



Management in Non-Profit Organizations Ikatan Mahasiswa Kota Batu (IMAKOBA)

¹Moh Erfan Arif*

¹Department of Management, Faculty of Economics and Business, Universitas Brawijaya, Indonesia

*Corresponding author

Email: erfan_arif@ub.ac.id

Volume

5

Issue

2

Edition

November

Page

391-399

Year

2024

Article History

Submission: 11-11-2022

Review: 27-11-2022

Accepted: 17-01-2024

Keyword

Management;
Non-Profit Organizations;
Leadership;

How to cite

Arif, M. E. (2024). Management in Non-Profit Organizations Ikatan Mahasiswa Kota Batu (IMAKOBA). Jurnal Pengabdian Masyarakat, 5(2), 391-399
<https://doi.org/10.32815/jpm.v5i1.1407>

Abstract

Purpose: This study aims to improve the managerial skills of administrators and members of the Batu City Student Association (IMAKOBA), a non-profit organization facing operational challenges. Addressing these issues is crucial to enhancing the organization's effectiveness and impact.

Method: The study involved a management training program using lectures, role-playing, and discussions to enhance participants' leadership, planning, and control skills.

Practical Applications: The findings provide practical strategies to improve management in non-profit organizations, enhancing their effectiveness and sustainability, especially in youth-driven initiatives.

Conclusion: The training improved key skills in leadership and planning, offering valuable insights into resolving managerial challenges and optimizing non-profit organizations' operations.



Introduction

Organizations are often formulated based on research interests and objectives and depending on the context and scientific perspective. There are dozens, or perhaps even more, concepts of organizations. Mathis and Jackson (2016) define an organization as a social unit of a group of people interacting according to a specific pattern, where each member has their own function and task. Alternatively, an organization can be seen as a group of people interacting as a unified entity with a specific goal and clear boundaries (Rernawan, 2011). (Hasibuan, 2014) describes an organization as the process of determining and grouping tasks, assigning and delegating authority and responsibilities to enable effective collaboration in achieving goals. Meanwhile, (Robbins & Judge, 2013) argue that an organization is a coordinated group or unit in social life, consciously organized and limited by relatively identifiable parameters.

Regardless of the various interpretations, organizations are believed to be a suitable platform to enhance leadership capacity. Many experts and leaders urge the younger generation to actively engage in organizations to develop the soft skills required for the future. Additionally, young people can take on strategic roles in nation-building. Their participation in various activities must align with national development goals. Therefore, youth are expected to participate effectively in development and pioneer community efforts to improve their living standards (Karamoy, 2015).

Youth organizations generally do not aim to make a profit. Non-profit organizations, such as NGOs, student associations, and volunteer groups, often act as auxiliary agents to the government, focusing on efficiency and service performance to the public in Indonesia. According to (Winardi, 2003), a social organization meets people's social needs by facilitating contact with others.

(Duhalm and Alecsandri, 2010) explain that globalization in the 20th century has heightened the importance of the non-profit sector. Non-profit organizations have gained global recognition for providing key aspects of social, educational, cultural, and welfare services to society. As they develop, these organizations often propose solutions to address societal problems.

Youth's role today significantly impacts the nation's survival, so they must be nurtured and developed in accordance with government regulations. The goal of youth development is to create future leaders of national struggle and development, instilled with Pancasila values, through efforts that foster devotion to God, national awareness, patriotism, self-esteem, and leadership skills. This development also aims to encourage youth involvement in national development (Karina, 2008).

One function of youth organizations (such as student groups) is to support education and personal skill development (soft skills). These skills are essential for youth or students to integrate and participate directly in societal life. From a civic education perspective, soft skills are referred to as civic skills. These skills are developed to ensure that knowledge gained is meaningful and can be applied to address societal and national issues. Civic skills encompass intellectual skills and participation skills.

In this regard, civic skills have several indicators, as proposed by (White, 2005), including interacting with others for common interests, taking action to change political systems, monitoring public events and societal issues, implementing policy decisions on societal problems, negotiating and making decisions on social matters, and influencing policymakers on public issues.

The strategic role of youth and non-profit organizations in nation-building is also embodied by one organization in Batu City, the Batu City Student Association (IMAKOBA). This organization serves as a learning platform for young people in Batu who have the opportunity to become students. It was created by its founders out of concern for the changes in youth character today. (Bahri, 2015) emphasized that today's youth, including students, are experiencing a concerning character crisis.

In executing its programs, IMAKOBA has experienced both growth and decline. Currently, the organization is facing a decline in performance compared to previous periods. While evolution is normal, it needs to be anticipated and addressed. If the organization remains stuck in prolonged performance decline, its planned programs may not be implemented. This would render the organization less effective in contributing to national development or advancing Batu City's society. Thus, various efforts are needed to improve the organization's management so that its role and contributions become more impactful for the targeted community.

Based on observations and interviews with IMAKOBA's board members, some issues faced by the organization include weak leadership, lack of commitment from board members and general members, programs that do not meet community needs, unexecuted work plans, inadequate planning, and limited networks. These issues hinder the organization's active participation in the development of Batu City or the nation. Generally, the problem faced by this organization is managerial in nature. Therefore, to address these management issues, this initiative focuses on organizational management training, which covers the essential management functions of planning, organizing, actuating, and controlling (Fayol, 2016).

IMAKOBA's issues must be resolved quickly to bring the organization to its optimal state and allow it to contribute effectively to its members and society. In addressing these problems, the team employed organizational theory and behavioral approaches. Knowledge of organizational theory and human behavior in organizations evolves along with advancements in management science. Most developed theories so far have a managerial ideology, meaning they were developed with managerial implications in mind. From this ideology, several theories have emerged that attempt to explain other aspects of organizations (Daft, 2010).

Method

The implementation of this training program serves as a knowledge-sharing process. The success and effectiveness of this training are partly determined by the methods used in the program. The methods chosen are tailored to the type of activity and the participants involved. The training methods applied to improve organizational management skills for the board and members include the following steps:

a. Lecture

This method is selected to convey essential concepts that participants need to understand and master. The lecture method is chosen because, when combined with images, animations, and displays, it can efficiently and effectively deliver a large amount of material in a concise and straightforward manner. This method is also used to psychologically motivate the participants. Additionally, it aims to broaden the participants' understanding of the training material. Before the lecture begins, the training starts with introductions by all participants, their roles in the organization, and the issues they face. This is followed by the presentation of material on organizations, management, and a discussion or Q&A session.

b. Role-playing

Role-playing, also known as sociodrama, dramatizes behaviors in relation to social issues. Role-playing is a learning method designed to recreate historical events, actual events, or potential future situations. In this method, participants are asked to directly take on roles as leaders and staff to perform tasks and responsibilities. The participant playing the role of a leader functions as a motivator to inspire staff who are not performing optimally in fulfilling their duties and responsibilities within the organization.

c. Q&A (Question and Answer)

This method is used to maintain individual interaction with the participants both

technically and psychologically. It is employed to deepen or enhance participants' understanding of any material that has not been fully grasped. Alternatively, this method is used to confirm participants' comprehension of the training material with the instructor.

Result

The organizational management training was held on May 26, 2022, in Batu City. The participants of this activity were the board members and some members of IMAKOBA. The training began with introductions by the speaker and all the participants. The purpose of the introductions was to establish a connection at the early stage so that the training could proceed more effectively. After the introduction session, the training agenda was presented, consisting of delivering material, starting with a discussion on the managerial problems faced by IMAKOBA, followed by topics on management concepts, the definition of an organization, and concluding with a discussion or Q&A session. After the Q&A session, the final stage involved feedback from the participants, represented by three students.

After the IMAKOBA members and board discussed the managerial issues, they were facing, the following problems were identified:

- a. There has not been intensive communication among members within the organization. Communication typically only occurs due to specific events or activities.
- b. The programs that have been planned are not being implemented according to the scheduled timeline.
- c. Some board members are still not actively fulfilling their assigned duties.
- d. The activities being conducted tend to be sporadic or even outside the planned scope.
- e. The control function that should be carried out by the chairperson or department heads towards their subordinates is not optimal.
- f. The board members lack the ability to effectively motivate and encourage their subordinates.

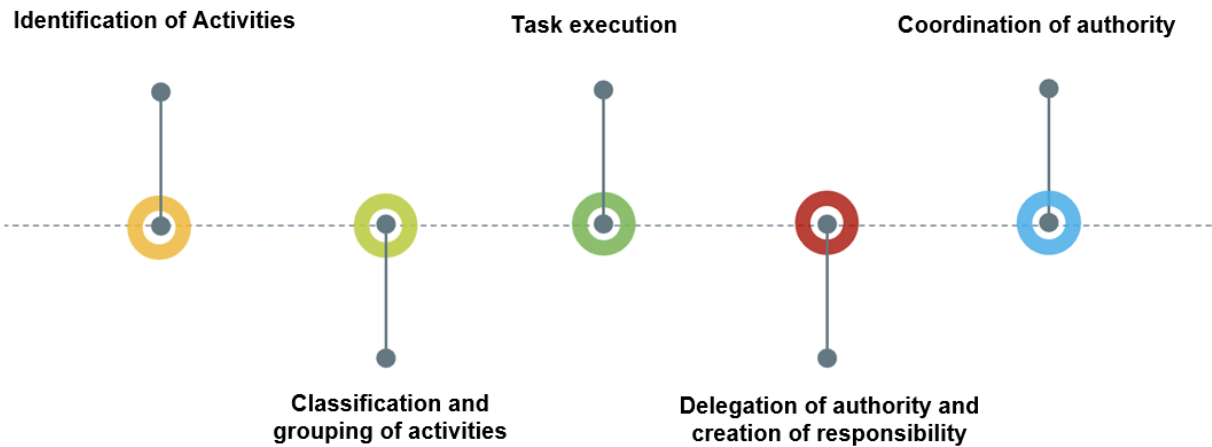
These identified issues underscore the importance of the organizational management training being conducted. It is also hoped that participants realize that this activity is an effort to address the problems they are currently facing. After discussing these problems, the participants began to focus more on the training process. This training serves as an effort to improve attitudes, increase knowledge, and enhance employee skills through learning from experience to achieve more effective performance (Masadeh, 2013) so that the organization's issues can be resolved.

The next material covered was about management and its functions. Management is defined as the art of achieving organizational goals through leadership skills, influencing others, or with the help of others. The functions of management include planning, organizing, actuating, and controlling (Fayol, 2016; Terry, 2009). During this session, several participants asked questions related to how to create a solid and consistent plan. This question was linked to challenges faced by the IMAKOBA board in managing the organization.

To enhance participants' understanding of planning concepts, it was explained that planning is the process of formulating strategies, programs, and activities for the future use of organizational resources. Good planning is considered half of an organization's success. Aspects to consider when creating a plan include work programs, the objectives and benefits of the programs, program costs, timelines, responsibilities, executors, partners, and targets (which must be agreed upon by the working team, including leadership elements). Thus, improving and developing the organization requires attention to these aspects in the form of a comprehensive plan based on organizational needs (Jegen, 2015).

The next function is organizing, which involves allocating resources within departments and work units so that the division of labor and tasks among each unit is clear. Organizing activities consist of several stages, which are outlined in the diagram below:

Figure 1. Organizing Function



Staffing is the effort to organize the structure of an organization and ensure it continues to function, as the organizational structure reflects the formal arrangement of work within an organization (Robbins and Coulter, 2016). Staffing within the organizational structure has become increasingly important in recent years due to technological advancements, business growth, human behavior complexities, and more. The primary goal of staffing is to place the right people in the right jobs. The stages of staffing are shown in the diagram below:

Another crucial function in managing an organization is directing, which is the managerial function that ensures an organization operates efficiently toward achieving its goals. This is considered the "lifeblood" of the company, guiding everyone within the organization to act according to the plan, organizing, and staffing. Directing is a personnel management aspect aimed at influencing, guiding, supervising, and motivating employees to achieve organizational goals.

To ensure that the plans in place are progressing well, controlling is necessary. Controlling involves measuring performance against standards and correcting deviations to ensure organizational goals are achieved. The purpose of control is to ensure everything aligns with the organization's operational standards. An efficient control system can help predict potential deviations. Controlling is the process of checking whether progress aligns with objectives and goals and determining whether corrective actions are needed to address current or potential deviations. The essential elements in the control process include:

Figure 2. Control Function



Figure 3. Documentation of Activity Implementation



Discussion

The fundamental problem faced by the community partner, IMAKOBA, is a lack of knowledge in managing the organization. This is a common issue for organizations run by youth or students. Student-led organizations tend to be less organized, and their programs often occur sporadically. This is evident in the lack of a shared understanding of how to create plans, implement programs, manage finances, manage human resources, and maintain control.

The planning process also does not adhere to good practices. Some points that IMAKOBA should note when developing plans include not considering the organizational goals they wish to achieve. A series of organizational goals is the primary foundation for creating plans. The second oversight is the failure to articulate the current conditions or situation. Understanding the current state of the organization is essential for planning, as it allows for the allocation of available resources to achieve goals. This is crucial because planning concerns future objectives. After analysing the current state of the organization, a plan can be formulated to outline further activities.

After having a plan consisting of a considerable number of work programs, the IMAKOBA management has been less than optimal in organizing the implementation of those plans. To execute the plans or work programs more effectively, the organization needs to undertake several initiatives as recommended by Hikmat (2009), including: first, providing

the necessary facilities, equipment, and staff to implement the plans. Second, grouping and dividing work into a structured organization. Third, establishing an authority structure and coordination mechanisms. Fourth, determining work methods and procedures. Fifth, selecting, training, and informing staff. Organizing is essentially a step to determine "who does what," which creates clarity in individual or group tasks and responsibilities (Siregar, 2020). In this context, a leader plays a strategic role in the effectiveness of the organization.

Another aspect that weakens the organization in planning is the lack of a process to identify potential facilitators and obstacles. Identifying strengths and weaknesses, as well as facilitators and barriers, is necessary to assess the organization's capacity to achieve its goals. Therefore, IMAKOBA needs to identify both internal and external environmental factors that can help the organization achieve its objectives or that may pose challenges. The next step to consider is developing a plan or a series of activities to achieve these goals.

In addition to planning aspects, communication also needs improvement to enhance organizational productivity. To foster intense and warm communication within the organization, various tools are currently available, such as different communication applications that allow members to share their ideas and thoughts. Although IMAKOBA currently has a group for online communication that includes all managers and members, this tool is not very effective due to its underutilization. In this context, the real problem lies not in the availability of communication tools but in the lack of emotional bonds among the members of the group. This is a significant point because emotional bonding among members is a crucial asset for the organization's progress.

During the training, participants displayed enthusiasm and a high interest in engaging in the series of activities. Active participation was more evident among participants holding key positions, such as the chairperson, secretary, and treasurer. After participating in this activity, the core managers and other staff reported gaining a substantial understanding of organizational management. They recognized the need to address the deficiencies that have frequently arisen. Training is a process aimed at developing the skills needed for staff to work more effectively and productively (Lussier, 2008).

Additionally, the managers expressed a greater enthusiasm to collaboratively improve IMAKOBA to be more beneficial broadly. The benefits can be felt by both the members—students from Kota Batu—and the wider community. This emphasizes that the organization aims to provide significant benefits for Kota Batu, including for high school students. The managers and members are increasingly optimistic about managing IMAKOBA because they have gained a new perspective on organizational management after participating in this training. This optimism arises from the emergence of practical ways to address the various problems currently faced. The issues have hindered IMAKOBA from optimizing its role in benefiting all stakeholders.

Several representatives from the organization's management expressed their commitment to implementing the remaining plans or work programs before their term ends. Other managers also stated their intention to interact more frequently and establish better communication with fellow members to optimize their responsibilities. Furthermore, the manager in the secretary position committed to being more effective in assisting the chairperson in performing their duties, particularly in executing coordination functions to ensure the organization operates more effectively.

Conclusion

After the implementation of the organizational management training at IMAKOBA, the following conclusions can be drawn:

- a. The fundamental problem currently faced by IMAKOBA is its inadequate management of the organization, particularly in planning. This aspect of planning will be a key determinant of the organization's success in the future.
- b. Participants, who are both managers and members, reported gaining additional

insights and knowledge in organizational management. This enhanced understanding particularly pertains to the concepts of organization and management, which are closely related to the organization they belong to.

- c. The training methods applied in this activity—lectures, role playing, and question-and-answer sessions—were quite effective in the process of transferring knowledge about organizational management to the student participants.
- d. Training participants expressed increased enthusiasm for managing the organization better by applying various management functions they have learned.
- e. Participants hope that similar activities with different themes can be conducted in the future, as they are considered to provide significant benefits.

Acknowledgements

We extend our heartfelt thanks to all participants of the organizational management training at IMAKOBA, especially the management and members for their enthusiastic engagement. We appreciate the facilitators for their insightful lectures and guidance during the training sessions, which significantly enhanced our understanding of management concepts.

We also commend the commitment shown by the management team to improve IMAKOBA's effectiveness. We hope this training will serve as a foundation for overcoming challenges and achieving future goals.

Reference

- Bahri, S. (2015). Implementasi Pendidikan Karakter dalam Mengatasi Krisis Moral di Sekolah. *TA'ALLUM*, Vol. 03, No. 01.
- Daft, L. R., 2010. *Organization Theory and Design*, South-Western, Cengage Learning.
- Duhaln, S., & Alecsandri, V. (2010). The Role and Importance of Public Relations at Non-Governmental Organizations. *Studies and Scientific Researches Economic Edition*, (15), hlm. 360-364
- Fayol, H. 2016. *General and Industrial Management*. diterjemahkan oleh Constance Storrs, London: Ravenoi Books.
- Hikmat, 2009. *Manajemen Pendidikan*, Bandung: Pustaka Setia
- Jejen, M., 2015. *Manajemen Pendidikan; Teori, Kebijakan dan Praktik*, Jakarta: Prenadamedia Group.
- Karamoy, A. A., 2015. Partisipasi Politik Generasi Muda dalam Pembangunan di Desa Sawangan Kecamatan Airmadidi Kabupaten Minahasa Utara, *Jurnal Politico*, Vol 4/2/2015.
- Karina, N., 2008. *Dinamika Sosial Politik Organisasi Pemuda Pancasila Sumatera Utara*, Tesis, Sekolah Pasca Sarjana Universitas Sumatera Utara Medan 2008, hlm 23.
- Lussier, N. R. 2008. *Human Relations in Organization*. Boston: McGraw-Hill.
- Hasibuan, M.S.P. 2014. *Organisasi Dan Motivasi, Dasar Peningkatan Produktivitas*, Jakarta: Bumi Aksara.
- Masadeh, M. 2013. Training, Education, Development and Learning: What Is the Difference," *European Scientific Journal May edition* vol. 8, No.10, ISSN: 1857 7881 (Print) e-ISSN 1857-7431
- Mathis R., L. dan Jackson, J. H. 2016. *Manajemen Sumber Daya Manusia*. Buku 1, Alih Bahasa: Jimmy Sadeli dan Bayu. Prawira Hie, Salemba Empat. Jakarta
- Rernawan, E., 2011. *Organization Culture, Budaya Organisasi Dalam Perspektif Ekonomi Dan Bisnis*, Bandung: Alfabeta.
- Robbin, S. P. & Judge, T. A. 2013. *Organizational Behavior*. Boston: Pearson Education Inc.
- Robbins, S. P. & Coulter, M. 2016. *Manajemen*, Jilid 1 Edisi 13. Jakarta: Erlangga
- Saefullah, U. 2018. Manajemen Pendidikan Islam. *Jurnal Penelitian Keislaman* Vol.14 No.1 (2018): 30-5036

399) Management in Non-Profit Organizations Ikatan Mahasiswa Kota Batu (IMAKOBA), Arif, M. E.

Siregar, R. T. 2020. *Manajemen Sumber Daya Manusia Dalam Organisasi*. Yayasan Kita Menulis.

Terry, R. G. 2009. *Prinsip-Prinsip Manajemen*, Alih Bahasa oleh J. Smith. D.F.M. Jakarta: Bumi Aksara.

White, C. (2005). The Nature of Civics Education. Makalah disajikan dalam acara Pelatihan Dosen PKN [*Civic Education*] Tahun 2012 Hotel Millennium, Jakarta, Indonesia.

Winardi. (2003). *Manajemen Perilaku Organisasi*. Jakarta: Kencana.