

Intervensi Strategis: Studi Kasus pada DSIM Palembang

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Abstrak

Sebagai lembaga swadaya masyarakat yang memfokuskan diri pada pengumpulan dana zakat, infaq, shodaqoh dan waqaf, DSIM bisa dikatakan sebagai lembaga pertama di Sumatera Selatan. Pada awal 2007, terjadi beberapa kontraksi dalam organisasi ini yang mengakibatkan stagnasi dalam kinerjanya. Oleh karena itu perlu adanya intervensi strategis yang sistemik guna menanggulangi masalah tersebut. Dengan menggunakan wawancara yang mendalam dengan pengurus dan observasi kerja mereka, penulis menemukan beberapa masalah pokok yang mengakibatkan stagnasi tersebut. Berdasarkan data dan informasi yang didapat maka dalam tulisan ini peneliti merekomendasikan sebuah paket intervensi strategis.

I. Background

DSIM (<http://dsim.wordpress.com/> and network of <http://www.dompetdhuafa.or.id>) is a non profit and non government organization aimed to help the poor by collecting charity funds from the rich and also from corporate social responsibility funds. It is also a regional charity organization in South Sumatera, Indonesia. It was founded in 2001 three non government organization workers. Generally, the activities are to organize some programs and “sell” it to the rich and also some companies in South Sumatera. The designed social programs and the empowerment of the poor have been giving a value added to the collected funds and have been giving a multiple benefit to the poor society. DSIM always tries to create the transparent and professional atmosphere in keeping the very big responsibility from the public. At that time the three members of team were enough to deal with all of duties.

Since 15 January 2001, DSIM has successfully collected Rp 3,247,871,100 or AUS\$ 450,000 from several resources in public and companies. This is a lot of money

for a country like Indonesia and also a big success for the institution. Today, DSIM has become the largest philanthropy organization in south Sumatera with more than 2.000 loyal donors which is economically established, professional and highly educated. Further, the organization also has become a partner of several big regional and national companies, private and government owned-companies in organizing a corporate social responsibility program. There are two big programs currently conducted: the scholarship for poor students and the small business development.

Five new workers have joined the DSIM team since the beginning of 2007, in order to response the big number of donor and funds increase. They were the fresh graduate when they joined the team. It means there was no working experiences; especially, in non-government organization and non-profit job. The policy to recruit the fresh graduated team members were decided by the founders for dealing with the more complex and sophisticated range of duty. The young and zestful new team members were considered to be “new blood” for organization. The new members were directly involved in organizational roles. In the team, they are playing both marketing and program execution roles. The senior team taught that the involvement of the new workers could improve their skill and ability. It also could give them fight spirit and strong mentality as non profit organization workers.

The problem started when one of the senior team left the organization. Their duty cannot be replaced by the new workers abruptly. Especially, in the marketing department, a senior member does not only deal with the prospective donors but also still has to pay attention on the current loyal donors. He has to maintain the good communication and information with settled clients. Meanwhile, the program and empowerment department also has to maintain and control the current programs. The duties include monitoring, evaluating and reporting the current programs and also designing the new programs. After the leaving of one of their senior member, the finance and the program and empowerment functions were combined on one hand. The new workers are divided into two departments: three people for department of program and empowerment; and two people for department of marketing. Interestingly, there is no worker which works independently. For almost two years in the organization, they have been assistants who have jobs only to help the senior workers in department. Even

though the range of program is getting bigger, the senior workers do not delegate their duty to the juniors.

The report figures out that there is stagnation in organization's acceleration. At least from the second semester after the recruitment, the increase of number of donors has experienced doldrums. Before 2007, the organization could get at least forty new individual donors per month and one an institutional donor per three months. After the recruitment up to the present moment, the organization can get only twenty new individual donors per month and one institutional donor per semester. It is a half compared with the time before recruitment. The founders of organization hope a big expansion after the recruitment but the fact says different way. So, what is the main problem of this organization?

II. Problem

The stagnation of the organization expansion is the very real problem that can be seen at the report. For the non government and non profit organization, the donor is the very important factor to measure the existence of the organization (Anheier & DiMaggio, 1990). It means that fail to get more donors can result in a fiasco in organization. It is not like commercial sector which attracts the consumers with direct personnel benefit when they spend their money for services or goods. In non profit organization, creativity in producing the attracting programs and marketing strategy are the most significant roles. The stagnation in the organization means the organization has lost its creativity. Further, it also means that the personnel in the organization cannot provide any other brilliant programs and fail to sell the current program in smart marketing strategy. The organization is in critical condition now. Shortly, there have been several problems in this organization. Those problems can be classified into two big groups: a personnel problem and a structural problem.

A personnel problem relates to condition of skill and mentality of an individual in organization. The question is that can the individual skill and mentality achieve the goal of the organization. When the fulfilment of the goal of the organization needs a particular skill and a special mentality then the personnel have to have that such of things. If it cannot be fulfilled so there is a gap that has to be solved. A structural problem relates to the organization formation, and delegation of duties.

III. Causes

3. 1. Observation methods

In observing the cause of the problem, the data is collected by two methods. *First*, information is collected by using the annual report and the interim. From those reports researcher got information about a stagnation of the organization, the failure to reach the target and others. *Secondly*, researcher also conducted several in depth interviews with the senior and the junior workers regarding the current condition of the organization.

3. 2. The results

After conducted both the report analysis and the team interview, researcher got several item information that can be used in the next step of diagnosing the solution. Those items are:

1. The juniors are highly dependent on the seniors.

From the interview, I can feel that there is no an autonomous job that juniors can do. There are several reasons from them. The juniors have not got the full confidence feeling to do something in the organization. They feel that seniors will never give them a hundred percent responsibility over the duty. Their position is only an assistant in departments. There is no a tactical decision without the approval of the seniors and every policy has to be fully consulted and made by the seniors. This condition puts the juniors only as the operational personnel, even some time only as spectators in every senior job. However, this team is still solid because the juniors put the highly reliance on the seniors.

2. The seniors have not enough believe to delegate the jobs.

This condition comes because the seniors realize that the juniors also have not enough skill and experiences in this field. Actually, from the beginning of the recruitment the seniors have already understood that the fresh graduated workers have to be trained and involved in every segment of work in the organization. The decision of the seniors to directly involve the juniors in all activities of the organization, later, has been bringing the confusion and the doubt for the seniors to delegate the duties. They taught that the juniors can easily and directly learned about all aspects in the organization. In fact, this matter has been decreasing the rhythm and the acceleration of the organization work process.

3. The juniors feel that the seniors do not encourage them

When I asked about the work condition, the juniors seemed to be not fully understand and rather pessimistic for continuing the job although they have a good level of pay. They frequently showed the bad feeling about the work mechanism and also did not know what they have to do. Involving in the routine of the operational job without fully understand what they do has been creating the apathetic feeling in the juniors' mind set. During the interview there was strong feeling among juniors that the senior never encourage them over the duty.

4. The seniors never share the goal and the main concept of the organization

With the big range of work, seniors do not share and inform the goal of the organization is the very fatal problem. Seniors said that it is so difficult to match the time to get together and share the goal and concepts. They also mentioned that they had a plan to arrange some meetings and share those concepts to the junior but daily activities made it be forgotten. I also surprised that since the recruitment in the organization there has been no a single big meeting in the organization. All activities run as a routine, even the reports are not properly evaluated.

5. There is no clear job and responsibility intra department

The seniors do not put a big attention on the job description and the division of duty after recruitment. It is because the seniors have been trapped in routine operational activities so the job description seems to be not so important to be reviewed. They also overestimate the ability of junior in adaptation in the new field work.

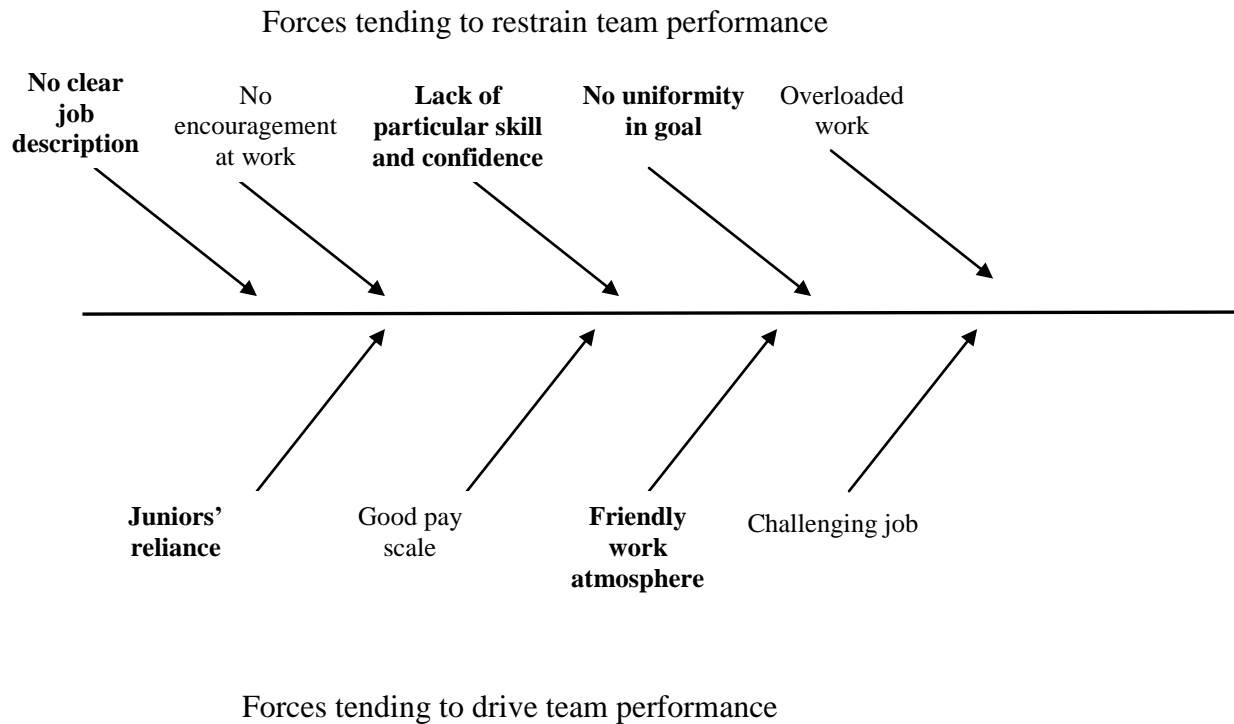
6. The seniors have overloaded work

Overloaded work is the consequences when the job description is not correctly determined and defined. This problem is critical enough, especially, in the finance department and the program and empowerment department which were joined under the same manager. It also causes the new workers are not effectively employed and empowered.

From the information above researcher employed the Force field analysis to determine imbalance in the organization. This model views organizational behaviour

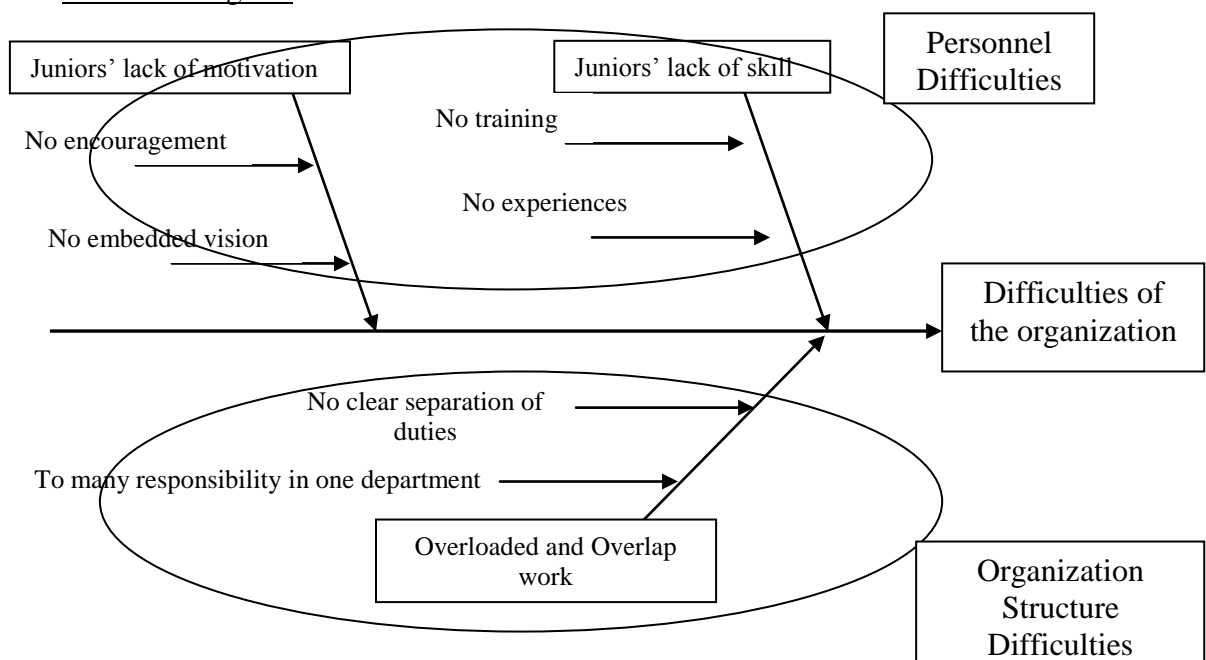
not as a static pattern but as a dynamic balance of force working in opposite direction (Brown and Harvey, 2006). Another tool is the fishbone diagram (Ishikawa, 1963) to define the root causes that has to be solved:

1. Force field analysis:



The strongest forces are shown by boldface.

2. Fishbone diagram:



IV. Possible Approaches and Solution

DSIM has been facing the complex problem. Both a structural and potential workers are in critical condition. The approaches and solutions should be a panacea for this complexity. The tool has to solve both a structural problem and a personnel problem. For that reason the approaches can be a structural, technological and behavioural (Brown and Harvey, 2006):

- **Structural strategies**

Restructuring the department and creating the clear job description and the limitation of responsibility are a good strategy to cope with an overload work and an overlap responsibility. Decentralization also has a big role not only in shaping structural problems but also in healing the un-confidence personnel. With decentralization, more duties can be delegated to the new workers. It also can make them have more confidence as members of the team. In a decentralized field, the new workers can be trained to be more independence and more creative. They also can generate more productivity in the organization. However, it is important to put more attention in raising their skill and their understanding of the vision of the organization. It means training and reorientation are the most important things before they continue their actualization. Training for a non profit organization worker is a very crucial element. It is because a non profit organization has a very different anatomy with a for-profit one. Moreover, the fresh graduated workers have a very minimum knowledge about this kind of institution. Generally, they only were taught a commercial side of an organization. Further, reorientation also has to be given to the new workers. Every organization wants to have a worker who has a highly consciousness in the vision of the organization. This factor can result in a unity in the organization's vision achievement. Another important aspect is a systematic monitoring and correction process in the beginning of the decentralization. The intensity of those processes can be varying. It can keep the activities always on the track. This program can be applied in the first semester after training and reorientation.

Regarding the collided department under one hand, the finance and the program and empowerment department has to be re divided as before. The un-merger

step is necessary to keep the check and balance mechanism in the organization. This also can loosen and decrease the overload responsibility in that department. The finance department should be in one single separated department. It can be better for keeping the control over all financial activities. For public reasons, it also can provide the credibility and transparency for the organization. Furthermore, the program and empowerment department can carry out its responsibilities liberally so the manager of department can have more focus for programs and empowerment without confusing about a finance problem.

- **Technological strategies**

Providing a management based on technology also benefits the organization. Internally, the organization can be helped by the availability of technology. The electronic device like computers can provide faster and more up to date information such as financial information. For the program and empowerment department, this digital tool can aid the team in monitoring and evaluating the progress of program. The assessing process determines the sustainability of the program and the success of the empowerment. This can grant more advantage to the object of the program: student of poor families and a small scale business in the middle class. This special interface also can give a wide range of a marketing expansion which helps the marketing department in introducing the organization to the public. As a result, public can access the information of the created program easily and decide whether they will be donors or not.

- **Behavioural strategies**

Based on my observation result, there is no problem with the vision of the organization. The only behavioural problem is the attitude over the vision. The routine activities have been creating a saturated minded in almost every worker. This trap is very dangerous for entire organization because can make all of works fail to pursuit the vision. In this level, it is so crucial to re orientate all resources in the organization and put it back on the original track.

After completely embedding the vision, the team are required immediately to employ their complete resources. This is aimed to re stir the wheel of the organization which is stagnant for a moment. All the team members are

suggested to explore their innovation to generate more acceleration. At least, this step can fill the gap which is caused by the stagnation.

As a non profit organization, it is important to focus on the satisfaction of the donors. The satisfaction comes from well maintained public relation and communication of the organization. The progress and information of the programs have significant effect in keeping the loyalty and trusty of the donor. Interestingly, when the organization spends the awareness for the donor satisfaction, it also can generate a better implementation of the program. It means that a better implementation of the program and empowerment results in the loyalty of the donors.

V. Recommendations

For the change program researcher recommend an eight step model (Kotter, 1995). Based on the background and characteristic of the organization Kotter's concept seems to be more suitable in for directing the change.

1. Establish a sense of urgency

The stagnation over several financial years can be a trigger for immediate remedial action. This is also important for establishing a sense of urgency over the change among the team members. A sense of urgency has to be sounded in every member's mind so that the change can be started and be accelerated.

2. Form a powerful guiding coalition

In the organization, the seniors can take position as an agent of change. They at least have been embedded the vision of the organization since the beginning the organization were created. The coalition of the seniors is the very powerful thing in guiding the change.

3. Create a vision

In this step, the organization does not necessarily have to create a new vision. As I said before, in the early time, the founders have set the good vision for a good non profit organization. Accordingly, this vision is still fully relevant for the current condition even for the future. The problem is only the attitude of the members over this vision. Re-orientation of the team's mind set is the good

method for pulling the team back on the vision so that every activity can be maintained carefully. Again, the role of the seniors is essential in this stage.

4. Communicate the vision

The problem of the new workers is the lack of the vision. This is because they never get deeply information and understanding about this vision. After re inventing the vision, the seniors have a big responsibility to communicate it to the juniors. Regarding the change, this process can set the sound foundation for the new members.

5. Empower employees to act on the vision

As we can see in every soccer game, after the briefing where the coach explains his vision, the team has to bear the goal by employing all the resources. Generating the power to achieve the vision is compulsory step to continue the organization's life. This step also can be a period for administrating the power and the weakness of the team which has to be solved in the next step.

6. Plan and create short-term wins

From Ishikawa Diagram, the organization can formulate the short-term actions plan to deal with the problem. It is vital to focus on the root causes and to solve it in the first action. For personnel problems, training and reorientation are very fundamental programs in order to prepare the basis of the strong team. While in the structural problem, re structuring the form of the organization and the achieving the technology are unavoidable. In this step, the organization also can invent other programs which are important but the priority is still solving the root causes.

7. Consolidate the change

For securing the change, it needs consolidation from all components in the organization. Consolidation takes the big role in keeping the member to focus on the change, even consolidation is always necessary in achieving the vision. In this step, the team can be benefited by the alarming function which provides the awareness when the team are not in the right track.

8. Institutionalise the change

After all, the change needs to be a sound fundament in the organization. All elements in the organisation have to be employed to institutionalize the change. It means the change is not the seasonal action but the change is really the way to a better organization.

VI. Conclusion

DSIM has a big potency as a good local non profit organization. Both the personnel problem and the structural problem have a big portion in resulting in the stagnation of the organization productivity. Structural, technological and behavioural strategies can aid the organization in solving the problem and its root causes. The eight step of Kotter seems to be a wise choice for the change. It is based on the background and the characteristic of the organization. In addition, training and reorientation are the fundamental programs to deal with the personnel problem. While reorganizing the structure and adopting the technology are the good methods in cracking the structural problem.

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