needs.

### Performance

Performance is seen as a measure of each employee's contribution to achieving organizational goals (Noorazem, Sabri, & Nazir, 2021). Performance is the result of employee work, both in terms of quality and quantity, based on work standards set by the organization (Mangkunegara, 2020). Employees will perform well if they receive the right incentives, and incentives are not only in the form of money or salary (Kumari, Ali, & Abbas, 2021). Organizations are expected to have healthy bonds with their employees (Marczak & Yawson, 2021), by creating a work environment that provides space for employees to be involved/participated, the organization upholds employee expectations and is committed to promises. Under these conditions, it is not difficult for organizations to find employees who are willing to perform well (Mdhlalose, 2025).

This strategy is crucial, especially for organizations with limited financial resources, or for nonprofits that do not provide substantial salaries to their employees. In these types of organizations, employee performance is measured differently, considering many alternatives, such as work standards, predetermined goals, or criteria (Mehrzi & Singh, 2016). Implementing quality of work, namely creating a comfortable workplace and being able to

understand the different needs of each employee, is one strategy that nonprofit organizations can implement to maintain employee performance (Ndukw & Ofondu, 2018). Some of the needs of employees who choose to work in nonprofit organizations include a safe and healthy work environment, work that develops human capacity, a social environment that encourages personal identity, a sense of community, respect for personal privacy, and work that does not sacrifice personal time and family needs.

It was concluded that employee performance in for-profit and non-profit organizations differs in size. Employees in non-profit organizations highly value work-life balance (Mdhlalose, 2025). Therefore, employee performance in non-profit organizations must align with their needs for flexible working hours, job control, a balance between work and life comfort. For them, performance in work is not just about quantity and output, but rather about enjoying the process.

### 3. Proposed Method

This study employed qualitative research, aiming to understand a phenomenon in its natural social context by prioritizing in-depth communication interactions between the researcher and the phenomenon under study (Herdiansyah, 2012). This method aims to obtain information about the current situation and its relationship to indicators presented by theories relevant to the research topic (Moleong, 2020). In this study, 10 employees were selected as informants: one was the museum director, one was the administrator, and the other was the collection curator.

The type of data used in this study was qualitative, which refers to factual data that cannot be measured numerically but rather in narrative form (Basuki, 2006).. Data sources are crucial in research activities because they are needed to answer the research questions and ensure valid conclusions. Data collection was conducted through observation, interviews, and documentation. Data were analyzed qualitatively, with the stages of data collection, data reduction, data presentation, and conclusions.

### 4. Results and Discussion

#### Indonesian Music Museum

The Indonesian Music Museum has a unique and inspiring history as an institution born from the spirit of community self-reliance in preserving Indonesia's musical cultural heritage. The museum's journey began on August 8, 2009, under the initial name "Galeri Musik Bernyanyi" (GMB), established in a modest garage at Jalan Citarum No. 17, Malang. The limited initial capital of just 253 cassette tapes and vinyl records demonstrated the founders' strong determination to launch a music preservation movement without waiting for significant financial support.

The six original founders of GMB—Pongki Pamungkas, Hengki Herwanto, Ateng, Wibi, Tutik, and Tutuk—were members of the Kajoetangan (a nickname for the city of Malang) community. They were music lovers who willingly devoted themselves, their energy, their time, and their thoughts to preserving and preserving Indonesia's rich but endangered musical heritage. The Kajoetangan community's roots give it a strong local character, yet with a vision for music preservation on a national scale.

A significant transformation occurred on September 3, 2016, when the Indonesian Music Museum Foundation (GMB) evolved into the Indonesian Music Museum Foundation (MDM). This inauguration was officially conducted by the Creative Economy Agency of the Republic of Indonesia in collaboration with the Malang City Government, marking formal recognition of the museum's contribution to the preservation of Indonesian musical culture. Pongki Pamungkas and Hengki Herwanto, as the primary founders, successfully transformed the community initiative into a legally recognized institution. The Ministry of Law and Human Rights' approval of the name "Museum Musik Indonesia" affirmed the institution's legitimacy as a foundation committed to the preservation of national music. The foundation's legal status provides a legal framework that allows the museum to operate professionally and sustainably.

The Indonesian Music Museum's journey in finding an ideal location reflects the challenges faced by independent cultural institutions. From its initial location at Jalan Citarum No. 17, Malang, the museum received support from the Malang City Government to occupy the Gajayana Arts Building, demonstrating the local government's appreciation for cultural preservation efforts. On December 1, 2023, the museum found its permanent home in the supporting building of the Mpu Purwa Museum, located in the Griya Shanta Housing Complex, Malang. This strategic location, situated within a complex that already has museum

infrastructure, allows for synergy and operational efficiency. This stable location provides a strong foundation for the future development of the museum's collections and programs.

The Indonesian Music Museum operates within a scope that encompasses the collection, preservation, and dissemination of music collections, musical instruments, recordings, and historical music documents. This holistic approach allows the museum to function not only as a repository of artifacts but also as a center for education and research on Indonesian music.

### **Implementation of Human Centered Work Culture at the Indonesian Music Museum**

The Indonesian Music Museum has a simple organizational structure, as it is self-managed, thus minimizing operational costs. The following are the duties and organizational structure of the Indonesian Music Museum:

- a. Head of Museum, The head of the museum is responsible for maintaining the vision and mission of the Indonesian Music Museum and ensuring its sustainability and relevance within the community.
- b. Museum Secretary, The museum secretary is responsible for carrying out secretarial duties and ensuring smooth operations and communication within the museum.
- c. Museum Treasurer, The museum treasurer is responsible for ensuring financial transparency and accountability to support the museum's sustainable operations.
- d. Collections Department, The collections department is responsible for ensuring the museum presents high-quality and relevant collections to the public.
- e. Public Programs Department, The public programs department is responsible for connecting the museum with the wider community by building relationships, promoting the museum, increasing visits, and designing and managing engaging and relevant programs.
- f. Finance, HR & General Affairs Department, The finance, HR & general affairs department is responsible for the overall success of the museum's operations and programs.

Most of the museum's staff are between 50 and 60 years old, especially the collections staff. They work with passion, driven by their love of music. Working hours, from 9:00 a.m. to 4:00 p.m., give them space to pursue their hobbies and socialize with friends. For them, salary is no longer their primary concern. Their children are grown and independent, so they work for their own enjoyment. The established work culture is relatively conducive, with low levels of competition. The challenge is that their relatively low salaries also make them slow to complete their activities. It's the museum director's responsibility to manage them on a human-centered basis.

Adopting the work culture indicators from Gibson et al. (2021), regarding the attitudes and behaviors displayed by the Indonesian Music Museum staff, several employees provided explanations. Regarding their attitude toward their work, a curator stated: "I feel happy when I work. It's not hard for me, because I'm doing work I enjoy. I'm not forced to work here, it's not about the salary, but about satisfaction, about contributing to the preservation of Indonesian music". Another curator then shared about his work behavior, "I have to be careful when working, because this is an important collection, especially since most of it was donated by individuals or institutions. Therefore, I have to be careful when managing it, because it's a trust".

These two statements demonstrate that the Indonesian Music Museum staff have a strong sense of ownership in their work. It's not about the salary, but about feeling appreciated and sharing joy. This environment isn't easily achieved. It requires human-centered management. The museum's director employs a specific approach to ensure staff feel comfortable and at ease working. The main activities at the Indonesian Music Museum are funded by grants from various institutions, such as the LPDP (Lembaga Pembangunan Daerah Indonesia/LPDP) and Dana Indonesiana (Indonesian Fund), and these grants do not budget for staff honoraria. However, with a human-centered work culture, these activities can be implemented. Museum staff have become accustomed to the idea that work experiences are not merely transactional but rather relational, where relationships between team members are valued.

This study shows that the Indonesian Music Museum, which implements relational values—such as respect and meaning, making makes staff feel valued and less inclined to leave their jobs. Organizations that invest in human-centric practices demonstrate low employee turnover rates (Rath & Harter, 2010). A human-centered work culture is a multi-layered system encompassing leadership practices, interpersonal relationships, ethical foundations,

and strategic governance (Barabanova et al., 2025). The idea of an integrative organizational model that balances economic performance with humanistic values is proposed. Particular emphasis is placed on the intercultural dimension: while universal values such as respect, empathy, and trust remain constant, their expression must be adapted to the cultural context.

Today, a human-centered work culture is a complex, dynamic, and adaptive system that ensures internal stability and external competitiveness (Barabanova et al., 2025). In an era of constant change and increasing uncertainty, human-centricity is emerging not as a trend, but as a critical condition for the long-term survival and growth of an organization. Previously, organizations focused on human resource management based on emotional intelligence [3], leadership style (Amabile & Kramer, 2011), or inclusive policy mechanisms (OECD, 2017) without examining their systemic interactions within the organizational ecosystem. In its development, several new studies, including those found in this study, show a steady transformation of the human resource management approach, from a technocratic and hierarchical model to a system that recognizes humans as the primary resource and bearer of organizational values. A human-centered work culture goes beyond conventional HR practices by shifting the focus from mere efficiency and output to the quality of work experience, employee well-being, and the ethical dimensions of organizational interactions (Barabanova et al., 2025).

Regarding the conditions at the Indonesian Music Museum, when examining the human-based work culture indicator in organizations, stated by Baranova et al (2025), several responses were obtained from museum staff. Regarding the satisfaction of basic psychological needs, almost all staff members emphasized engagement. They strongly engage with the Indonesian Music Museum because it allows them to be themselves, explore their passions and hobbies, and spend time doing things they enjoy. This is a meaningful day for them. Regarding emotional security, staff are not faced with stressful work situations almost every day; instead, they find work to relieve stress. "When I encounter traffic jams and stress on the road, arriving here is a stress reliever for me," was one statement.

For the staff of the Indonesian Music Museum, the inclusivity factor is very influential. They are at an age when they should no longer be productive, yet they are still able to work and serve at the museum. If they worked anywhere else, they would certainly be excluded. Therefore, they are very grateful for the opportunity to work at the museum. "I am very grateful to be able to work here. I am healthy, stress-free, and can work comfortably and have fun."

Given the opportunity for development, it wasn't essential for staff to participate in the training. The training was attended only by the museum director, and they received knowledge transfer from him. They deeply trusted the museum director because he had always treated them with compassion. They also realized that the budget for this was limited, and that if the museum director participated, it would open up new opportunities for collaboration with academics and other institutions, which was highly beneficial for the museum. This was because museum activities largely stemmed from collaborative opportunities initiated by the museum director, and the implementation of these activities necessarily involved all staff. Regarding value orientation, working at the Indonesian Music Museum, museum staff feel a sense of alignment between the museum's mission and vision and their work goals. As artists and music lovers, their daily activities at the museum are perfectly aligned. It's not a compulsion, but a genuine passion from the heart.

Undeniably, human resource management remains a crucial determinant of an organization's success and sustainability (Hector & Cameron, 2023). With changing market dynamics, technological advancements, and changing workforce demographics, organizations are increasingly recognizing the importance of adopting a human-centered management approach. This paradigm shift, characterized by a deep focus on cultivating a strong organizational culture and viewing staff as a critical resource, has transformed the traditional human resource management paradigm (Weis, 2020). As time goes by, it is increasingly clear that a human-centered approach is not just a choice but a critical strategic imperative. Human-centered management practices, characterized by a strong focus on prioritizing employee well-being, have emerged as a driving force behind overall organizational success.

### **The Relationship Between Human Centered Work Culture and the Performance of Museum Music Indonesia Staff**

Performance is the work results, both in quality and quantity, achieved by an individual in carrying out tasks according to assigned responsibilities (Wanza & Nkuraru, 2016). Having

skilled employees who possess work abilities and are loyal to the organization is no easy feat. This is especially true at the Indonesian Music Museum. Staff with low salaries are often pessimistic about achieving ideal staff performance.

However, in the field, it was found that with a human-centered work culture, staff at the Indonesian Music Museum are able to demonstrate excellent performance. A sense of ownership in their work, enthusiasm, and enjoyment in their work are currently evident at the Indonesian Music Museum. A human-centered work culture aims to humanize staff by directing their behavior toward commitment and loyalty to their organization, while maintaining a sense of satisfaction and comfort at work.

A human-centered work culture can boost staff performance, increase satisfaction, and maintain good practices in HR management (Sancoko, Setiawan, & Troena, 2019). The museum director's task is to manage the human element to its full potential so that human resources feel satisfied with their work and workplace (Gibson & Kirkman, 1999). In addition to financial rewards, the purpose of work is to achieve job satisfaction (Ispik et al., 2020). Job satisfaction is closely related to staff attitudes towards various factors in the job, including the work situation, social influence in the workplace, rewards and leadership and other factors (Ruiz-Palomino, Martínez-Cañas, & Fontrodona, 2013). The more balanced the expectations and sacrifices they make for their work, the more positive their perception of their work will be.

A human-centered work culture refers to a system of shared meaning held by an organization that distinguishes it from others. A strong value system fostered by this approach can drive the organization toward greater development. The better the human-centered work culture, the higher the performance demonstrated by staff. This means that any improvement in the human-centered work culture toward more conducive conditions will contribute significantly to improved staff performance. The results of the study indicate that a human-centered work culture demonstrated by museum leaders, such as attention to staff comfort, humane treatment, and non-pressure, has a positive influence on employee performance. Leaders who prioritize the satisfaction of basic psychological needs, emotional safety, inclusivity, opportunity to grow, and value orientation influence employee performance (Baranova et al, 2025).

The museum director said, "I actually only do small things related to a human-centered work culture. For example, during meetings, I start by saying, 'How are you today? Is everyone well at home?' And it turns out that my greeting sparks staff to share stories, such as about their child having a fever, and so on." "It's not difficult. It just requires sympathy and empathy, being able to feel what the staff are feeling, sharing sincerity, not just superficially. That's what I do." Many leaders succeed by using relational conversations, connecting with humanity (Townsend & Romme, 2024).

Human-centered management practices recognize that an organization's most valuable asset is its employees. When employees feel valued, supported, and engaged, they are more likely to go above and beyond the expectations of their roles, leading to increased productivity and better overall performance. A human-centered work culture fosters a culture of innovation and adaptability. Flexible communication among employees encourages the sharing of ideas and lifelong learning. This culture of innovation is crucial, as is the case at the Indonesian Music Museum. Those who donated their song collection to the Indonesian Music Museum have high hopes that the collection will benefit the preservation of the songs and be enjoyed by future generations. Open communication with the museum's director and fellow staff fosters the ability to innovate more effectively.

The link between human-centered work culture practices and employee performance is undeniable. By recognizing the central role of people, cultivating a culture of innovation and inclusivity, and empowering leadership, organizations can create an environment where employees thrive, and collective success becomes not only achievable but also sustainable. A human-centered work culture is the foundation of excellence, enabling organizations to adapt, innovate, and thrive in the face of constant change. A human-centered work culture will fulfill an organization's desire to attract high-performing employees. Good performance is characterized by low absenteeism rates, improved innovation metrics, minimal employee turnover, and improved productivity metrics (Hector & Cameron, 2023).

The performance resulting from a human-centered work culture is inseparable from the role of leaders. Leadership within a human-centered work culture is a crucial element. Leaders who embody the values of empathy, transparency, and servant leadership are more likely to inspire and motivate their teams. They create an environment where employees feel heard and valued, which in turn leads to greater commitment and improved performance (Hector &

Cameron, 2023). A human-centered work culture not only contributes to organizational revenue success but also encompasses factors such as employee well-being, customer satisfaction, and social responsibility. Organizations that prioritize their employees and create positive workplace experiences tend to develop strong employer brands, attracting top customers and talent who share their values.

A human-centered work culture places employee needs at the heart of its policies and practices, including a focus on work-life balance and employee well-being. Providing flexible work arrangements, rather than encouraging relaxation, can help employees achieve work-life balance (Cooke, Dickmann, & Parry, 2022). For example, at the Indonesian Music Museum, although work hours are stated to end at 4:00 PM, the museum is often open until late at night due to meetings with artists from across Malang or simply to chat with fellow music lovers. Providing space for museum staff to work flexibly is crucial, as long as it aligns with the museum's goals and assigned tasks.

A human-centered work culture is the invisible thread that binds individuals together into a cohesive workforce. Organizations that implement a human-centered work culture tend to have higher levels of employee engagement, satisfaction, and productivity (Hector & Cameron, 2023). The ability to harness the full potential of human capital is key to competitive advantage. Organizations, through their leaders, need to have insight and follow through on the organization's transformative journey toward implementing a human-centered work culture.

## 5. Comparison

Compared to recent studies on human-centered work culture, most previous research has focused on for-profit companies, where human-centered work culture is implemented to maintain business continuity and competitive advantage rather than as an effort to create employee comfort at work. Existing literature tends to encourage the implementation of human-centered work culture as an effort to face the era of society 5.0, where there is a balance between human roles amidst the presence of technology. Rather than providing employee comfort, it is more about company efficiency, allowing employees the flexibility to work from home or anywhere.

This research advances the field by positioning human-centered work culture not as a mere supplementary variable but as the primary analytical framework linking human-centered work culture to performance. Through an in-depth qualitative case study at the Indonesian Music Museum, this research captures HR management in a nonprofit organization, its implementation, and the perceptions of museum staff that are rarely explored in previous current models. The contribution lies in the development of a contextual human-centered work culture strategy that integrates with the relatively unique performance of museum staff because it contains preferences, hobbies, deep feelings that are translated into daily work by managing the song collection at the Indonesian Music Museum, which is far from an effort to gain profit for the organization, but rather to provide song information for the next generation. Therefore, this study expands the discourse from the previous one which was based on efficiency to maximize profits to transform into an effort for more professional management of non-profit organizations called museums to more independent and sustainable management.

## 6. Conclusions

Based on the overall research and interview results, it can be concluded that the human-centered work culture at the Indonesian Music Museum is well-functioning, despite its shortcomings, such as its inability to provide adequate salaries, often limited to the minimum wage. The role of the museum director in implementing this human-centered work culture is crucial, as it requires a humanistic, relatively personal, and informal approach. It is not based on a rigid hierarchy or punishing work pressures, but rather emphasizes that staff work wholeheartedly, in accordance with their interests and passion for music. The closeness, involvement, and collaboration among colleagues and the museum director make work more valuable than just a paycheck; it can also serve as a means of self-actualization, stress relief, and ample time to socialize with fellow music lovers.

Based on the research findings, it is recommended that museum directors regularly hold meetings to evaluate and gather input, strengthening the implementation of a human-centered work culture. All staff should be more involved in major funder-led activities, and these events should be made into joint events that bring staff together with external parties, such as

legendary Indonesian singers, curators from other museums, music communities, and others. These events can serve as a forum for staff to exchange thoughts, ideas, and concepts, leading to innovations in their work. In other words, they should foster positive performance for the Indonesian Music Museum.

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