

Organizing Skills for Zakat Utilisation Dynamics in Faith-Based Organization

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Sari Viciawati Machdum

Social Welfare Department, Universitas Indonesia

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Abstract

This article discusses the implementation of the microfinance program in one of the zakat institutions in Indonesia, Pos Keadilan Peduli Umat (PKPU) as Faith-Based Organization (FBO). Utilization of zakat through microfinance requires the community workers to be able to be adaptive to the dynamics of the existing system within himself, organization, community and the organization environment. The dynamic of the social system in the process of microfinance will provide its challenges, both for change agents and service recipients. Based on a qualitative approach, this study describes the organizing skills that Community workers needed to have in implementing microfinance program. The data were collected through in-depth interviews, participant observation, and literature study. This study illustrates organizing skills --that could help community workers to be more adaptive to organizational and environmental dynamics in the process of microfinance-- are organizational restructuring based on environmental needs and changes, flexible direction to develop a supportive organizational climate, and the development of organizing skills down to the grassroots.

Keywords

faith-based organization; zakat; organizing; microfinance programs; community worker; organizing skills

INTRODUCTION

Zakat has great potential for development based on the number of Moslems in Indonesia. Beik (2009) showed that zakat could decrease the number of poor people. Previously, Siena (2005) also argued that "the existence of zakat has a positive impact in increasing business income". Maximizing the utilization of zakat becomes necessary. One of zakat utilization programs were community development programs that have sustainable results for economic aspect.

The Microfinance that lifts the entrepreneurial attribute has many challenges. The fruitfulness of the programs depends on

the competency of community workers and the characters of the community as the recipient (Dewi, 2006). Community workers' skill is the key to community development process, so when community dynamics raises unexpected problems, community workers could overcome the obstacles. The institution that hires community workers has obligations to support community workers' performance in a community, yet the establishing supportive organizational system,

Corresponding author

C.L Rudolph Room, Nusantara 2 Building, 2nd Floor,
Social Welfare Departement, Social and Politic Science
Faculty, Universitas Indonesia, 16424

Email

sari.viciawati@ui.ac.id

climate and human resources had challenges. (Webster, 2004; Machdum, et al., 2015). As mentioned before, community dynamics were also diverse. The diversity of the beneficiaries often contribute difficulty for community worker, for instance, there were recipients in the community did not ready to get a grant for carrying microfinance program because they were not able to do their household financial management.

Faith-Based Organizations (FBOs) that use zakat fund have to manage those various kinds of challenges. Management in FBO is essential to maximize the benefits of zakat fund for the recipients (Adi, 2002; Machdum et al., 2015; Webster, 2004). Lewis, et al. (2001) mentioned some approaches for establishing a conducive organization that contribute community workers' performance improvement, yet as one of FBOs in Indonesia, PKPU provided other approaches that stressed on organizing skills in microfinance program management. The strategies are unique due to the particular characteristics of FBOs.

Graddy & Ye (2006) suggested some characteristics of FBOs, they were: "more efficient because it is close to the local community and has access to the community; and more adequate because of the large commitment of members of the organization to achieve its mission, rely more on interpersonal relationships, and more adaptive to recipient's needs". The distinctive feature of FBOs should simplify PKPU to adjust to the internal and external organizational changes dynamic, for its characteristic which "rely more on interpersonal relationships" and "more adaptive to recipients' needs". The first one dwells on soft skills which are very demanding in social intervention process, whether in micro, mezzo or macro level of social services. The second one is also crucial considering recipients' needs as the key material in delivering social services. The adequacy of organizations in responding recipient's needs signify their capacity as an open organization. As explained by Ritzer & Goodman (2003, p. 237- 263), Buckley explained System Theory that proposed the influential open system for organization.

Even if FBOs have their values, they should not have closed system for rigid limitations to change. An open organizational system would automatically afford FBO to be more evolved, especially when FBOs are willing to strengthen the entrepreneurial spirit for the recipients of their social services programs.

Machdum et al. (2015) pointed to the crucial dimensions of zakat management for the importance of open system in the process of microfinance at FBOs; they are organizational systems, human resources and organizational climate. Even those dimensions were described clearly, this article examines organizing skills in detail for giving more pictures about how to develop a major dimension management in Zakat institutions in microfinance process. Based on qualitative study, the salient organizing skills in the microfinance process are (1) organizational restructuring based on recipients' needs and environmental changes, (2) flexible direction to develop a supportive organizational climate and (3) development organizing aptitudes to grassroots.

RESEARCH METHODS

This article was written based on qualitative research results. The number of informants consists of 8 (eight) people. 4 (four) informants are organizational personnel working in the organizational unit responsible for the implementation of microfinance in PKPU, namely Social Economic Division (SOSEK) PKPU. While the other four informants are recipients of PKPU SOSEK Division. Data collection techniques used are in-depth interviews, participant observation and literature study.

RESULTS AND DISCUSSION

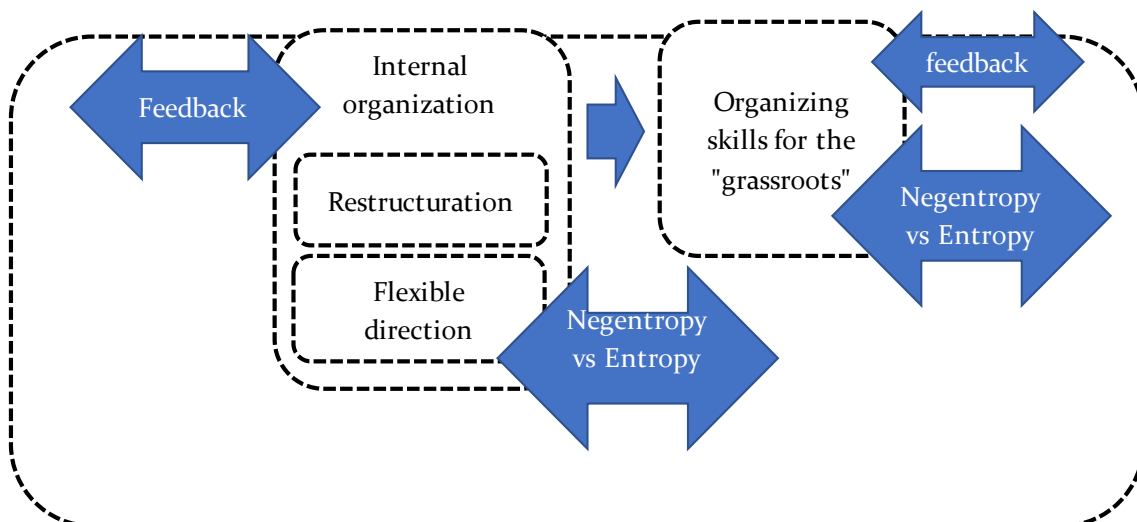
Entrepreneurship is not an instant aptitude. Developing entrepreneurship for the needy people requires particular process. Based on the experience of PKPU, organizing skills are very important in the process of community empowerment in economic aspect. Organizational skills consist of rebuilding organizational anatomy based on receivers' needs

and organizational environmental change, flexible direction to develop a supportive organizational climate and the reinforcing organizing skills to the grassroots. These skills were essential to help the microfinance process that has many challenges

Organizing skills within internal organization is crucial to overcome challenges in community empowerment program. The personnel need a certain working climate in delivering social services. Community workers as front-line employees have a high demand for a nice working climate, otherwise they will fail in achieve organization's goal in improving the needy people's quality of life. Lipsky (1980) pointed out, the organization personnel that delivering services directly to the recipients has a very vital role. Their role as community workers become a necessity because they interact with the recipients. They are the one who become the basis of the microfinance program success.

The role of community workers as front-line employees of the organization had privileges. On the other hand, the role of front-line employees can be a burden. Either organization or beneficiaries have high expectations for community workers. Organization concerns community workers to achieve organization's goals effective and efficiently. There are many objectives, yet community workers have to face a different kind of recipients' context. Furthermore,

the workers in community have to deal with so many recipient's needs. Meanwhile the organization only have limited resources. Those limited resources include the limited resources of the fund, limited personnel, and even limited skills and knowledge of the community worker themselves. Lipsky (1980) also said the work load of community worker could make them feel stressful or even burnout. Moreover, the recipients also had high expectations for the community workers' performance. Recipient's expectancies are challenges for community workers. Challenges occur in community as a result of the nature of community that can't be viewed as single system. (Machdum, 2013; Machdum et al., 2016; Prajanti, et al., 2015). A complex system in community makes the process of microfinance program can't ignore the various opportunities that exist in the community. As written in many type of research on community empowerment (Muljono, Agung, and Bachtiar, 2015; Ch, Rochim and Yuliati, 2015, Kafid, 2014); communities have potential, both in the sub-system at micro and mezzo level. Hence, organizing skills are vital to overcome the complexity of microfinance program process. PKPU performed useful skills of organizing to run over microfinance program. Generally, their experience in using organizing skills as scheme 1.



Scheme 1. PKPU as an Open Organization Implementation of Microfinance Programe

Scheme one explains that to run over internal organizational challenges, organizational system has to support human resources development. Organizational skills that support the system are 'flexible direction' and 'institutional restructuring'. In the other hand, to deal with challenges from recipients, organization has to consider the crucial of organizing skills at community level. Thus, recipients can fully participate in the microfinance program implementation process.

Discussion about recipient's participation in PKPU focus on one of its microfinance program. There were many microfinance programs in PKPU. SOSEK Division in PKPU is the unit that is responsible to run microfinance program. Actually, under SOSEK Division, there were two microfinance programs. They are KUMM (Kelompok Usaha Mikro Mandiri or Independent Microfinance Group) and OVOP (One Village One Product).

KUMM schemes were three programs. The first one is SERIBU KUMM. SERIBU or "Senyum Berseri Ibu Tangguh" in Bahasa (The Smile of Tough Mother) aimed to empower women, especially the widows. The second one is kind of KUMM that is more general. Its objectives were not only for women. The third one is KUBE or "Kelompok Usaha Bersama" in Bahasa (Business Group). It was a scheme for a group of businesses that consist of homogeneous members. Different from KUMM SERIBU that invites members from wide range of businesses in one microfinance group, KUBE scheme was more specific because the members in one group have to had similarity of trade field. For instance, if recipients had interest selling a pastry, then he could form KUBE by finding other members of group that have the similar interest.

OVOP had different format and its activities aimed to establish the people's potential in a region. For instance, OVOP Program in Banyuwangi Village that had waste from fish. Fish waste was potential for microfinance in Banyuwangi because the residents could make shredded and shrimp paste from waste of fish. Although OVOP

different from KUMM, the pattern of program management were akin. The service recipients in both KUMM and OVOP programs should execute their business activities through group formation. This article describes the organizing skills by illustrating 2 cases of KUMM.

The evolution of structure-based Identification of needs and Environmental Change

Entrepreneurship in microfinance program required the openness of personnel in PKPU to organization's environment dynamics. The dynamics of recipients' need as one of the sub system in the organization's environment had significant consideration. The organization's personnel can't them as a single system. One informant argued:

"There were changes as time goes by... at past time, sub Division under SOSEK (Economy, Education, and PALEM that stand for 'Pelayanan Langsung Masyarakat' in Bahasa (Community Direct Service)) did not synergize... Since 2010, those sub Divisions merged and there was a manager to arrange them. Not similar to SOSEK, Health Division has started to run in synergy (AK, February 2012)

AK explained structural changes that occur within the SOSEK Division. Also, previously, SOSEK Division also had changed its organization's structure and became an independent organization. As an independent organization, community empowerment unit became a separate organ, namely PROSPEK that stand for 'Program Sinergis Pemberdayaan Komunitas' in Bahasa (Synergy Program of Community Empowerment). Unfortunately, the trial did not successful. PROSPEK then reunited with PKPU. From now on, PROSPEK changed into SOSEK Division.

Ritzer & Goodman (2008) describes it in the concept of morphostats and morphogenesis. In morphostats, PKPU as an organization has its system that strives to survive amid the complexity of its environment. While morphogenesis is a situation that shows that amid its efforts to adapt, PKPU also strived to develop itself so that

its existence is not crushed by complexity system environment organization. In practice, PKPU through one of its organizational units that are functioning directly in the process of economic empowerment showed morphostats and morphogenesis processes. On the one hand, PKPU seeks to morphogenesis by developing community empowerment units into independent organizations. Because the unit on the one hand needs to do morphostats to maintain its existence, PKPU in decided to discontinue to develop its policy (entropy). On the other hand, PKPU as an open organization has also experienced entropy by re-ordering one of its organ functions.

Feedback on Service Requirements

The basic idea to develop PKPU SOSEK Division is that the urgency of handle problems and needs of the community in comprehensive way. Carrying out microfinance activities as a complete program for human needs implied that PKPU emphasized that economic empowerment activities can't be separated from the social dimension. For example, if the SOSEK PKPU Division intervenes in 'A' community, the PKPU SOSEK Division did not only deal with the Sub Division of Microfinance. 'A' community certainly has problems and needs from other dimensions. For example, the problem of education in children in 'A' community. To meet these needs, PKPU SOSEK Division manager had a role to coordinate each subdivision that consisted of three sub divisions: Economy, Education, and 'Pelayanan Langsung Masyarakat/PALEM' (Community Direct Service).

The SOSEK Division Manager had role to organize field of Economy, Education, Community Direct Service. As an example, the manager synergized those three organization units by giving recommendation form for Economy Unit based on a certain case. For instance, The case of Mrs. 'X'. The Manager received a report from community worker at one of KUMM Program. The community worker said, Mrs. X had children who need some funds to pay High School's entrance fee. Her son has a brilliant achieve-

ment previously. Unfortunately, Mrs. 'X' had low income. Due to her condition, the son was threatened not to be able to continue to go to school. This case was part of Education aspect, so that SOSEK Division Manager of PKPU must coordinate it to other unit that run Education Program. After receiving recommendation form from the manager, the coordinator of Education Unit asked his staff to conduct an assessment directly to Mrs. 'X'. The assessment aimed to determine the condition of the Mrs. 'X's Financial condition, her son's achievement in school, etc. Thus, the problem-solving activities correlated with the problems and needs of the Mrs. X. If the assessment's results showed that the data of KUMM's community worker were valid, the manager of SOSEK Division would work with both Education Program and KUMM (Economic Unit) in collaboration.

The general principles of System Theory from Buckley (in Ritzer & Goodman, 2008) clear out the relationship between PKPU and the organizational environment. PKPU as an open organization decided to interact with the organization's environment. PKPU ultimately provide feedback on the various demands that occur in the environment of the organization, including from the recipients of the service.

Rearrangement of role, rule and relation, and records

Changes in PKPU's organizational structure and SOSEK PKPU Division showed the 'role', 'rule' and 'relation' (Jones & May, 1995) changes of every organization personnel. In earlier microfinance empowerment unit, PROSPEK, the coordinator managed economic empowerment apart from other fields. After a structural change, the microfinance empowerment unit turned into SOSEK Division's sub-unit that managed community empowerment program as comprehensive activity. Microfinance empowerment program then joined with the other programs; they were Education and Community Direct Service. Microfinance Empowerment Unit's coordinator had new roles at that time. He must be mindful in executing any challen-

ges that come from community and organized every sub-units in SOSEK Division that relevant to recipient's need. (Role arrangement).

In addition, regulations for organizational personnel also changed. The changes existed in PKPU for especially for Microfinance Division Coordinator. He should give reports to the SOSEK Division manager if there were any cases of beneficiaries that need fulfilment from cross unit between Microfinance, Education and Community Direct Service Sub-Division (Rule arrangement). Structural changes automatically alter the relationships between personnel organizations. Previously, the Coordinator of the Microfinance Division did not have superior that directly above him. After structural changes, the Coordinator of Microfinance had a superordinate, namely SOSEK Division Manager PKPU (rearrangement of relation).

Role rearrangement also occurred in community workers' role. It happened in 2010. There were differences between community workers' roles before 2010 and their roles after 2010.

In general, community workers had to carry out guidance for beneficiaries. Community workers assisted them in developing their business. PKPU used Grameen Bank program as the reference in assigning community workers. Beneficiaries assistance aimed to ensure the recipient of the service could through the microfinance program process well. It was very important because developing a business is not an easy matter. Community workers had to understand that being an entrepreneur requires patience and discipline. Beneficiaries would find the fact that their efforts do not always run smoothly. There would be some circumstances that make the beneficiaries feel difficult to handle their problems. So that community workers have to do some roles (enabler, educator, broker and facilitator) to make sure that the beneficiaries can attain the program's objectives.

Before 2010, community workers also had responsibility to record transaction of beneficiaries' microfinance activities. Fi-

ancial record was intended to keep track of the revolving fund instalment. After 2010, PKPU evaluated administrative responsibilities of community workers. Based on their evaluation, financial recording disrupted the mentoring process. Community workers assignments should be more concentrate in performing the role of enabler, educator, broker and facilitator. Those important roles in community did not work well due to administrative duties. The results of evaluation in PKPU at that time revised community workers' job description (role arrangement).

Since community workers did not do financial recording at communities, administrative assignment became part of the recipient's obligation (records re-arrangement). The responsibility of financial recording add to KUMM administrators were intended to train them in carrying organizing skill.

The Beneficiaries who hold responsibilities as treasurer at KUMM have necessity to make financial recording. Beneficiaries in KUMM who chose the treasurer of KUMM. At regular weekly KUMM meeting, the treasurers executed KUMM financial recording. In some cases, responsibility in taking financial recording become obligation of all administrators of KUMM. Thus, the leaders and secretary of KUMM also have necessity in taking financial recording to help their treasurers. However, the one who responsible for the task actually was still the Treasurer.

Recording activity was not effortless. An important problem in KUMM was beneficiaries loan repayment for monitoring how well beneficiaries return their loan; the treasurer had separated bookkeeping that useful for keeping accurate records of loan payment. The bookkeeping was advantageous for every KUMM administrators in controlling their financial condition. Even the treasurers were under obligation to do financial record in regular weekly meeting, one of them decided to complete day-to-day tasks if there was any transaction. Repayment bookkeeping showed that billing process did not rely on weekly meeting. Borrowers could accept loan of KUMM at each

day, so that treasures have to be disciplined of “record keeping”. Otherwise, there would be crucial transactions that left behind.

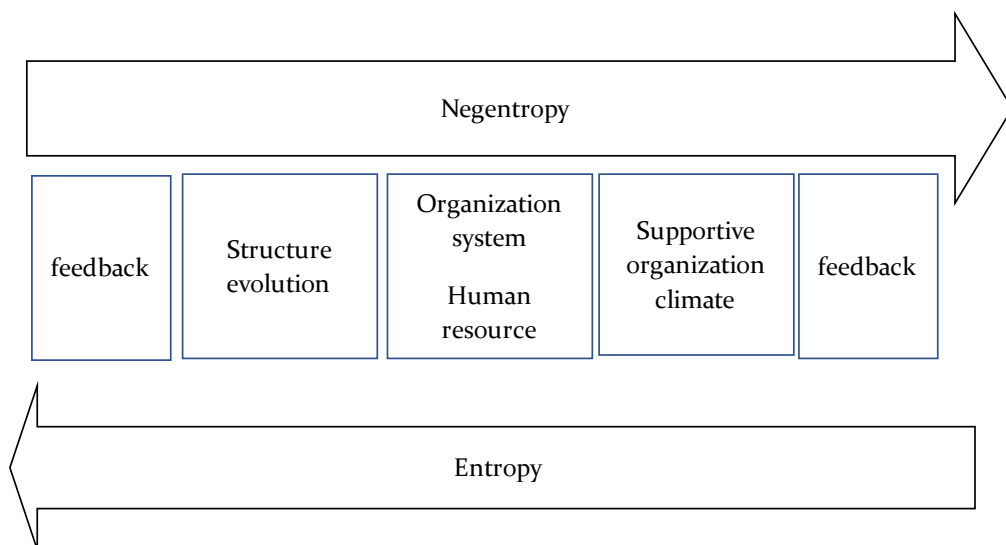
KUMM also have another bookkeeping that recorded the beneficiaries’ savings. It was similar with savings book Conventional Bank. Saving program showed that PKPU was applying beneficiaries to have good habit habits in managing their incomes. Savings program had been started from the beginning of microfinance activity. Saving habit even become one of essential indicator of the beneficiaries’ eligibility. If the beneficiaries have a good habit of saving their money, PKPU would decide that they had right to receive loan (to be the debtor of KUMM). Savings became a program’s standard since that behaviour indicated that recipients committed to organize their income in a good manner. Savings was also important for service recipients as entrepreneur for their preparation in facing a hard time in business.

Another bookkeeping in KUMM was account receivable subsidiary ledger and account payable subsidiary ledger. Account payable subsidiary ledger recorded total payments of loan from beneficiaries. While account payable subsidiary ledger aimed to list the borrowers. Variation of book keeping that belongs to KUMM showed that administrator, especially the treasurers or

book keepers did have an easy work.

Rearrangement of role, rule and relation, and records at PKPU describes PKPU as an open organization. As an open organization, PKPU has been through many changes. Those changes based on organization’s evaluation that held every single year. Organization’s adjustments were not only stand on service recipient. Changes also occurred as a result of organization environment changes. For instance, the Zakat Law in Indonesia that arrange zakat Institution, including PKPU.

The evolution of PKPU’s structure illustrates that PKPU as an FBO has implemented a ‘change the way jobs are structured’ approach. Lewis, et al. (2001) said that ‘change the way jobs are structured’ ‘is one approach that can minimize the occurrence of burn out in FBO as Human Service Organizations (HSO) such as PKPU. Gibelman (2003) explained that burn-outs could have a negative impact on the process of social intervention, including microfinance activity for empowerment program. PKPU as HSO do need to be open, dynamic and adaptive. Unfortunately, those efforts would cause problems. To overcome the problems, PKPU has changed their organizational structure. The pattern of organizational structure evolution process in PKPU for microfinance activities in the scheme 2.



Scheme 2. Evolution of Feedback Based Structures on Sub and Supra System

Scheme 2 describes that an open organization has the high possibility to be established. However, organization would find at one point that it could not accomplish negentropy direction to grow and getting more capacities (Ritzer & Goodman, 2008). Ideally, organizations as system will evolve when interacting with the environment. Organizational development eventually needs to give notice of three main dimensions in community empowerment management (Machdum, et al., 2015), namely organizational system, human resources and organizational climate.

Flexible Direction for Developing a Supporting Organizational Climate

Organizational climate in microfinance activities is crucial for supporting every personnel as human being. Personnel in every management level have their own needs in the “change” process. In Implementing microfinance activities, PKPU realized the issues in HSO. Worked with heterogenous of human resources, PKPU created working climate for achieving their objectives. For instance, SOSEK Division involved of human resources who came from many disciplines. Their personal characteristics also varied. Diversity in organization grew into organization privilege. As mentioned before, PKPU evaluated their program once in a year. One of the result from evaluation process was advanced programs as an antithesis of the previous activities. At that time, there were seven main programs in PKPU as preferable ones than earlier programs.

Program modification in PKPU illuminated organization’s endeavour in creating organization climate that that brace culture of “the team based task organization”. Handy (in Butcher 2004) mentioned that “the team-based task organization” as the most appropriate culture for HSO or organizational system that implement community intervention. ‘The team based task organization’ consisted of some characteristics of human resources. That were innovative, multidisciplinary-based problem-solving skills, applied by co-workers across diverse backgrounds and disciplines with

flexibility and authority to cope with uncertain circumstances. The team-based task organization’s characteristics were excellent for HSO. However, in practice, it was not an easy matter.

Supportive Relationship Based on Clear Job Description

In creating ‘the team based task organization’ culture, PKPU tried to conduct “participatory management”. According to Lewis, et al. (2001), “participatory management” was another approach that needs to be built to prevent burnout. The participatory management that has been developed within the SOSEK PKPU Division was also related to the implementation of the “supervisory relationship” approach. SOSEK PKPU Division constructed the approach the by communicating the work description information clearly. A clear job description helped each personnel to set limitation in doing their work based on their capabilities and capacities. Clear direction for personnel was also crucial to minimize excessive pressure on them for a burden that is beyond their competencies.

In microfinance implementation process, there were always unexpected issues so that SOSEK Division managers need to respond immediately. For example, there were a problem in a community that made the donors had to clarify the situation. Community workers who responsible at the area could not face donors’ question directly because there were some cases that did not under his capacities. At that time, SOSEK Division manager has to deal with the donors and helped community workers to clear it up. SOSEK Division manager’s attempt in supporting community workers illustrates that the workload which beyond of personnel’s responsibility (community worker’s role) could make personnel become under pressure. If SOSEK Division manager misleads this situation, SOSEK Division manager also would lose great team work. At that point, it is important to identify how SOSEK Division manager maintain the problem. He used “supervisory relationship” is to create organization climate which support and

motivate each personnel in implementing their tasks. PKPU did the approach at all levels of management for better coordination.

Furthermore, In PKPU SOSEK Division, the “participative management” and “supervisory relationship” approach became essential pillar in shaping “less stressful environment”. Another essential pillar in developing “less stressful environment” was a sense of kinship in PKPU (AP, October 2011). Moreover, an informant compared PKPU with his previous work setting at another zakat institution, she said that organization climate in PKPU was not similar with his previous workplace. She told that his previous workplace was very strict with target organization achievement. The working atmosphere at earlier workplace made her feel depressed. She did not feel that kind of feeling while working at PKPU. Otherwise, she was pleased with her superior’s attitudes as a manager, so that she did not have any doubt in telling her thoughts regarding various problems about microfinance implementation process.

Other informant said similar ones. He said that working in PKPU was very comfortable. In addition, he also illustrated his happiness for his ability in having more time with family without tight regulation for competing his task. His previous work places had strict rules. For example, if he came late to workplace, then he could get the consequences. The company would give punishment that will cost quite a lot for personnel that have poor performance.

In addition, the informant also felt that he did not have to deal with many forms of conflicts in workplace. Superior-subordinate open communication in workplace would not create huge problems between personnel. If There was any trouble or toxic environment, giving non-verbal communication (odd facial expression and voice tone) were enough for the leaders. The informant as sub-ordinate felt that way of interaction was enough for her to evaluate her own performance.

A conducive working climate occurred in SOSEK PKPU Division. Even though PKPU SOSEK Division was located in mi-

nimalist room which consisted of many cubicles, there was no frantic situation. The behaviour of personnel showed a normative environment. For instance, there was a time when a leader in PKPU SOSEK Division conveyed his objection about a report to his subordinates. His manner represented that he was a caring person. He expressed his objection assertively.

Another way of PKPU SOSEK Division in implementing “less stressful environment” was “developing clear organization goals”. Microfinance sub Division also defined their goals clearly. They communicate organization mission in guidance modules for community workers, so that community workers comprehend the directions of their actions in community.

Improvement of Community Workers as the Frontline Workers

Community workers as the frontline worker in community needed enough knowledge to perform their role well. PKPU gave supporting programs for community workers by providing a module and some training.

The module was very important for community workers as their main the reference in carrying their works. Community workers could adopt the module according to beneficiaries’ problems, needs and capacities. Thus, although microfinance activities aimed to improve the economic aspects, SOSEK PKPU Division considered other materials in the module for strengthening beneficiaries’ skills in entrepreneurship. The materials included social, psychological and spiritual aspects. Those attributes were significant before all else. Especially if PKPU SOSEK Division decided to terminate their programs. Microfinance activities at community have to be sustainable. If recipients did not prepared adequately, the exit strategies of microfinance program would find difficulties.

Because of the tough role of community worker, a module was not enough. Community worker often need to get experts in maintaining microfinance programs for community. The experts were the people who could be educator or motiva-

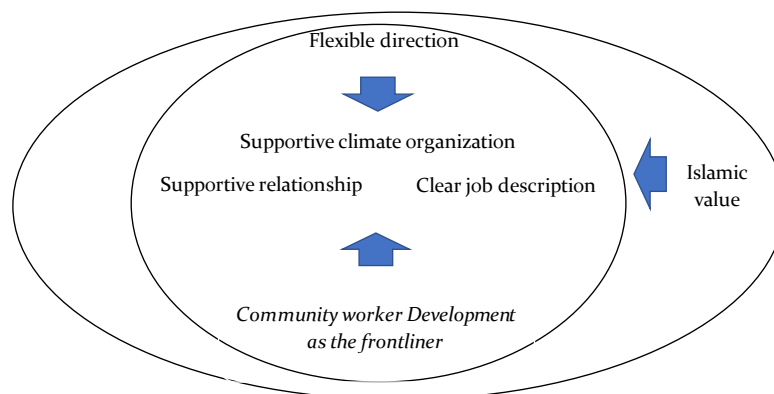
tor. For instance, they were the person who know well about spiritual aspects (preacher). Sometime, there were special cases that must have sub specialist expert in educating spiritual theme that discuss sharia financial institutions. In that matter, spiritual aspects were not only explaining God and human relation.

A successful entrepreneur also could be educator for beneficiaries. They assisted the community worker in delivering some aspect that become recipients' needs. The sensitivity of community workers in analyzing beneficiaries' needs makes them have to be creative. Moreover, community workers have to deal with beneficiaries who were less motivated in attending weekly meeting. It was usual for implementing microfinance program because most of recipients were low educated. Some of them completed senior high school. Based on recipients' characteristics, education process must be simple. If the lesson too hard, beneficiaries often decided not to come again to the weekly meetings.

Creativity for community workers illustrated that the "art" aspect was very important in the process of microfinance programs. Although PKPU already has a module, community workers need to elaborate it more. Based on these problems, community workers demand extra skills. To meet these needs, PKPU provided various training. Training materials related to the role of community workers. Similar to beneficiaries needs, PKPU also provided various materials that support community workers

from many aspects, including spiritual matters. One of spiritual program for community workers was weekly activity namely "Salam Pagi" (Good Morning), daily hadith reading after prayer time, and "tahsin" program to improve capability in reading of Al-Quran. An informant said that those programs, especially "Salam Pagi", were significant to remind him about the basic meaning of the organization's objectives. He felt that these activities can reinforce his motivation at workplace. As presented by Adi (2002), spirituality aspect could improve performance of community worker.

The description of organizational skills that consist of human resource improvement represented that organizational systems, human resources and organizational climate were urgent. (Machdum, et al., 2016). Human resources and organizational climate have a significant effect on the working environment that supports the achievement of organizational targets (Jones & May, 1995; Weinbach, 1994; Kettner, 2002). However, regarding to organizational system, this article provides more detailed description of the organizing skills which necessary to improve human resources and create supporting working climate for human service organization. The organizing skills consist of flexible directions based on clear job descriptions and supportive relationships. PKPU as FBO then had its own unique characteristics because there was spiritual aspect that become the most crucial element in running organization system. The pattern of crucial organizing skills in a scheme 3.



Scheme 3. Flexible Direction for Creating Supportive Organizational Climate

Development of Organizing Skills For Beneficiaries as Grassroots

Community workers was implementing their roles in a regular meeting once or twice in a week (weekly meeting). Weekly meeting was flexible depend on suitable time that according to the beneficiaries agreements. In addition, beneficiaries also have to make agreement where they meet.

In every weekly meeting, community workers played some of their roles as educators, facilitator and enabler. As an educator, community workers have to possess some skills including developing proposal. Skills in writing proposal was crucial to help beneficiaries in applying funds to develop their microfinance activities. Moreover, there were some lessons that have to be delivered by community worker to beneficiaries. They were expressing opinion publicly, social skills, financial arrangements in the family, transaction based on Islamic law, etc. In addition, community workers also have to convey the importance of honesty or good character in running a business. Thus, Islam values was also the crucial matter for education process at weekly meeting.

Another crucial lesson in weekly meeting was organizing skills, so that the recipients learned about how to organise their groups and grants. The capability of beneficiary groups to organize was important because the funds were from zakat. Informant said, beneficiaries actually do not have an obligation to return the fund because zakat fund was a grant. However, zakat funds aimed to uplift people's quality of life, not personal wellbeing. In order to get community wellbeing, zakat funds have to be public funds.

Zakat funds utilization could give a lot of benefit for many people. However, to accomplish the objectives of zakat funds, beneficiaries need to comprehend proper management in maintaining their microfinance group.

Beneficiaries in Mampang illustrated the exertion of zakat fund as social capital through group organizing. They got benefit from their revenue sharing, namely *nisbah* (agreed share). In *nisbah* system, lender

return the loan and give the profit sharing based on previous agreement. Cash flow statement had to be reported, so that zakat fund utilization was used properly. Organizing skill for beneficiaries was very useful to develop sustainable microfinance program.

Two informants who experienced a lot as community worker said that some beneficiaries knew that zakat fund was an assistance, so that they spend it for another use based on their wants. For example, spend zakat fund for some new cloths. This kind of member in community became a challenge for community worker. Therefore, community workers need to coach community members in order to improve their understanding of the utilization of zakat funds for empowerment activities.

The dynamics of microfinance activities with the various challenges that occurred in the community illustrated that community workers' roles were not as administrative officers. The function of educators, broker, enabler and facilitator would ease community workers to help beneficiaries in developing microfinance activities. If community workers still carry out financial recording, they could not implement optimal roles. On the other hand, the beneficiaries would be able to experience in managing their group independently. Whereas community workers need to plan the exit strategy in microfinance activities.

Organizational Structure Arrangement Involving Participation of The Beneficiaries

The SOSEK PKPU Division facilitated the process of microfinance in the community through one of the programs called KUMM (Kelompok Usaha Mikro Mandiri Independent Microfinance Group). SOSEK PKPU Division has developed KUMM in various regions in Indonesia. One of the best KUMM was KUMM Al-Falah that located in Mampang, South Jakarta. As a business group, KUMM could become a legal entity. Community workers could facilitate the KUMM into a cooperative. If KUMM was changed to be a cooperative, community workers facilitated them in arranging orga-

nization structure that consisted of advisory boards, chairmen, secretaries and treasurers, and members.

However, since sustainability of microfinance activity required community participation, the ideal idea for the development of microfinance depend on beneficiaries' capacity, Community workers could not force beneficiaries in KUMM to form cooperative as a legal entity. The implementation process indicated that the recipient can make decisions based on their own choice.

KUMM without legal entity did not mean it did not have well management. They also have organizational structure consisted of the chairman, secretary, treasurer and members. Similar to KUMM with legal entity, group membership consisted of two memberships. One of them were fixed members who registered as since the beginning. While the other one the member who were not join from the beginning. Each kind of membership have different benefit. Especially at the end of the year. The member who registered from the beginning of program would get profit sharing.

As a role model, KUMM Al-Falah chose not to be legal entities. Nevertheless, KUMM Al Falah strived to manage their group well. Organizational structure that consist of chairmen, secretaries and members have a clear job description. The chairman as leader had to motivate the group and keep their organization running well. The secretary made daily note taking. While treasurer did financial recording.

Even though each person got a different job description, the administrators of KUMM Al Falah agreed that treasurer is not only person who became billing clerk. They decided that everyone in administrators took turn to become billing clerk. An informant from the PKPU SOSEK Division explained that agreement of KUMM Al Falah for billing clerk position showed the uniqueness of the community.

In general, PKPU DIVISION performed services based on the basic scheme consisting of assessment, planning, implementation and evaluation. Although PKPU SOSEK Division had a general scheme in

carrying out the service, they still promoted optimal community involvement. Flexibility in community organizing in previous illustration examines that participation was crucial in implementing zakat fund for microfinance program.

Informant also said that the change procedure carried out by the PKPU SOSEK Division (through the community workers) was referring to the change procedure in the PKPU service scheme that emphasized the beneficiaries' participation. Forms of community participation in KUMM were: (1) had opportunity to choose their own what business activity (planning), (2) organizational form in KUMM (cooperative with the legal entity or not), (3) agreement for program sustainability (e.g., regulation to become the member of KUMM), among others.

Utilisation of KUMM Program for Recipients

The implementation of the KUMM program also demonstrates the usefulness of the program for the beneficiaries, especially the disadvantaged people in community around KUMM Al-Falah. An informant said that he felt KUMM Al-Falah was very helpful because he did not have to depend on lenders who often demand high loan interest (loan sharks). KUMM Al-Falah became a new alternative in microfinance that use Islamic value (Faith-Based Organization).

In contrast to the other conventional microeconomic developments, Islamic microfinance do not permit any interest in transaction. Islamic trading system aims to fight the loan sharks that exist in the community. An informant said that loan sharks in their community could make their business closed.

KUMM Al Falah as a new alternative in the community also became a new spirit for the administrators of KUMM Al Falah. One of them said that they had a lot of tasks. The tasks were not simple and give them a big moral burden. Especially, they realized that loan funds were from zakat. The huge responsibility becomes easy because they understood that their works help poor borrower.

The recipients also said the usefulness of KUMM Al Falah activities in the process of developing their entrepreneurial spirit. An informant said his impression of the education activities of community workers who conveyed the importance of “a dream” in trading. Community workers communicated the urgency of “a dream” through their daily interactions with service recipients at KUMM Al Falah. She discussed with the recipients by giving examples of her own experience in doing small business. Previously, Community workers also live like poor people. Then she worked hard and did not forget to save some of her income. Through consistent effort, she can buy a motorcycle as one of her dream.

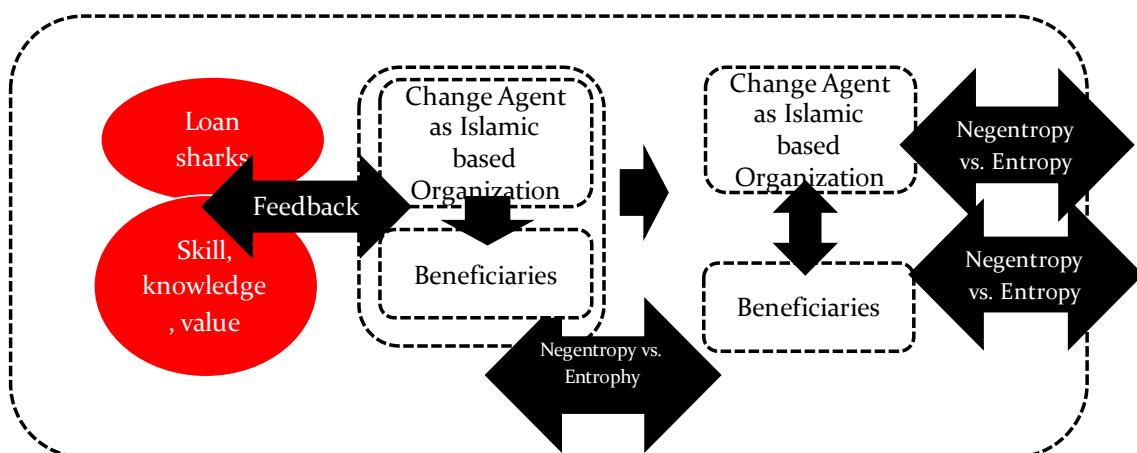
The community worker delivered her message in a voice that was not too loud but not too slow (assertive manner). The recipients of the listening service were only listening. They also do not give a defence. Then one of the recipients said that they also became motivated. Motivation from Community workers encouraged her to do more mature and optimistic planning. For example, by creating targets based on the results of financial recording for a period. She also performed the calculation of achievement targets based on realistic alternative efforts.

The informant’s illustration indicated that KUMM Al Falah have potential to be sustainable and would not stop at one point of success. The courage to do such planning was certainly important for KUMM conti-

nual. Optimism was also important for continuity in developing their own business. “A dream” encourages one not to be satisfied with the current condition. On the other hand, “a dream” as an important message in the education process of community officials also encouraged service recipients to continue moving toward a better quality of life through realistic efforts.

Based on the experience of microfinance at KUMM Al Falah, the problems that often occur in the community could be managed well by SOSEK PKPU Division. The effort of PKPU SOSEK Division to manage the problems in the community was (1) paying attention to the participation of the beneficiaries, (3) the benefits of the changes that are not contradictory to the value of the community, (4) the benefits of the changes that are not contradictory to the forms of change that become public confidence, and (5) change procedures that emphasize community engagement (Adi, 2003). In short, the organization that emphasizes community participation ultimately spearheads the process of microfinance in dealing with the complexity of the community system as a community full of dynamics. A description of the urgency of organizing at the grassroots can be seen in the following scheme 4.

Scheme 3 shows that the dynamics of the system in the organizational environment and the complex organization need to be managed well through organizing skills. Organizing skills is certainly not enough if



Scheme 4. Organizational Urgency at the Grassroots for Sustainable Programs

it was only applied to the managerial level. KUMM Al Falah as the recipient was also important to get organizing skills.

Organizational skills were useful in minimizing the various obstacles in microfinance that ultimately support the termination process. The end of the microfinance process ultimately emphasised the independence of the recipient.

At the time this research was conducted, the SOSEK Division has done termination stages. However, the communication between PKPU SOSEK Division and KUMM Al Falah did not stop. The relationship between them were evolved and become a partner. The partnership relationship between the two would provided an opportunity for KUMM Al-Falah to continue to evaluate themselves and new development to improve the standard of living for the administrators and the surrounding community. The development of recipients ultimately did not stop at the change of *mustahik* for being a capable to be *muzakki*. Moreover, the real microfinance has a greater vision by shaping the *mustahik* become *muzakki* who also do the role of a change agent.

CONCLUSION

Organizing in microfinance through zakat fund in society was very important. The required organizational skills include organizational restructuring based on needs and environmental changes, flexible direction to develop a supportive organizational climate, and the development of organizing skills for beneficiaries as the grassroots. The PKPU SOSEK Division executed these organizing skills through various approaches, including change the way jobs are structured, supervisory relationships, less stressful work environments, participatory management, and employee assistance programs. The whole approach run through the Islamic values because they used zakat funds.

As FBO, PKPU SOSEK Division did not closed their organization system from the dynamics of the environment. The value of Islam that became the basic reference in implementing behavioral changes for reci-

ipients ultimately raised great benefits in the development of organizations, either internal organizations or external organizations. Islamic values helped to hone organizing skills to be more humane. Moreover, Islamic values also helped filter out various feedbacks that could discourage organizational development.

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