

CHANGES OF LOCAL TO GLOBAL ORGANISATIONS AT POS KEADILAN PEDULI UMMAT HUMAN INITIATIVE

Eriman Muslim ^{a*)}, Sari Viciawati Machdum ^{a)}

^{a)} University of Indonesia, Jakarta, Indonesia

^{*)}Corresponding Author: eriman.muslim@ui.ac.id

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Abstract. This study discusses the practice of changing local organizations to become global at Pos Keadilan Peduli Ummat Human Initiative, which is located in Depok, West Java. Contingency theory is used as the basis for research, where the organization is an open system whose internal structure adapts to changes in the external environment and technology so that its effectiveness can continue to be sustainable. This research uses a qualitative approach with descriptive research—informant selection technique in this study, using purposive sampling. The data collection used in-depth interviews with several informants consisting of the founders of the organization, the structural ranks of the board of directors at the time of the research, senior workers and retired workers. The study results indicate that changing local organizations to global ones from the Justice Center Peduli Ummat Human Initiative occurs due to adjusting the internal structure to the demands of changes in the external environment and technology. The dynamics of the leadership dynamics evidence. This change in evidence ranks at the director's level and below him, the use of technology and information under the times and the strengthening of the capacity of its human resources. The need to change turned out to cause internal impacts such as egalitarian attitudes to become formal, the inconvenience of old workers and the need to be technology literate.

Keywords: change; organization; contingency theory; factors; internal and external

I. INTRODUCTION

Organizations (NGOs). Indonesia's global role in the social sector deserves consideration as the contribution of the Indonesian people through various social channels, both provided by the government and non-governmental institutions or community organizations (ormas) or what can be known as Non-Governmental Organizations (NGOs) or Non-Governmental Organizations. This international recognition was strengthened in CAF (2017) [1] and CAF (2018) [2] by an International Charitable Agency originating from the UK named Charities Aid Foundation (CAF), which announced that Indonesia was the second most generous country in the world in 2017 which involved 139 countries surveyed and ranked first in 2018 involving 144 countries. The index consists of three critical points of assessment, namely: 1) donating to other people (helping a stranger), 2) donating money (donating money), and 3) people who volunteer (volunteering time).

The Ministry of Home Affairs (Kemendagri [3]) The Republic of Indonesia, as of July 31, 2019, has published that the number of Community Organizations (ormas) in Indonesia is 420,381 mass organizations. This shows that diversity, tolerance, freedom of opinion and association for the Indonesian people, which the 1945 Constitution guarantees, have been well fulfilled by the government. The Information Center (Puspen) of the Ministry of Home Affairs (2019) noted that from the number of these mass organizations, they could be categorised into three groups, namely: Ormas that have obtained a Certificate of Registration (SKT) at the Ministry of Home Affairs, Ormas that are legal entities

in the Ministry of Law and Security, and Foreign Organizations registered with the Ministry of Foreign Affairs,

Table 1: Categories and Number of mass organizations (in Bahasa Indonesia: Organisasi Massa/Ormas) in Indonesia According to the Information Center (Puspen) of the Ministry of Home Affairs in 2019

No.	Category of "Ormas:	Jumlah
1.	Mass organizations that have obtained a Certificate of Registration (SKT) at the Ministry of Home Affairs	26.812
2.	Mass Organizations that are legal entities in the Ministry of Law and Security	393.497
3.	Foreign Organizations registered with the Ministry of Foreign Affairs	72
Total		420.381

Source: Data from the Information Center of the Ministry of Home Affairs of the Republic of Indonesia in 2019, processed by researchers

Among the 420,381 mass organizations in Indonesia today, several have taken part in the global arena. One of them is an NGO called Pos Keadilan Peduli Ummat Human Initiative (PKPU Human Initiative). PKPU Human Initiative became a research location because several reasons. First: the results of a comparison between several National Zakat Institutions (LAZNAS) that have been established and recognised based on the Director-General of Taxes Regulation Number PER-33/PJ/2011 of 2011, were out of the 20 existing Zakat Institutions, placing the PKPU Human Initiative as an institution that dares to take the initiative in changing its organization by establishing new institutions to

focus on segments such as humanitarian, zakat and waqf. Second, PKPU Human Initiatives are listed by the United Nations issued a list of non-governmental organizations (NGOs) in consultative status at The Economic and Social Council (ECOSOC) (on September 18, 2008). PKPU Human Initiative is formally registered with 4 (four) Other NGOs from Indonesia such as Indonesian Women's Congress (1998), Indonesian Child Welfare Foundation (2002), Indonesian National Council on Social Welfare (2002), International NGO Forum on Indonesian Development (2004). It means that PKPU Human Initiative had become the only zakat institution and national humanitarian agency registered as a Global NGO at the United Nations.

Table 2: National Zakat Institution (LAZNAS), which has been established and recognised based on the Regulation of the Director-General of Taxes Number PER-33/PJ/2011 of 2011

Almsgiving Institution			
1.	Badan Amil Zakat Nasional	11.	LAZ Dewan Da'wah Islamiyah Indonesia
2.	LAZ Dompot Dhuafa Republika	12.	LAZ Yayasan Baitul Maal Bank Rakyat Indonesia
3.	LAZ Yayasan Amanah Takaful	13.	LAZ Baitul Maal wat Tamwil
4.	LAZ Pos Keadilan Peduli Umat	14.	LAZ Baituzzakah Pertamina
5.	LAZ Yayasan Baitulmaal Muamalat	15.	LAZ Dompot Peduli Umat Daarut Tauhiid (DUDT)
6.	LAZ Yayasan Dana Sosial Al Falah	16.	LAZ Yayasan Rumah Zakat Indonesia
7.	LAZ Baitul Maal Hidayatullah	17.	LAZIS Nahdlatul Ulama (LAZIS NU)
8.	LAZ Persatuan Islam	18.	LAZIS Muhammadiyah
9.	LAZ Yayasan Baitul Mal Umat Islam PT Bank Negara Indonesia (Persero) Tbk.	19.	LAZIS Ikatan Persaudaraan Haji Indonesia (LAZIS IPHI)
10.	LAZ Yayasan Bangun Sejahtera Mitra Umat	20.	Lembaga Sumbangan Agama Kristen Indonesia (LEMSAKTI)

Source: Director General of Taxes Regulation Number PER-33/PJ/2011 of 2011, processed by researchers

For more details, the following is an essential journey of PKPU Human Initiative sourced from the official portal (<https://human-initiative.org>) as of January 29, 2021, which the author has compiled in tabular form as follows table 3. According to Hasenfeld (2010) [4], humanitarian service organizations can also be influenced by the process of globalization, both religious-based and philanthropic in local and national communities. This has started in the 19th century where there were economic and political changes due to global forces, which directly and indirectly forced the state to establish social service institutions on a national scale as a way out to solve the social problems caused. The social problems that the state must resolve are migration, conflict, and other international events that require responses that go beyond the efforts of national governments. Organizational change is the process of adjusting to a humanitarian service organization (HSO or Humanitarian Service Organization) due to external changes that affect the organization's internal conditions or the occurrence of a performance gap between

the situation the organization wants to achieve and the organization's actual situation (Hasenfeld [4]). External circumstances such as the emergence of future welfare reforms to provide high-quality services and focus on beneficiaries and internal circumstances such as managing the budget as small as possible but significantly impact the beneficiaries. Meanwhile, according to Proehl [5], organizational change in humanitarian services (HSO) is responsive awareness to ensure the survival of the organization by increasing flexibility and creativity based on current internal and external conditions

Table 3: The Important Journey of PKPU Human Initiative sourced from the Official Portal of PKPU Human Initiative in 2021

Year	Occurrence
1999	PKPU Human Initiative was born and managed humanitarian aid in Maluku, which was hit by horizontal conflicts.
2001	PKPU Human Initiative is designated as a National Zakat Charity Institution.
2005	PKPU Managed humanitarian aid and programs for victims of the Aceh Tsunami, whose volume was five times higher than before.
2008	Registered with the United Nations as an NGO with Special Consultative Status with the Economic Social Council (ECOSOC).
2010	Defined as a National Social Organization and registered as an institutional partner in the European Union for social programs.
2012	The Law on Zakat Management was issued, which changed the organization's governance internally.
2016	Spin-off and changed its name to Human Initiative, which focuses on humanitarian programs, no longer managing zakat, infaq, and Sadaqat

The data has been reprocessed from the PKPU Human Initiative website, January 29, 2021

Lee and Han [6] researched the Taiwanese Tzu-Chi Faith-based Organization (FBO) located in the United States (US). Tzu-Chi was founded in 1966 by a Buddhist nun and a group of women in Taiwan. Today Tzu-Chi is the largest civilian association working in Taiwan. They are also the humanitarian representative of a leading and underestimated INGO (International NGO). They study the process of internationalization and engage with two theoretical perspectives: resource dependence and structural opportunity. The findings suggest that the Taiwanese Tzu-Chi experience in the US has offered (1) cognitive liberation; (2) studying new organizational forms. This research provides a rare case study of how non-Western NGOs became INGOs and offers a co-evolutionary angle to internationalization.

Becoming an INGO indeed cannot be separated from the starting point of becoming a local NGO. Locally (country), the support of third parties (Third-Partied) in this case, NGOs is an essential part of a country's development. Therefore, the NGO and government partnership approach is essential to sustainable development in Indonesia (Herdiansyah & Randi [7]). Moxley [8] conducted a study that explains that changes in humanitarian service organizations are determined by the environmental context, organizational

situation and how the organization responds to changes. Environmental context includes how the organization responds to change through revitalization, renaissance, and recovery (Moxley & Manela [8]). Organizations can change at least because of three categories, namely: (1) work climate or culture, (2) management or leadership, and (3) operations or how the organization is run to achieve its goals (Ramos [9]). The potential for change in humanitarian organizations can be very complex in responding to the needs of their environment. The complexity depends on the organization's size, mission, structure, technology, every process, and the diversity and challenges of being a humanitarian service organization. Organizational change can be seen from conceptual models, such as system theory, organizational culture, strategic plans, organizational change cycles, and paradigm shifts in thinking. They can be integrated to become an integrated concept model (Fuqua & Kurpius [10]). Another thing in organizational change is that every organization has internal adaptability called plasticity, where plasticity is organizational flexibility that is formed from a process of habitual routines which is then selected (selection) which habits have a long-term impact and become a factor for organizational change (Levinthal & Marino [11]).

In addition, so that humanitarian organizations can adapt to various current circumstances, a study based on the journey of humanitarian organizations for a decade state that academics and practitioners are required in every decision to use the supply chain design decisions of humanitarian aid continuity by using agility. In each of his roles (Olorunfoba & Kovács [12]). To better understand the concept of organizational change, several theories explain and analyse different perspectives on initiating and implementing general organizational change and HSO. These theories describe organizations as open systems that engage in exchange relationships between internal dynamics and external change. The theory that will underlie this research is the contingency theory. The reason for taking this theory is because the author views that an organization must have taken into account emergencies and conditions (contingencies) that must be prepared. The theory shows that the readiness to adapt to change has indeed been prepared beforehand, although the form and method of change that will be carried out is still in the form of a general description: readiness for economic, social, political and technological changes. Contingency theory sees an open organization, where organizational effectiveness fits the internal structure and the urgency presented by the environment and technology (Hasenfeld, [4]). The causes of changes can be grouped because:

- a. Environmental factors will always affect the stability and diversity of heterogeneity. Stable and homogeneous environments require limited unit differentiation and standardised rules, whereas volatile and heterogeneous environments require high unit differentiation and decentralised decision making.
- b. Work unit design factors under technology contingencies will result in the effectiveness of the organization's technical system. The program differs according to the

difficulty of the task and its variability. The dimensions are routine, craft, engineering, and non-routine.

The difficulty with contingency theory is its static and mechanistic orientation. The interrelationships between environment, technology, and structure are dynamic and mediated by many factors, including macro-level changes in institutional logic and shifts in political and economic interest groups (including clients) inside and outside the organization..

II. RESEARCH METHODS

This study aims to determine the change of local organizations to global organizations at the Post Justice Cares for the Ummah Human Initiative. This research was conducted by collecting data from related informants using a qualitative approach. According to Creswell [13], qualitative is a method used to explore and understand the meaning that is ascribed to social or humanitarian problems, besides that research takes place naturally, relies on researchers as data collection instruments, uses various data collection methods, both inductive and inductive. As well as deductive, based on the meaning of the informant, including the meaning of the researcher, and comprehensive. At the same time, the type of research planned is to use descriptive research. Where Neuman [14] page 4 states that descriptive research is research where the main goal is to "paint a picture" using words or numbers and to present a view or problem, grouping by types, or a framework of steps in answering the who, when, where, and how questions. The research approach is in line with the purpose of the research, which is to find out the changes in local organizations to global ones in the PKPU Human Initiative. The withdrawal technique used in this research is using purposive sampling. This technique performs sampling based on the objectives that have been determined in the previous plan. Generally, there is a redefinition of the groups and specificities to be studied. Researchers can use the non-probability sampling method, including various sampling strategies or selecting different informants by purposive sampling and snowball sampling (Neuman [14]). Snowball sampling takes advantage of a relationship with one of the informants and then relates to the new information that needs to be obtained in this study. This research was conducted on nine informants consisting of 4 founders of PKPU HI and the Foundation, 2 BOD PKPU Human Initiative, 2 PKPU Human Initiative workers, and one former BOD PKPU Human Initiative.

III. RESULTS AND DISCUSSION

Organization Theory

An organization is a social entity designed as a structured and coordinated activity system that is intentionally related to the external environment and has a directed purpose (Daft [15]. Henry Mintzberg [16] argues " that organizations can be distinguished based on three basic dimensions: (1) a crucial part of the organization, that is, the part of the organization that plays a significant role in determining its

success or failure; (2) the primary mechanism of coordination, namely the main method used by the organization to coordinate its activities; and (3) the type of decentralisation used, namely the extent to which the organization involves subordinates in the decision-making process. These three basic dimensions produce five structural configurations: simple structure, bureaucratic machine, professional bureaucracy, divisional form, and adhocracy”.

Contingency Theory

Contingency theory explains that organizations can change due to adjusting structure, environmental and technological changes that occur at that time. The organization's establishment is used as a starting point for the organization's existence, followed by changes that occur due to internal and external factors, the process of change, and the impact that occurs on the organization. Through observations made to a humanitarian organization called PKPU Human Initiative, we hope to find out what has changed this organization to grow and develop to this day.

To be able to know how an organization changes, first know how the organization stands. Because by knowing the reasons for its establishment, we can trace the goals, reasons, and processes of the changes it carries out and a series of continued growth and development of the organization according to the period and period of the organization. As with profit organizations, non-profit organizations also experience a phase of change to maintain the organization's survival. Through the informants we appointed, quite a lot of information can be obtained from the Early Founders of the PKPU Human Initiative, along with the findings in the research

1. History of Standing

According to one of the founders and the first President Director of PKPU, Mr Naharus Surur, the PKPU Human Initiative was established in Ambon in 1999 during the continuation of the multi-dimensional crisis, namely the economic and monetary crisis that occurred in 1988 after the fall of the New Order (Orba). It started when the SARA (ethnic, religious, racial, and intergroup) riots occurred during the Idul Fitri prayer in 1999. The human resources (HR) involved at the beginning of its establishment, mentioned by the Founder and President Director of the Second PKPU, Mr Sahabuddin, were five people. The others were volunteers from students and caring communities. Another founder and also Field Coordinator and Person in Charge of Ambon at that time, Mr Ahmad, added that the spirit of the founders was to be part of the humanitarian fighter regardless of race, ethnicity and religion by helping victims by distributing aid from the Ambonese community and outside Ambon in the form of food, medical team, medicine and temporary tents. Another founder, Mr Dedi Sularso, witnessed how the interest of the people of Indonesia, who loved peace, despite the monetary crisis at that time, channelled their aid through the PKPU Human Initiative. People believe in PKPU. The historical context of the founding of this organization is exciting. It provides a lesson that community social service institutions can be an indicator of the dignity of a nation that upholds

human rights and becomes a strategic partner of the government in solving existing humanitarian problems.

Since its inception, PKPU Human Initiative has dedicated itself to being a social and humanitarian organization based on Islam (Faith-Based Organization). According to the founders (Mr Nahharus, Mr Ahmad Zaki, Mr Sahab, and Mr Dedi Sularso), the organization started concerned about Ambon's humanitarian disaster. Implementing humanitarian work such as handling fatalities and injuries, providing food, preparing medicines, carrying out medical activities and setting up temporary tents caused the PKPU Human Initiative to get such great support from the community. One of the supports that was never imagined before was the fantastic amount of donations (billions). The founders need accountability from the public, and they registered this organization in Jakarta as a foundation in 2000. So that donations can be accounted for through the foundation's financial statements.

2. Organizational Change

Along with the establishment of the organization, a series of organizational tools were carried out in stages such as: compiling a structure according to the required function, recruitment of Human Resources (HR), renting an office and preparing work tools, as well as programs that an organization generally carries out. The founders convey how the things above are always accompanied by enthusiasm, cooperation and hard work not to give up. In addition, according to the founders, pioneer workers who later became the founders' successors testified that when he became the first employee of the PKPU Human Initiative, Mr Agung Notowiguno (later to become the President Director of the Third PKPU) worked as a Program Staff in charge of preparing programs- programs for beneficiaries both in the Greater Jakarta area and in areas outside Greater Jakarta. The simplicity and limited facilities did not make the early generation workers surrender and surrender to the situation. A series of changes were made, such as: increasing the capacity of human resources, improving the work system of the organization, increasing services to donors and beneficiaries, interacting with fellow domestic and foreign NGOs and city, provincial and central governments. According to Mr Agung, one word is that militancy on the move that never goes out is the key to successful change. This was also felt and carried out by another of his co-workers, Mr Sri Adi Bramasetia, who served as Public Relations Staff (Humas). When he was recruited, he was working as an IT staff at a company in Jakarta with a salary large enough to be willing to leave and work at the PKPU Human Initiative, which is still new and has no clear future.

From the beginning of PKPU had intended that this organization not just exist and then die. As one statement stated, "We are aware and believe in Allah that the organization we have founded will be great, even though we know how..." (Mr Ahmad Zaki, Chairman of the PKPU Foundation, Founder of PKPU and Field Coordinator and Person in Charge in Ambon).

This simple organization also underwent a series of organizational changes to remain in existence and sustain its existence. The researchers asked the factors that influence the changes by dividing them into 2 (two) internal and external factors.

Internal factors

Internal factors are a series of changes created from internal organizations such as leadership, structural adjustments, human resources (HR), and the systems surrounding them, such as business processes, determining organizational strategies and tactics. Mr Naharus and Mr Zaki said that the leadership pattern in PKPU Human Initiative is equal. No single figure dominates, complements and supports each other to this day. This leadership is called collective collegial. Therefore, meetings are often tricky and slow, but the result provides security and shared responsibility, especially regarding compliance with the rules and norms that the organization adheres to (Islam) or strategic things for the organization's sustainability. According to Mr Dedi, this choice has caused this organization to exist not because of who (people) – dependence on specific figures – but because of the system built and maintained to achieve the organization's goal of providing benefits to humans and the natural surroundings. The organizational structure is formed because of the relationship between formal processes, routines, and policies connected with interpersonal understanding and adjustment. The organizational structure will make every action reliable and not dependent on personal and situational factors. In simple terms, the organizational structure is the essence of understanding the organization. As a result, the structure shapes how the organization addresses new problems, such as new technologies, regulatory requirements, or lines of business. The initial structure built when it was built was relatively simple, and the facilities were so minimal that it did not stop the PKPU Human Initiative ranks after the Ambon humanitarian tragedy. The existence of an organizational structure also determines the course of the organization. A suitable organization's structure plays an essential role in achieving the aspired goals. The structure divides each individual into work teams. The benefits of teamwork are to increase team members' empowerment; empowerment can be pursued in two ways through the structure. First, control over formal decision-making can be delegated to the team. This will empower the team to make decisions and take actions that do not require higher-level approval. Second, each individual in the team is a valuable asset for the organization because team members usually have broader responsibilities. They gain additional skills, knowledge and experience. The organizational structure when it was first established generally adhered to a functional structure Here, the researcher conveys the organizational structure of the PKPU Human Initiative from 1999 – 2019.

PKPU Human Initiative Organizational Structure 1999-2003

- a. President Director
- b. Head of Administration and Finance Division
- c. Head of Program Division
- d. Program Staff

- e. Head of Marketing Division
- f. Public Relations Staff

Initially, the organizational structure of PKPU Human Initiative consisted of 1 (one) President Director, 3 (three) Division Heads, and 3 (three) Staff. In general, when the organization was initially founded, it implemented a simple, effective and efficient structure. The goal is to produce output quickly and have an impact on the achievement of organizational goals. The impacts obtained by PKPU HI include public and government trust, high interest in donating and the hope that donations will be delivered appropriately to disaster survivors. The legality of the organization was legally registered in 2000, and compliance with government regulations was proven by the ratification of the PKPU Human Initiative as the National Amil Zakat Institution (LAZNAS) in 2001. Organizational Structure of PKPU Human Initiative 2003 – 2009

- a. President Director
- b. Sharia Board
- c. Head of Collection Division
- d. Head of Program Division
- e. Head of MHCR Division (medical, health and rescue)
- f. Head of General and GA Division
- g. Head of Finance Division
- h. Head of PAA Division (Program Peduli Aceh)

In the fourth year of PKPU Human Initiative, the organizational structure consists of 1 (one) President Director, 6 (six) Division Heads, and 6 (six) Staff. Structural changes occurred due to internal strengthening as a follow-up to periodic evaluations and corrective actions and responding to external changes such as several natural disasters such as the earthquake in West Sumatra, the earthquake in Jambi, and the earthquake Yogyakarta and the Tsunami in Aceh. Changes in the structure are a must for organizations to adapt to internal and field (external) needs to survive and continue participating in the world of humanity and the community. For this reason, internally, the modern organizational paradigm has begun to be adopted, such as ISO 9000, trying to implement it first through training and simple installation in existing divisions and has not registered to be certified through a national or international accredited certification body. The strengthening of this foundation was tested by a series of external changes that occurred, such as natural disasters and humanitarian disasters at home and abroad. A significant change was when the Aceh Tsunami occurred. The escalation of donations and relationships increased so high. Donations usually range from 6-7 billion per year to 6 (six) times a year. Generally, with domestic and slightly foreign parties, relations became intense with almost all civil and military government officials, RT to the mid-level, fellow NGOs throughout Indonesia, and international networks, which were almost entirely down during the Aceh Tsunami. In 2006 – 2007, he started to register himself as an International NGO, precisely at ECOSOC. Moreover, in 2008, he was confirmed as a registered member of ECOSOC

with special consultative status (members are divided according to level from low to high: registered, memorable, and general). PKPU Human Initiative is the fourth organization from Indonesia and the first from LAZNAS to be registered with ECOSOC. Organizational Structure of PKPU Human Initiative 2009 - 2013

- a. President Director
- b. Deputy Public Relations (Humas)
- c. Director of Finance
 - i. Finance and Accounting Manager
- d. Director of Collection: Mr Wildhan
 - i. Retail Manager
 - ii. CSR Manager
- e. Program Director
 - i. CEN Manager (Child and Education Network)
 - ii. HEN Manager (Health Environment Network)
 - iii. SEN Manager (Social and Economy Network)
 - iv. Manager of KUMM (Community Independent Business Group)
- f. Director Resources, Relationship Management
 - i. HR Manager
 - ii. GA Manager
 - iii. Public Relations Manager

The tenth year of the organization, along with internal and external demands. The organizational structure has undergone significant changes. Internally responding to external changes that require the organization to strengthen organizational values and become a professional and trustworthy organization. Compliance with organizational standards (Total Quality Management (TQM), International Standardization Organization (ISO 9000) certification and registering at the UN and the European Union, capacity building of human resources (HR) through various pieces of training, remuneration improvements, provision of tools work and workplace, comparative studies to similar institutions that were previously established as well as consultation and assistance of experts, practitioners and academicians from within and outside the country), are the reasons for the organization's growth and development. It can be seen how the composition of the tenth-year organizational structure is as follows: 1 (one) President Director, 5 (five) Directors, ±9 (nine) Managers or Division Heads, a minimum of 9 (nine) Staff. An internal source said that the total number of employees at that time was already at 100 people. Organizational Structure of PKPU Human Initiative 2014 - 2016

- a. President Director
- b. Managing Director
- c. Director of Finance and General Affairs
- d. Strategic Alliance Network Director
- e. Director of Relations, Resources Management
- f. Collection Director
- g. Program Director
- h. CSR Management Section
- i. Zakat Center Section

In the fifteenth year, the organizational structure of PKPU Human Initiative consists of 7 (seven) Directors, 3 (three) General Managers, a minimum of 7 (seven) at least 7 (seven) Managers, Supervisors and Staff with the number of human resources (HR) at that time at the centre reached 130 people. A large and deep organizational structure is expected to provide humanitarian, social services and ZISWAF (zakat, infaq, sadaqah and waqf) are well served. Organizational Structure of PKPU Human Initiative 2015 – 2019

- a. There is a spin-off (separation)
- b. President Director
- c. Director of Finance and General Affairs
- d. Strategic Alliance Network Director
- e. Director of Relations, Resources Management
- f. Director of Operations

The PKPU Human Initiative Management evaluation results recommend focusing on several segments controlled by the organization's internal and strong consumer knowledge. So, the CSR Management section was chosen for social humanity and the Zakat Center section for Islamic philanthropy. This organizational structure is expected to answer how this organization exists and benefit those who need it. The existence of similar competitors, for PKPU Human Initiative, is not a rival or an opponent, but rather a collaborative partner that complements each other in solving social problems of humanity and poverty alleviation through its ZISWAF program. Management provides opportunities for the sons of the region, represented by the Head of the Branch, to make organizational changes that are better than before. This is evidenced by the transfer of the Head of the West Java Branch (Kacab), Central Java Branch, East Java Branch Office and Jogjakarta Head Office to the Head Office in Jakarta in 2004 – 2006, gradually assisting the Central Management. In addition, the dynamics of Branch HR in developing the organization got a good response from the central management. The business processes that are carried out priorities activity-based management (management by objectives) and at the same time carry out organizational learning while the organization is driven (learning by doing). This was done because the introduction and knowledge of the world of philanthropy were still relatively minimal in information in Indonesia. Adoption of standards such as ISO 9001:2000, Total Quality Management (TQM), and several other standards aimed at increasing the capacity of human resources strengthen the planned business processes. In addition, the need to learn from similar organizations that have been around for a long time and are pretty successful is also carried out. Also, inviting experts in their fields is a capacity agenda that is quite effective and efficient because it can involve many workers compared to sending one worker to take part in external training.

Contingencies are carried out at the beginning, the middle and the end of the year. According to current conditions, organizational adjustments are made with dynamic structural changes to adapt to humanitarian and disaster responses. According to Mr Tomy, as the fourth

(current) President of the PKPU Human Initiative, that the organizational contingency process at that time was still straightforward until the momentum of the Aceh Tsunami and the Bantul-Jogjakarta earthquake occurred, which doubled the organization's ability to manage aid and our interactions with international NGOs. which makes the benchmark for later international contributions much more increased compared to previous times

External Factors

External factors are a series of changes created from outside the organization, such as changes in the environment either by humans or natural disasters, changes in government regulations or regulations, changes in information and technology, competitors and changes in consumer demand if in the world of philanthropy there are donors and beneficiaries. According to Mr Kaimuddin, as the first generation of workers, PKPU Human Initiative changed and grew along with the various natural disasters in Indonesia. Each branch was born because of a disaster event, such as the Padang Earthquake giving birth to the Padang branch, the Aceh Tsunami giving birth to the Aceh branch, and the Jogya Earthquake gave birth to the Jogya branch. In addition to natural disasters, another external factor that changed the PKPU Human Initiative according to the narrative of the second generation, Mr Surur, was the issuance of the obligation to register as a National Amil Zakat Institution as a consequence of raising public funds in 2001. In more detail, Mr Dedi said that organizational change was caused by: The response of donors is getting bigger, 2. Organizational capacity is getting bigger and more complex so that human resources are needed following the organization, and 3—related authorities such as complying with local, national and international government regulations. Since being registered with ECOSOC, PKPU has become increasingly recognised in the international humanitarian world and proven to be trusted to be an organization that distributes aid to several countries in Asia, Africa and Europe. Collaboration with several Global and Local NGOs of the relevant countries is carried out to ensure the aid's effectiveness. This impacts the distribution of donations and programs, from what was previously only a local scale in Indonesia to a global scale.

3. Process and Impact of Organizational Change

The process of change and its impact on the organization describes a series of plans and implementation activities carried out by the PKPU Human Initiative as a contingency for the organization to face any changes. As conveyed by Mr Agung, spirit capital (military) alone is not enough if it is not accompanied by mastery of knowledge and technology as an effort for the organization's contingency to survive and then grow and develop.

Structurally

The process of change and its impact, when viewed from structural changes (Mintzberg[16]) from time to time, can be described in the table below:

PKPU HI of Structural	Structural Configuration	Prime Coordinating Mechanism	Key Part of Organization	Type of Decentralization
1999-2003	Simple structure	Direct supervision	Strategic apex	Vertical and horizontal centralisation
2003-2009	Machine bureaucracy	Standardisation of work processes	Technostructure	Limited horizontal decentralisation
2009-2013	Professional bureaucracy	Standardisation of skills	Operating core	Vertical and horizontal decentralisation
2014-2016	Divisionalized form	Standardization of outputs	Middle line	Limited vertical decentralisation
2015-2019	Adhocracy	Mutual adjustment	Support staff	Selective decentralization

Operationally

They continued the founder's vision, namely by strengthening to become a trusted international institution in building independence. Manage the growing aid (one of which is the effect of the Aceh Tsunami) by strengthening the capacity of human resources and organizations through a series of training, development and collaboration with various parties. The impact is that some workers are willing to be forced to be literate in knowledge and technology by continuing to work, and others are unable to keep up with changes by leaving the organization.

Changes in local organizations to global organizations generally occur in organizations that have proximity to global networks. The presence of national-international figures, personal representatives from foreign countries, project cooperation since its inception, sufficient financial strength to support, and finally, the founders' idealism, even though they are not prominent figures and wealthy people in their country. The organizational change aims to maintain the resilience and sustainability of the organization in order to achieve the expected goals. When the organization was founded, the founders hoped that the organization could benefit the internal organization and external to the organization. Therefore, the word change is a necessity that must be prepared and faced to grow and develop an organization. Contingency is one part of organizational readiness to change. Therefore, it is necessary to pay attention to whether internal and external factors determine the change in local organizations to global, how the dynamics can be described in the organization and attention to organizational contingencies before and after the change from local to global. Based on this, the following are the results of data collection for this study:

Organizational Establishing Factors

Based on field findings related to the establishment of the organization, the PKPU Human Initiative was established because of the initiative of a group of activists in Ambon to become part of the problem solving (problem solver) against the humanitarian tragedy by being a fair news reporter, collecting humanitarian donations, distributing humanitarian donations in the form of clothing programs, food, refugee camps and accessible health and medical care. Supported by the interest of the Indonesian people who love peace and love to help each other both on the national and international levels, and the support of the local government, the TNI-POLRI security apparatus, PELNI, at that time the PKPU

Human Initiative became the representative of the Indonesian people and the central government to help resolve conflicts that occurred in Ambon. This public trust in the form of trust must be maintained with the best performance (professional) and reach the target beneficiaries. In addition, the belief of the founders that this organization will be great is the primary capital for changing local organizations to become global. The vision and mission carried out by this organization are to be functional and to be *rahmatan lil alamin* (love for nature and everything in it).

Internal Factors and Dynamics of Change

Internal factors of organizational change are assessed based on: (1) work climate or culture, (2) management or leadership, and (3) operations or how the organization is run to achieve its goals. The first internal factor: on the work climate or culture, the PKPU Human Initiative establishes accountability and trust as the basis of the organization; therefore, the selection of workers starts from the values adopted by prospective workers. The same values between the organization and workers will lead to harmony in activities and facilitate achieving the expected goals. Moreover, the values adopted are taken from Islam and the value of local wisdom of the archipelago. A pleasant climate will increase employee engagement not only based on material in the form of salary but non-material that makes a person feel meaningful and valuable. The work culture of PKPU Human Initiative is formulated as Honesty, Responsibility, Cooperation, Initiative and Caring. The second internal factor: management or leadership. The management applied by PKPU Human Initiative is as in modern management, which is constantly learning and improving and ready to accept change.

Therefore, when compliance and legality are conditions that are acceptable to the community at home and abroad, the PKPU Human Initiative consciously registers itself as the National Amil Zakat Institution (2001), registered with the United Nations as an NGO with Special Consultative Status. with the Economic Social Council (ECOSOC) (2008), established as a National Social Organization and registered as a partner institution in the European Union for social programs (2010), issued the Law on Zakat Management which changed organizational governance internally, ISO 9001: 2000 (2013-2018), Spin-off and changed its name to Human Initiative which focuses on humanitarian programs, no longer manages zakat, infaq, and Sadaqat (2016), and ISO 9001:2018 (2019 - present). Leadership at PKPU Human Initiative applies collective collegial leadership based on *shura*, where the vote results are determined by consensus and deliberation. There is no domination of specific figures or figures responsible for the organization's resilience and sustainability. What exists is that the result of deliberation is the highest decision in his leadership. As a Faith-Based Organization (FBO), since its inception, PKPU Human Initiative has placed scholars not as decorations for the completeness of the organization but as sharia experts who will help remind and direct where this organization should achieve its goals. The leadership that is built is the basis of

values and competence in the field of expertise. Mutation and rotation of branch workers to the center or between branches are expected to get proven leaders in values and competencies—the third internal factor: operations or how the organization is run to achieve its goals. Operationally, the organization's vision and mission become a compass for the organization, starting from the big dreams of its founders, improving the vision and mission from being a national level institution to being a world level institution, changing the tag line from spreading care to building trust to caring solutions until the organization is run according to needs. Moreover, public demands for professional and accountable distribution of donations in the form of providing financial reports based on PSAK (Statement of Financial Accounting Standards), public audits, ISO 9001: 2019, PSEA (Protection from Sexual and Abuse), registered with the Ministry of Manpower and Transmigration, Ministry of Home Affairs and Ministry of Foreign Affairs. The principle of open mind means that PKPU Human Initiative is ready to accept changes by inviting experts and similar organizations to provide input or as a benchmark for improvement.

External Factors and Dynamics of Change

Organizational change is the process of adjusting to a humanitarian service organization (HSO or Humanitarian Service Organization) due to external changes that affect the organization's internal conditions or the occurrence of a performance gap between the organization's situation the actual situation of the organization. External factors such as (1) changes in the environment due to natural disasters or humanitarian disasters, (2) changes in regulations, (3) competition from similar institutions, (4) changes in consumers and beneficiaries, and (5) changes in information and technology. The first external factor: due to environmental changes due to natural disasters and humanitarian disasters. Initially founded out of the concern and wanting to help others when the Ambon humanitarian disaster occurred, a group of people turned into local organizations that could then help the community and the government to help resolve the humanitarian crisis that occurred at that time. Then the natural disaster of the Aceh Tsunami and the Jogja Earthquake made the PKPU Human Initiative change in the scale of donations received, were 5x the previous amount, which affected how they worked and improved their performance by equipping them with modern management knowledge. In addition, interactions with international NGOs (INGO) such as United Nations, Islamic Relief, World Vision, OXFAM and other INGOs require PKPU Human Initiative to learn how they work and international standards in the humanitarian world. The second external factor: regulatory changes, when the government issued the Zakat Law number 23 of 2011 concerning zakat management, in which all Amil Zakat Institutions (LAZ) must be registered with the Ministry of Religion audited annually. So PKPU Human Initiative, after studying the law and its internal readiness to spin off (separation) between zakat and humanitarian institutions.

Likewise, when Law number 14 of 2008 concerning Public Disclosure of Information was issued, the PKPU Human Initiative attempted to report to donors and related parties to obtain such information correctly. The objectives of organizational accountability and transparency could be realized. This is done so that the regulation arrangement set by the government can be complied with by the PKPU Human Initiative. The third external factor: competition from similar institutions, the PKPU Human Initiative was established when similar philanthropy was born at that time, such as Al-Falah Social Fund Foundation (1987), Dompot Dhuafa (1994) and Rumah Zakat (1998). The results of confirmation of the influence of competition are not found in the PKPU Human Initiative dictionary. They proudly say that similar institutions are partners and benchmarks for the growth and development of their organizations. The spirit of collaboration (collaboration) characterizes this organization because they know that humanitarian work cannot be done alone. The fourth external factor: changes in consumers and beneficiaries, consumers (donors) choose the right to choose where their donations will be distributed. They will choose an organization that is trustworthy, transparent and has good accountability. Therefore, PKPU Human Initiative strives to meet consumer needs by preparing a set of CRM (Customer Relations Management) structures and enhancing a culture of serving excellence (service excellence) in their business processes. Donor trust is what makes the organization exist and continue to exist. The fifth external factor: changes in information and technology, PKPU Satu is an effort to use centralized and integrated information and technology between the Center and Branches at home and abroad as an essential change in order to maintain its existence so that data can be retrieved, processed and become a source of decisions necessary for the stakeholders of the organization. Organizations that do not use information and technology according to their times will generally live on or off because they cannot compete with other organizations.

Contingency

Based on the research, it was found that organizational contingencies existed when this organization was founded. Although in an abstract form, namely the belief that the organization will become great, not just as long as humans but a long-life span as long as this world exists and as long as the underlying good values (Islam) exist, are strong and applied in humanitarian work. They believe that this organization must benefit its surroundings and should not just make the organization exist but not contribute to its surroundings, let alone a broader spectrum. In future developments, strategic planning becomes one of the factors of consideration to determine that contingencies are carried out. Environmental changes, regulatory changes and information technology cause internal adjustments to be made consciously and carefully

IV. CONCLUSION

Based on the research findings, it can be concluded that the change from a local organisation to a global organisation in the PKPU Human Initiative fulfils the contingency requirements of an organisation to make changes. Although they do not have close to global networks, such as national-international figures and the absence of personal representatives from foreign countries, there has been no project cooperation since its inception; they do not have sufficient financial strength to support them. However, they have the founders' ideals, even though they are not figured, and wealthy people in their country and human resources prioritise their religious values and local wisdom. Environmental changes, regulations and changes in information technology did not make it difficult for PKPU Human Initiative to adapt because they realised that this organisation could have a long life and provide endless benefits to beneficiaries only with changes for the better. Internal factors that change PKPU Human Initiative are (1) Organisation culture and climate, (2) management or leadership, and (3) operations or how the organisation is run to achieve its goals. External factors that have changed the PKPU Human Initiative are (1) Changes in the environment due to natural disasters or humanitarian disasters, (2) changes in regulations, (3) partnerships with similar institutions, (4) changes in consumers and beneficiaries, and (5) changes in information. And technology. The need to change turned out to cause internal impacts such as egalitarian attitudes to become formal, the inconvenience of old workers and the need to be technology literate. Based on these findings, several research recommendations can be carried out: 1. The Ministry of Social Affairs, the Ministry of Home Affairs and the Ministry of Foreign Affairs can assist local organisations to grow and develop into global organisations. As an effort to realise the mandate of the 1945 Constitution, namely to contribute to the world's humanity in upholding the dignity and rights of humanity protected by the constitution and international laws. 2. PKPU Human Initiative, as a humanitarian institution, is based on Indonesia's need to make written documentation. Writing is the best lesson and experience to become role models for NGOs, especially FBO and Non-FBO, who start organisations from scratch. So that they can then contribute at the global level—promoting a job that used to be underestimated into an appreciated job, namely as a Social Worker. 3. There is a need for a database on local organisations that have turned global by the Ministry of Social Affairs, the Ministry of Home Affairs and the Ministry of Foreign Affairs as Indonesia's contribution to the world and as a reference for organisations that started from zero to become heroes (from zero to hero). 4. There is a need for other, more diverse and in-depth studies on the change of local organisations to become global, both with FBO and Non-FBO backgrounds

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