

## **Modern Management's Emphasis Practices on the Sustainability of Educational Non- Governmental Organizations (Case Study in Indonesia)**

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### **Abstract**

Modern management is frequently used in the sustainability practices of government, private institutions and non-government organizations. Organizational development often creates gaps between human resources and the effectiveness of the programs are being run. Good Governance issue is fascinating to be accustomed as scientific research, especially for non-profit organizations. The results of monitoring and evaluation of several non-governmental communities and organizations in Indonesia within specifically internal management aspects and internal programs, have resulted in several facts that the organizational governance integrated capacity programs are still weak (Setiawan, 2000). This research focuses on organizational sustainability through the emphasis of modern management effectiveness on non-profit organizational governance. By SWOT analysis as research methodology tools with descriptive approach, and input-output analysis. The results show that the effectiveness of the integrated literacy program has significant role in governance through internal management. Meanwhile the character of the organization has functioned as a companion factor to the integrated literacy program, and community activities as an internal organizational factor on emphasizes modern management. So that, costeffective analysis and evaluation programs are used as the implementation of program mechanisms in the sustainability of non-profit organizations. Additional research is recommended to expand the organizing concept of Non-Governmental Organization (NGO's) based on program.

**Keywords:** modern management; organizations sustainability; good governance, cost effective analysis; integrated literation programs.

## **Introduction**

### **Management Modern Concept**

The complexity of modern management philosophy includes system concepts, decision analysis, the importance of human factors as well as human social responsibility in the organization (Sedarmayanti 2012; Riantono 2014). The application of modern management is based on management best practices which are assisted through new approaches, directives, techniques, and attitudes (Sedarmayanti 2012; Riantono 2014). Borji (2020) gives the assumption that the complexity of the organization, individuals, and diversity of needs, motives, aspirations, and potentials require a complete managerial strategy when interacting with people and organizations. Modern management theory emphasizes the management of people (social responsibility) and organization (system concept and analysis).

Dynamic organizations can respond to every changing directly, compared to static organizations. The existence of the organization undergoes a transition every time, such as the development and change of the environment. Flexibility in responding to any changes is believed to be the organizational cycle process (Adizes, 1996). There are difficulties and problems in each cycle process into one condition that must be immediately responded to the setbacks or stiffness in each development (Raharja, 2010). Therefore, organizational flexibility is expected to respond to any environmental changes under any conditions quickly including non-profit organizations.

The term 'Non-Profit Organization' refers to organizations that provide benefits services in the socio-economic field. Non-profit organizations are commonly used as social or non-profit organizations. The substantial difference between social and commercial organizations lies in the main purpose of the organization. Social organizations do not prioritize profit, while commercial organizations prioritize profits. According to Rosnerova (2020), the profit gain of the organization is used to fulfill the mission of humanity and finance each of their organizational activities.

This research focuses on a social-education organization called “Generasi Literat Community” in Indonesia. Its vision is to create a smart generation and act free-conflict, while the mission of the organization is to campaign positive values, mainly peace values through creative literacy activities. Volunteer-based community activities with the aims:

- educate, strengthen and empower vulnerable groups;

- hone empathy and live social values;
- ward off HOAX through reading habits, analyzing and critical mindsets; • ward off symptoms of transhumanism and ahumanism;
- break on negative stigma in vulnerable groups.

“Generasi Literat Community” was founded in 2017 and its spread across four regions in Indonesia, which are Medan, Mamuju, Bandung, Jakarta. The center of the organization's activities is in Jakarta area. In its development, the community grows rapidly along with their consistency towards the program. This condition encourages researchers to examine deeply the sustainability of literate communities as a tangible contribution to the progress and success of their organization's governance.

Modern management can be applied to literate communities as good governance which aims to support the implementation of programs sustainably, both empirically and theoretically. Empirical evidence shows an increase in the average number of literate generation volunteers by 30 people from three major routine programs each year. They are:

- peaceful literacy education
- literacy of children with special needs • Indonesian literacy while proving that modern management can answer every organizational challenge to governance theoretically, especially non-profit organizations (Lisinski 2012).

Another study explained that the success of non-profit organization governance in the program activities carried out is supported by funding (Setyawan 2020). In this research, the funding aspect of “Generasi Literat Community” became one of the success analysis factors on organizational sustainability in modern management through internal management with the aim of cost-efficiency.

This research is important to focus on two aspects of management, namely organizing and controlling modern management practices. The support of community members' participation is a determining factor in the success and sustainability of the “Generasi Literat Community” program. However, aspects of control on organizational governance have not been effective. Thus the emphasis of modern management successful practices in literate generation communities lies in the effectiveness of integrated literacy programs.

The results of a case study on the application of modern management concepts in the economic sector: the metal, mining, and mineral energy industries in 125 Polish Lesser companies and Silesia Voivodeships show only one company does not apply the

concept of modern management. Such conditions can be interpreted by almost all companies applying modern management concepts as the best governance practices. Another concept of modern management is used in the commercial business industry with a balanced scorecard approach that focuses on internal processes through corporate funding (Lisinski, 2012). While the application of modern management in the social sector: non-profit organizations in Indonesia are not found many implications of its application.

Community participation an important role in integrated literacy programs through successful governance in the application of modern management practice concepts in non-profit organizations (Johansen, 2013). Most of those in the core of the “Generasi Literat Community”, are selected through high loyalty and commitment during their volunteering in certain program activities. Further empirical evidence shows that there is no active working period for community administrators. The impact is 50% of the total number of administrators giving dedication for eight months; 30% only lasts for 3-6 months; while 20% showed more than a year of service as a volunteer community administrator. As a result, although the planning program was successful but inversely proportional to the management system. Therefore, the implementation of modern management that has been done by “Generasi Literat Community” has not been successful effectively and efficiently.

### **Methods- Empirical Research**

This research methodology uses an empirical combination: a case study with a SWOT (Strength, Weakness, Opportunity, Threat) approach that is then directed at the structure of input-output analysis (I/O) attachment to constructive theory of basic organizational sustainability (Charmaz 2000, 2006). Descriptive and evaluation of basic theories are used for the identification of new concepts/models of empirical research using qualitative methods. The dynamic view of non-profit organizations is believed to have a fairly high level of subjectivity, and research adopts organizational needs through a theoretical approach.

Data collection is conducted through semi-structured interviews, with consideration of flexibility in data acquisition. In the initial test of respondents, researchers realized that with few respondents felt complicated in evaluation through a basic theory approach. Researchers want to capture reality for what it is without affecting respondents. But in developing the foundation of research, researchers still seek and conceptualize the patterns and structures of respondents through ideas and ideas with the aim of collecting data respondents will be able to represent against the results.

**1. “Generasi Literat Community”**

“Generasi Literat Community” has a main program that is able to gain a level of community trust in the operational area of the organization. During its four years of operation, the community has successfully consolidated 3 major programs with high consistency. This means that each operational area of the organization, 12 programs have been well realized. The percentage of success is able to average 75% with the proportion of program implementation of Nine out of twelve programs.

**2. Population, sample (target)**

The research population is all members of the community who joined “Generasi Literat Community” over a period of four years. The community population is 400 members in the organization's four operational areas. With research samples focused on the community members involved in each community organization program, both short-, medium-term, and long-term programs. Other samples have characteristics: community core administrators, active members, and volunteers who are named in each program run, as well as participants (community-environment). The most volunteers are dominated in Jakarta as the center of the organization, namely a number of 200 volunteers with a classification of 80 volunteers of peaceful literacy education programs, 25 volunteers storytelling programs during Ramadan, 70 Volunteers of the Nahkoda Program and 25 volunteers for community programs in general.

**3. Need Knowledge**

During the approach of data needs (respondents), a number of major factors that researchers must master to discuss in interviews are knowledge. Knowledge of management aspects, modern management concepts, modern management practices become the most important part of the knowledge needs factor. Researchers and respondents always provide information and insight into some of the key elements in the governance of non-profit organizations.

**SWOT Approach**

SWOT has been commonly used as a pivot analysis approach that has four elements in one measurement, namely strength, weakness, opportunities, and threat. SWOT analysis is one way to perform internal and external environmental analysis in the form of information to achieve organizational goals. Strength and Weakness are used for internal environmental analysis, while opportunities and threats to the external environment.

### **Analisis Input-Output (I/O)**

The research input-output analysis method is only used to predict additional needs on the SWOT approach. This analysis uses the matrix as a direct attachment analysis both in the future and backwards and developed on the total attachment of input elements and research outputs. The placement of attachment elements will be placed in four quadrants of attachment, namely Quadrant I, Quadrant II, Quadrant III and Quadrant IV which are used as placement of attachment analysis.

### **Descriptive of Framework Research**

The research framework was built through several brief findings that occurred in the “Generasi Literat Community” in four operational areas of the organization. Through four aspects of management, organizing and controlling is used as an initial framework in building the practice of modern management concepts, while planning and leadership are not investigated in depth on the design of research frameworks. This is considered by several factors of findings in part on the gap of each cycle of management of no-profit organizations in Indonesia, especially in the field of education.

In general, this research framework will identify and analyze management aspects of the implementation of modern management concepts in non-profit organizations. While a more specialized research framework will highlight in detail the effectiveness and efficiency of management aspects and modern management concepts. Thus, it is expected to find a new model of development and sustainability of non-profit organizations in Indonesia.

### **Short-Results**

A summary of the results of the study through the SWOT approach of the “Generasi Literat Community” on the organization's internal environmental analysis are:

- **Strenght;** The organization's regional operations are located in major cities in Indonesia, good governance capabilities, continued programs, consistency of high community members, clear vision-mission, high loyalty of community members, high flexibility of the organization, and response to a good environment.
- **Weakness;** Funding remains low, internal organizational adjustments are still weak, organizational operational costs are less efficient, financial turn-overs are less adaptive, and reorganization is slow.

While external environmental analysis on the results of the study showed:

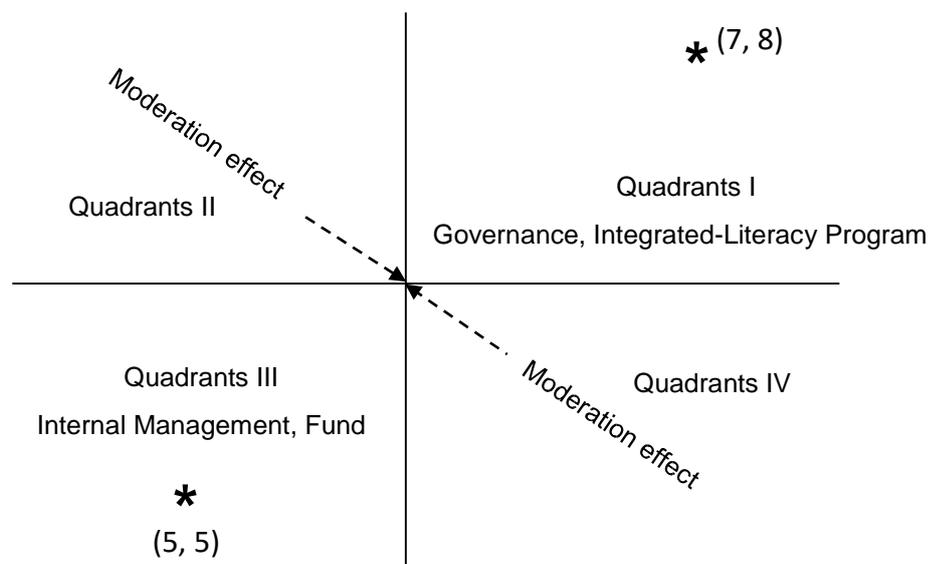
- **Opportunities;** improvement/addition of flagship main programs, addition of organizational operational areas, opportunities for collaboration between government and private institutions, and creating part-time jobs.

- Threats: Lack of fixed funding, low management capabilities of specialized organizations for program cost management, low periodic evaluation, and weak control of the community.

The results of input-output (I/O) analysis are shown through images adopted through the SWOT results approach using a matrix as a quadrant. Analysis of the attachment of non-profit organizations of the “Generasi Literat Community” is only included in Quadrant I and Quadrant III. The interpretation of the results of the study is as follows:

- Quadrant I shows that governance and integrated-literacy programs have a direct attachment to the future, while
- Quadrant III shows internal management and funding results have a direct backward attachment.

Thus, the total attachment between sectors in Quadrants I and II is moderated by the participation of members of the “Generasi Literat Community” in Quadrants II and IV with the aim of creating effectiveness and efficiency of organizational success.



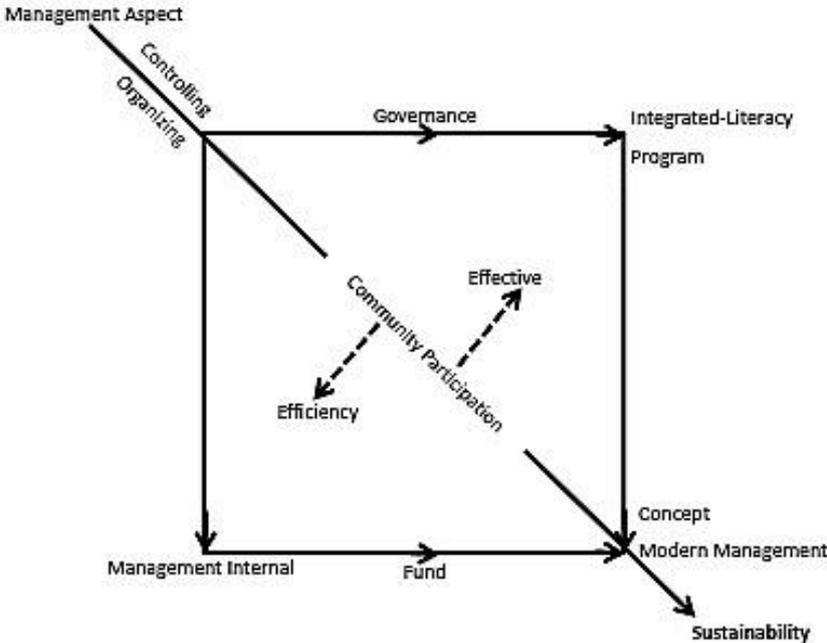
Picture. Attachment of Quadrants through result of approach SWOT

(source: researcher)

### Findings of Models

In particular, the research findings explain the relationship between management aspects and modern management concepts to the sustainability success of non-profit

organizations through models. The development of theory and empirical is able to provide explanations in this research. Adopting a non-profit organizational approach that has high complexity makes the organization must be able to adapt quickly to environmental changes. The models becomes the need for organizations to run effectively and efficiently, so that the sustainability of the organization is increasingly established, especially non-profit organizations. Based on the results of the study, we propose a model of sustainability of non-profit organizations presented in the picture below. Model development has always been in our interest to continue to make a real contribution to building civilizations based on renewable research.



Picture 1. NGO's Sustainability Models

(source: researcher)

**Conclusion**

Through the concept of scientific approach, management modern's sustainability requires emphasis on each variable as a control technically. The findings of study show

that the effectiveness of integrated programs which implemented by “Generasi Literat Community” is the mostly success factor in organizational good governance. Firstly; cost efficiency controlling reflects the organization characteristics in its management. Secondly; the participation insistence of entire community (administrators and members) encourages the creation of effective and efficient learning programs.

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