



The Influence of Organizational Behavior on the Sustainability Services of the Ate Keleng Foundation of Karo Batak Protestant Church (YAK GBKP)

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Abstract. The sustainability of a foundation as a nonprofit organization depends on donations from domestic and abroad and the influence of its leaders. Donation influences whether the foundation can continue its services. Based on several studies, it was found that the foundation's sustainability does not only depend on financial sources or its leaders but on its consistency in carrying out its vision, mission, and values, openness to diversity, and volunteerism spirit of all foundation elements' behavior. This research aims to find the influence of organizational behavior: individuals, division/groups and organization's structure on the effectiveness and sustainability of a foundation. The study is qualitative descriptive research. The data collection was conducted on the respondents through interviews/questionnaires, direct observation, and literature studies or related documents and references. After an in-depth analysis of the research results, it can be concluded that organizational behavior is greatly affected by the foundation's sustainability and becomes one of the main determinants that is believed to be stronger than financial and leadership. The study's results can be a reference for nonprofit organizations to remain to exist to continue their works in social, religious, or humanitarian fields.

Keywords: sustainability · organizational behavior · non-profit organization · foundation

1 Introduction

Legal entities, foundations, or associations protect nonprofit organizations in Indonesia. Since 1870 or during the Dutch colonial era, a foundation has been recognized as a legal entity. A foundation's activities relate to the social, religious, humanitarian, and environmental fields. The presence of nonprofit institutions has the aim of prospering the community through empowerment programs and facilitating the community to work to make maximum use of their existing local resources.

Initially known as Participation Development (PARPEM) and has started its services in 1874 in the field of community empowerment and infrastructure services in the community, PARPEM GBKP was then officially registered as a Foundation in 1988 under the name of Ate Keleng Foundation for the Batak Karo Protestant Church (YAK GBKP).

YAK GBKP's Vision is "To become a reliable social foundation in facilitating the realization of an independent, sovereign, just and peaceful society". The Missions are "By the participatory way and gender justice perspective, increasing community's economic independence, welfare, and awareness of analysis; organize communities to fight for their rights, carry out their responsibilities, and maintain and use their local resources sustainably". These Vision and Missions are carried out based on the values and principles that are recognized and adhered to, namely: Honesty (honesty/probity), openness (transparency), Accountability, Sacrifice, Volunteering and Kindness, and upholding the principles of Working together (Gotong Royong) and Family.

The size of the community that is said to be independent and empowered is as follows: [quoted from the official information document of the YAK GBKP] 1) Have access to capital sourced from the community members through Credit Union activities, especially in rural areas; 2) Have the trust among community members and a culture of gotong royong in the context of economic development; 3) Have an awareness of their rights and obligations, critical of unfair structures and socio-political systems; and 4) Engage in ecological maintenance and environmental conservation by maintaining water sources (as well as the sustainability of Micro Hydro Power/MHP) independently.

YAK GBKP's greatest hope is that there are community groups that have the four indicators of independence and empowerment mentioned above so that YAK GBKP can continue to develop its services more broadly with the support of a network of people's organizations, groups that are already independent, who need facilitation of the same thing through empowerment programs. This service expansion will determine the sustainability of YAK GBKP services. However, the current phenomenon is that many community groups have been mentored for a long time (this research focuses on groups that have been mentored for more than 17 years and over) and already have these four indicators of independence and empowerment. However, they still want to be assisted so that they threaten the sustainability of YAK GBKP services more broadly according to its ideals. If this continues, YAK GBKP's services will only be limited to a few (narrow) groups. The authors want to see the cause of this phenomenon from organizational behavior in carrying out its services by using the Organizational Behavior (OB) theory. Of the three major things that become the focus of organizational behavior, namely individuals, groups, and organizational systems [1, 2], this study will focus on individual behavior because the YAK GBKP service is largely determined by the project managers and assistants who are sent to carry out the project.

2 Research Method

The research conducted is applied research as new knowledge for the non-profit organization YAK GBKP related to its sustainability [3]. This type of research is an important part of achieving the aims and objectives of this research conducted at YAK GBKP. The research method used was descriptive qualitative research to find out the problems and phenomena that are happening where the data source is from the statements of the most decisive parties in the organization. GBKP project managers and field staff got information from the beneficiaries of YAK GBKP service. All existing information was processed and viewed to fulfill the aims and objectives of the research [3].

The research was conducted within the YAK GBKP organizational environment, namely at the YAK GBKP operational office Jl. Jamin Ginting Km. 45, Sukamakmur, District of Sibolangit, North Sumatra and domiciled office at Jl. Kapten Pala Bangun 66 Kabanjahe and also involved several administrators of the YAK GBKP. Of the 65 assisted groups mentored for more than 16 years, 7 groups (different districts) were selected as samples and interviews were conducted with the group administrators because it was the group administrators who knew best and were always in touch with the facilitators sent by YAK GBKP. This study is qualitative, where in-depth information is needed from the respondents in real current conditions. So, data collection was carried out by direct observation of groups, interviews with the management, then literature review, especially from external and internal evaluations of YAK GBKP.

The analytical method used was the qualitative data analysis method. Data from direct observations, interviews, and related literature or documents were processed, then summarized, categorized, then described.

3 Results and Discussion

Based on the theory of organizational behavior and its development, several important points are known to be further investigated in depth in the sustainability of its services. The results of the research, among others, concerning the individual behavior of YAK GBKP personnel are as follow.

It was found that the influence of the current situation experienced by YAK GBKP is partly because the internalization of the vision and mission as well as the institutional values in all elements of the organization have not been successful. This could happen because the process of inheriting the vision-mission and values did not go well. In her book "The End of Leadership", [4] said that leadership change is very important for all companies or organizations so that leadership does not die. The author looks more profound than what Barbara said as what is meant by leadership succession is not only the process of changing the leader's personnel (persons) but, more than that, is the process of internalizing or passing on the values, mission, vision of the institution to the next generation in the organization that ensures the survival of the organization. The interview results showed that almost all project managers were unable to state the YAK GBKP vision and mission fully, but most of the values were able to be started well and understood. From direct observation, it is clear that there is a tendency to provide ongoing assistance to the assisted groups and the results of the interviews show that there is a fear from project managers and staff that if the assisted groups are able to implement the four indicators fully, job opportunities will be threatened. From the side of the assisted group, it turns out that they wanted continuous assistance for group security and added that the project manager was to ensure group security, requiring the presence of parties from outside the group. This seems to build the group's self-confidence and show that the trust among group members, which is the primary basis for strong people's organizations is being doubted. The institution's vision does not pay attention to the point of independence. It can be seen that the concept of independence during interviews was carried out very differently by staff, project managers, group administrators, and administrators. This different understanding makes the YAK GBKP is challenging to develop its service area; in line with that, it is sustainable.

Another factor found from the influence of individuals in YAK GBKP is that, on the one hand, it is difficult to accept differences in age, gender, educational background and experience, so from direct observation, it can be seen that there is a gap. Solomon said, “research shows that diverse teams are more productive and creative than homogeneous teams [5]. Some respondents said it was wealth and facilitated service, even a large organizational asset. Indeed, not everyone can be placed at all levels of management; everyone has limitations and special abilities in specific management areas. Moreover, organizations are dealing with fast changes, and the world is currently in an era of disruption and the midst of a multidimensional crisis due to the Covid-19 pandemic. In the YAK GBKP environment, this potential is still only known that diverse teams will be more productive, but there is still a tendency to be less welcome. From the respondents’ statements, it can be seen that openness to diversity is still in doubt, and the visible phenomenon is that the ease of assisting the familiar becomes a longing and a new challenge to find a different community is considered difficult, perhaps also because of the pioneering experience when facilitating the establishment of people’s organizations. The difficulty does not want to be repeated again if it can be comfortable.

Another thing found in the individual YAK GBKP is the spirit of volunteerism and sacrifice. When the author asked about this, all respondents said they wanted to serve not because of a salary but a call, a responsibility, because they love YAK GBKP and others. Nevertheless, from direct observation, it can be seen that there is a lack of discipline, and the willingness to share knowledge and experience is also still lacking. They still want to blame and look for a scapegoat. Volunteering is absolute and must be owned by practitioners and NGO workers. At first, the founders of the organization and the organization’s personnel will never think about the position or position, rewards, or salaries when establishing an organization. The main thing to think about is how the lofty ideals and selfless dedication to all humanity can be expressed through the empowerment carried out by this foundation.

4 Conclusion

From some findings of the research above, the conclusion that can be drawn is that organizational behavior, especially YAK GBKP individuals who carry out their services, has not been fully successful in performing the four standard indicators expected by YAK GBKP. It turns out that the influence of organizational behavior (especially individuals) on the sustainability of services at a nonprofit social foundation such as YAK GBKP is quite large. It is necessary to develop more effective policies and strategies to improve the sustainability of YAK GBKP services.

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