

Social Philanthropy Institutions in Indonesia: Review of Strategic Management Studies of Public Organizations in Social Philanthropy Institutions

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Abstract

This study aims to analyze the strategic management system implemented by social philanthropic institutions in Indonesia. The type of research used in this study is a literature study, library research (library research), and SWOT analysis. The results of the study show that there are three discussions: the philanthropic paradigm, funding or finance, and building an image or branding. The results of the SWOT analysis show that social philanthropic institutions in Indonesia are in quadrant 4, or ST. This quadrant describes the condition of philanthropic institutions that must reduce threats and take advantage of the strengths they have. The recommended strategy is a diversification strategy, in which social philanthropic institutions must develop strategies that can expand community outreach through various programs. Overall, philanthropic institutions in Indonesia, based on Hunger's theory (2009), are still in the early stages of basic financial planning, namely organizational and company planning based on financial planning.

Keywords:

social philanthropy; strategic management; SWOT analysis

Introduction

Indonesia, as a democratic country, has the main goal of improving the welfare of its citizens, as stated in the Preamble to the 1945 Constitution. To achieve this goal, active community participation is a must. Apart from that, the Constitution also guarantees freedom for citizens to associate, assemble, and express opinions. In this context, organizations, both formal and informal, play an important role.

The long history of non-profit organizations, such as non-government Organizations (NGOs), in Indonesia includes various essential stages. They began to be active in philanthropic activities in 1945 and continued to grow, including the emergence of multiple NGOs in the New Order era. The Reform Era that began after the fall of the New Order also brought significant developments in this sector, with an emphasis on utilizing domestic resources.

Over time, the Reformation era strengthened the need for freedom of expression and assembly, which encouraged the growth of NGOs and non-profit organizations. Data from the Directorate of Politics and Communications records the existence of 470 NGOs in Indonesia

spread across 26 provinces.

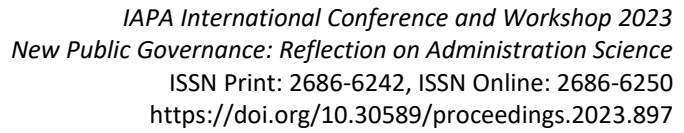
Formal and informal organizations, including NGOs, play an important role in organizing state power and structures. They contribute to the development and improvement of the welfare of Indonesian society (Bahar Elfudllatsani, Isharyanto, 2019; Wan & Condit, 2008; Irawan, 2019; Alan Feinstein in Sripana, 2012).

In the context of national development, the role of non-governmental organizations (NGOs) is very important because they act as a key sector together with the government and the private sector. NGOs have a significant role in overseeing development policies and programs aimed at the public interest (Herdiansah, 2016).

Non-profit organizations, including philanthropic institutions, have a crucial role in this ecosystem with various functions, such as mobilizing interests, monitoring, providing advice, providing community services, and supporting social welfare (Feulner in Alawiyah, 2013). Indonesia has experienced rapid development in the realm of philanthropy. Every year, more and more institutions are working in this field. This development involves various aspects, including the development of philanthropy in urban communities, with the existence of committees and increases in transparency and accountability (Asili, 2018).

However, many philanthropic institutions in Indonesia also face challenges. Some of them have difficulties in operational management, which can cause stagnation or even a halt in the programs being implemented. Therefore, strategic management is a key element in ensuring the continuity of philanthropic institutions (Sutomo, 2007).

Recognizing that this phenomenon is occurring in philanthropic institutions in Indonesia, philanthropic institutions are required to have long-term strategic planning to overcome and anticipate existing problems. Researchers then looked at the mapping trend research on strategic management of philanthropic institutions, literature study research (literature review), using tools support software VOSviewer. Metadata or database used from search results in software or applications Publish or Perish with the keyword "strategic management of philanthropic institutions in Indonesia" and got 1000 papers maximum number. Visualization results on VOSviewer can be seen in Figure 1 with visualization mapping "create by co-occurrence (title and abstract fields)" and overlay Visualization.



Perish with the keyword "strategic management of philanthropic institutions in Indonesia" and got 1000 papers maximum number. Data on articles, authors, journals, and characteristics of documents regarding the strategic management of philanthropic institutions in Indonesia were analyzed using the VOSviewer application and Harzing Publish or Perish (PoP). The VOSviewer application is used as a supporting basis for research and literature mapping which is used based on search results from software or applications Publish or Perish (PoP).

Results

Article Search Process

As a step in presenting data, the researcher at this stage describes the research results obtained from reviewing 55 articles. The search process begins with a review based on keywords borrowed from published papers on social philanthropy in Indonesia. The following groups of keywords are used in the literature:

Table 1.
Keyword groups used in literature searches

Keyword group 1	Keyword group 2	Keyword group 3
Social Philanthropy Institute	Strategic Management	Philanthropy
	Finance	Philanthropy in Indonesia
	Leadership	
	Human Resources	
	Information Access	
	Public Organizations	
	Non-Profit Organizations	

Source: processed by researcher, 2022

Groups of keywords used in the application publish or perish by placing the words "strategic management" as the initial words that researchers pay attention to. Then proceed with the second group of keywords as the next important keywords in categorizing articles related to the strategic management research focus of philanthropic institutions. Following the initial data related to the initial strengthening data for this research, the search process shows that there are still very few studies related to the strategic management of social philanthropic institutions and for this researcher, it would be very inadequate if the basis was only to search for articles using the word term strategic management of social philanthropy institutions in Indonesia due to its scope term. The researchers only found 34 articles. Therefore, researchers expanded in searching for articles by adding several expansions of the scope of criteria as shown in the table, namely, public organizations, nonprofit organizations, non-governmental organizations, and foundations. Apart from that, the researcher also created a third group of keywords using the website Science

Direct to look for international literature that discusses philanthropy as a whole and narrows it back down to regional Indonesia.

Practical Screening

When screening documents, titles, and descriptors are used to understand the basic idea of what the article source can provide. If the document seems relevant to the strategic management of philanthropic institutions, in this case, an electronic document, the document will be downloaded. The table of contents and summary of the article/abstract are searched to find out how the document is discussed and for a brief description of what is discussed. If the abstract is ambiguous, the researcher applies 'quick find' in a PDF reader for electronic documents. The word criteria used to make it easier to find the relevance of articles are as follows:

Table 2.

Criteria for words in articles

Criteria for words in articles
Written in Indonesian and English
Focus on: paradigm, leadership, Funding or finance, and Branding at social philanthropy institutions

Source: processed by researcher, 2022

The researcher determined that the articles to be researched had special criteria in writing certain languages, namely Indonesian and English. The theory used in this research is strategic management with SWOT analysis as a benchmark for discussion and as a comparison regarding disparities in previous research to become a reference for future research.

Four discussions are the focus of researchers apart from writing in Indonesian and English, where these four focuses are indirectly related to strategic management mechanisms using SWOT analysis. Next, the researcher manually extracted data from the articles by quickly reading the articles obtained and separating related and unrelated articles. This extraction process was carried out manually using guidelines that the researchers had previously written. So the researchers obtained the 55 articles mentioned previously. After that, the researcher mapped the articles. This was done to look at the development, type, and discussion of the articles obtained as well as to map the years. This mapping can also help find gaps in discussion that can become a reference for future researchers.

Article mapping

Mapping or characterizing articles obtained by researchers from the procedures created begins with categorizing the year of publication, as follows :



Figure 2. Frequency of year of publication of articles

Source: processed by researcher, 2022

Regarding the research approach of the 55 articles obtained, there are two approaches with a very significant percentage comparison, this is shown in the diagram below:



Figure 3. Percentage of research approaches

Source: Processed by researcher, 2022

According to the diagram, it shows that the majority of articles obtained by researchers used a qualitative research approach. In terms of percentage, qualitative research was 95 percent or around 52 articles, while articles using a quantitative approach were three articles or five percent. Next, the researchers classified the types and sources of articles, from 55 articles the results were as follows:

Table 3.
Classification of articles

Article Type	Amount	Source
National	45	Google Scholar/Google Scholar
International	10	Elsevier/ Science Direct

Source: processed by researcher, 2022

Of the 55 articles obtained, there were 45 national articles. In the process of searching for these articles, researchers used tools, namely publish or perish. Meanwhile, there were 10 international articles obtained, the search mechanism used by researchers was manually using keywords "Philanthropy" and "Philanthropy in Indonesia" then the abstracts of the articles obtained were read. If any had potential relevance to the research, the researcher quickly read the contents of the article.

In the next mapping stage, the researcher carried out a relevance analysis of the 55 articles obtained, with the mapping scheme increasingly to the right (very), which means the stronger the relevance of the article to this research. This analysis was carried out by researchers manually.

From the results of the manual analysis and mapping carried out above, the results of the 55 articles obtained by the author were 34 articles which according to the researcher had great relevance and contribution to the writing of this research. This can be seen from the marking with an "x" in the strongly agree column.

Meanwhile, according to the researchers, 21 other articles contributed to this research, but were not very significant, because the researchers considered the general content of the articles. However, it still has a contribution for researchers as a comparison of the state of strategic management of social philanthropic institutions in Indonesia as public sector organizations and non-profit organizations. Furthermore, from the results above, the researcher concluded that of the 55 articles studied, none were categorized as neutral, disagree, or strongly disagree because previously the researcher had carried out an initial selection method, namely using the 'quick find' so the literature of no relevance is excluded.

There are three important points related to strategic management at social philanthropic institutions in Indonesia in the articles obtained. These three points are the paradigm of philanthropy, funding or finance, and building an image rebranding. This description can be seen in the following table:

Table 4.
Summary of article discussions obtained by researchers

An overview of the discussion in the articles obtained :	
Philanthropic paradigm	Paradigms greatly influence philanthropic activities in their development. Including those that influence strategic management. Globally, funding activities are influenced by developing paradigms, in the last decade philanthropic activities have shifted closer to business activities. This is in line with the concept or paradigm of the term philanthrocapitalist, where philanthropic institutions are required to follow a business scheme to carry out their activities.
Funding/Finance	The activities of philanthropic institutions as institutions outside of government must have a sustainable funding scheme. There are many funding methods adopted by philanthropic institutions, one of the largest is funding through donors both from abroad and domestically. However, this donor scheme is increasingly difficult for philanthropic institutions to obtain due to changes in the paradigm adopted by donors from both private and public companies. This requires philanthropic institutions to change funding schemes to survive and exist.
Building an image rebranding	One of the factors that social philanthropic institutions must pay attention to in formulating strategic management is legitimacy or public trust. So social philanthropy institutions need to build a positive image not only to donor institutions but also to the general public. This will be very necessary for social philanthropic institutions which in carrying out their programs rely heavily on funding sources from collecting funds directly from the community.

Source: Processed by researcher, 2022

Paradigm Change Strategy

According to the articles that researchers found, the paradigm has quite a significant influence on strategic management. Therefore, researchers include paradigm studies in this discussion section. Historical understanding related to the development of philanthropic activities, before it became an institution, is very important, starting from the classical philosophical meaning to the modern philosophical meaning that is currently being developed. Philanthropy is a voluntary act that involves giving, serving, and efforts to improve the quality of life of others (Cheek, Kramarek & Rooney, 2015). This act has been around since ancient times, and over time, the concept of philanthropy has evolved from a variety of paradigms. These paradigms include egoistic giving, compassionate giving, scientific giving, and philanthrocapitalism.

Historically, philanthropy has received motivation from various sources, such as religion,

education, health, social welfare, arts, civil society, and many others (Ames, 1981). Religion, especially Islam, has a big role in encouraging philanthropic actions. In Indonesia, various sources have become potential for philanthropy, including the important role of mosques as the main basis for supporting philanthropic activities (Abidin, 2016).

Funding/financial strategy

The philanthrocapitalism paradigm influences the funding climate in social philanthropic institutions in Indonesia, especially in philanthropic institutions which depend entirely on funding from foreign donors. Moreover, philanthropic institutions are generally classified as non-governmental organizations, where institutions operate outside the government of civil society and must have strong independence for their sustainability. Therefore, NGOs need to build financial sustainability and take steps to diversify funding so that the impact of the institution's work can be maintained in the long term. To maintain its eternal life, philanthropic institutions need to implement sustainable financial management practices, which involve various funding sources following international best practices. Philanthropic funding institutions can be divided into two mechanisms, namely limited or unlimited funds (which indicate the initial level) and short-term or long-term funds (which indicate the level of sustainability) (Davis, 2020). In addition, there are several types of funding which include grants, donations, self-help funds, and in-kind contributions.

Each type of funding has its advantages and disadvantages. NGOs and philanthropic institutions that do not diversify their funding sources may experience problems in carrying out their duties. The funding sources received will also influence the institution's ability to be independent, improve performance, and collaborate with the government and private sector. Therefore, building sustainable funding is very important for the sustainability of philanthropic institutions.

However, philanthropic institutions face many challenges in achieving financial poverty. One is dependence on international donors, who often provide funding for specific projects. This can make philanthropic institutions not independent in determining their agenda and continue to depend on donors. In addition, sometimes the lack of diversification of funding sources and the short funding cycles of short projects are also problems.

The operational environment of philanthropic institutions, such as their ability to provide services, relationships with funders and other stakeholders, and connections with similar institutions, also greatly influences their financial suicide. The NGO funding environment in Indonesia has experienced significant changes in the last 15 years, including a decline in funding from international donors and difficulties for small NGOs in building relationships with national and regional NGOs.

On the other hand, alternative funding sources for NGOs in Indonesia are still not very developed, and there are no tax incentives that encourage a culture of generosity in society. In this context, religious-based social philanthropy institutions can rely on funding from individual and institutional donations using the zakat, infaq, sadaqah, and waqf (ZISWAF) approach. However, for advocacy philanthropic institutions, dependence on international donors remains a major challenge.

Image Building or Branding Strategy

The funding process and program implementation of social philanthropy institutions are greatly influenced by the level of public trust in the institution (Rahmawan & Yafiz, 2021). A high level of trust can produce positive outcomes in the implementation of social philanthropic institutional programs. Apart from that, social philanthropic institutions also have the potential to build trust in the business world in Indonesia. Although receiving funding from the corporate world is often difficult due to political considerations or anti-government views, some companies compete for visibility by sponsoring fundraising activities supported by the government or well-known figures.

Social philanthropic institutions generally receive support, especially in the fields of social services, religious activities, and education. However, the business world's support for religious activities tends to be more focused on activities that have become local traditions, such as celebrating religious holidays with arts, sports, and social promotion activities. Collaboration with the government can provide a positive image that social philanthropic institutions are trustworthy partners, although, in the field, this relationship is sometimes lost.

In today's information era, social media plays a key role in building and maintaining the image of social philanthropic institutions. The ability to manage social media and maintain consistent good relationships with all parties involved is important. This effort will influence fundraising practices and donation management, including collecting ZISWAF in the community (Hafizd, 2019).

Another challenge faced by social philanthropic institutions is that people tend to trust individuals more when donating than social philanthropic institutions. Therefore, efforts need to be made to make philanthropy programs a more common behavior in society (Umam, 2022). Strategies for creating a good image and gaining public trust can involve testimonials on social media, publications through various channels, presenting donation reports to donors, and maintaining relationships through social media.

This research uses theory from Hunger (2009) which describes the stages of change in the development of management strategy, as well as SWOT as an analysis tool. By considering information from the articles that have been identified, this research will find similarities

between these theories to analyze the management strategies of social philanthropic institutions in Indonesia.

Discussion

Philanthropy Paradigm

Concerning the changing conditions in the orientation of philanthropic activities globally and the potential that Indonesia has as a country that has a strong encouragement for religiously based philanthropic activities, philanthropic institutions in Indonesia must make adjustments and align the programs and activities they carry out. This potential is supported by a study of Indonesia in 2021 which shows that Indonesia is the most generous country in the world.

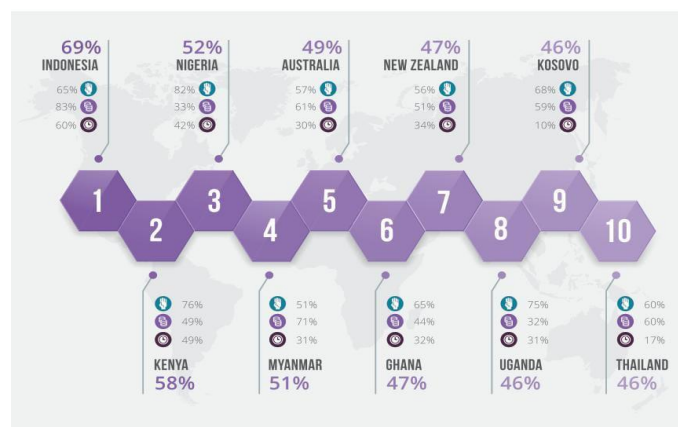


Figure 4. Index of Generous Countries in the World

Source: Charities Aid Foundation (CAF) Juni, 2021

Based on the picture above, Indonesia ranks at the top in terms of high levels of generosity, which is reflected in participation in social actions, cooperation, and contributions both directly and through aid agencies (Rahmawan & Yafiz, 2021). However, to optimize this potential well, philanthropic institutions need to manage it effectively and wisely.

Funds can be obtained from domestic sources, returning the essence of philanthropy as an activity that is purely driven by concern for fellow humans and has a positive impact on society without the motive of personal profit (Yunus, 2016).

The approaches and paradigms applied by international donor agencies also have a significant impact on the management strategies of philanthropic institutions. More often than not, international donor agencies tend to prioritize short-term programs that are oriented toward economic mechanisms. This has resulted in the emergence of the concept of philanthrocapitalism, where philanthropic institutions are encouraged to adopt a more business-like orientation. The impact is that management strategies are more focused on fundraising rather than long-term

strategies (Rahmawan & Yafiz, 2021).

As a result, most social philanthropy institutions in Indonesia are currently still at the basic financial planning stage, which focuses more on annual budgets and short-term programs (Yunus, 2016). They may have to adopt a more long-term approach to achieve sustainable social impact.

Funding Strategy

In facing changes in donor orientation, philanthropic institutions must develop more creative programs and carry out innovative outreach campaigns to encourage the public, especially entrepreneurs, to contribute zakat or donations to social philanthropic institutions (Muhammad & Rini, 20XX). It is also important for social philanthropy institutions, both religious and advocacy-based, to shift from consumptive programs to productive programs. This will enable philanthropic institutions to maximize the turnover of their funds and spread benefits more widely (Widiastuti, 2022).

The articles studied by researchers discuss the importance of financial reporting systems in social philanthropic institutions. The financial reporting system must consider the principles of openness and accountability towards the public (Atufah, 2018). Therefore, management institutions must improve the administration and publication of financial reports every year. Good financial reports must be free from important information errors, easy to understand, and comply with Financial Accounting Standards (SAK No 1) (Amin & Hamid, 2022). This applies not only to profit-oriented organizations but also to non-profit organizations, which need to prepare financial reports to maintain organizational activities for a period and assess the organization's ability to provide services, allocate funds, and carry out social activities for those in need.

Social philanthropy institutions as non-profit organizations must comply with PSAK No. 45 and, if the majority of their income comes from ZISWAF funds, must also follow PSAK No. 109 in preparing financial reports (Amin & Hamid, 2022). The financial reporting system carried out by social philanthropic institutions in Indonesia still relies heavily on human resources and institutional professionalism. The size of the institution also plays a role, with larger institutions having greater pressure to have transparency and accountability in their financial reports (Widiastuti, 2022).

In facing challenges that require social philanthropic institutions to optimize the potential and management of social finance and accounting, it is necessary to implement social finance integration instruments sustainably (Widiastuti, 2022). This integration refers to combining various aspects such as fund management, institutions, governance, functions, and others into one unit in sharia social finance to achieve an optimal level of management.

Thus, the implementation of funding strategies by social philanthropic institutions in

Indonesia can be divided into two types, namely those based on religious values and those based on advocacy. Religion-based philanthropic institutions tend to be more stable in their funding mechanisms, especially if they operate nationally have a strong network, and are supported by religious principles such as alms. On the other hand, social philanthropic institutions operating in the advocacy sector still face big challenges because they are very dependent on donors, especially foreign donors. This creates significant independence from outside donors.

Building an image rebranding

The process of building an image or branding related to the image of social philanthropic institutions in the eyes of the public. Imaging cannot be done quickly or instantly because it takes a long time to influence public opinion so that they see the organization as a trustworthy partner. In addition, efforts to create a good image cannot be carried out by the institution itself but also require comprehensive planning involving the government, media, community, and organizational members simultaneously. All these relationships need to be maintained well. Image for social philanthropic institutions is very important because it can provide a general overview of the programs or services they produce. A good image can have a positive impact on the development of an institution. To build a good image, institutions can make various efforts such as developing programs or activities that follow the institution's vision and mission. Reflection of efforts to build a good image can take the form of collaboration with parties that enable it to have an impact on the institution (Fajri, 2015).

In general, if you look at the points above, social philanthropic institutions in Indonesia have implemented strategies for well branding or building a special image for an institution that is in a large category. Meanwhile, social philanthropy institutions are still categorized as small, many of which are implemented through relationships and programs. Maintaining donor trust is very important for the long-term sustainability of philanthropic institution funding. So data transparency is very necessary for individual donors and institutional donors.

Referring to the results of the discussion above, the strategy for building an image rebranding social philanthropy institution in Indonesia has made progress because they have entered the empowerment and safeguarding stage that pays attention to the surrounding environment through the use of technological media. If linked to Hunger theory (2009), the strategic management conditions are categorized as Stage 3 strategy planning, namely the development of forecast-based planning which involves considering market conditions and competition. In strategy planning, a company or institution considers ways or strategies to win the market by identifying opportunities and challenges that exist in the market. The purpose of strategy planning is to develop an effective and efficient action plan to achieve company or institutional goals.

SWOT Analysis

Researchers try to analyze strategic management with SWOT theory. SWOT analysis is an analytical instrument that is commonly used to identify various systematic factors in formulating an organization's strategy. According to Higgin in G. Liansie (2006), to achieve organizational goals, it is necessary to master information about various problems, both in the internal and external environment, which is commonly known as SWOT analysis.

The researcher's paradigm is considered to be the influence of the external environment in general in Indonesia because it is in line with Alan Feinstein's findings in 2012, revealing a change in the orientation of international philanthropic institutions. There is a strong trend in Indonesia and the Philippines of a change in approach towards local NGOs. Now, they tend to only want to fund programs that can be proven to be measurably and realistically successful in a short time this is called philanthrocapitalism. Meanwhile, for the internal environment, researchers assume that article data that discusses finance and image or branding has provided a general overview of the factors that influence the internal environment of philanthropic institutions. Based on the definition above, it can be stated that strategy in an organization is a series of steps taken by an organization by carrying out a SWOT analysis. Thus, from this focus, the discussion of the research will be explained through mapping with the following table:

Table. 5
SWOT Analysis

Internal factors External factors	STRENGTHS (S)	WEAKNESSES (W)
	Membership loyalty is so strong Good organizational tools Good HR	The leadership qualification system is not good, and access to information is still lacking
OPPORTUNITIES (O)	condition	condition
a caring and generous society community religiosity (for religious philanthropic institutions	S-O	W-O
THREATS (T)	condition	condition
public trust depending on the donor	S-T	W-T

Source: processed by researcher, 2022

Based on the results of the SWOT analysis, social philanthropy institutions in Indonesia need to implement a diversification strategy with an emphasis on understanding the needs and welfare of the wider community as the main target. Not only that, it is also necessary to increase

program promotion efforts so that they can be better known by the general public (Al Farizi et al., 2023).

A diversification strategy is the right option to help philanthropic institutions expand the scope of their services through various new programs (Al Farizi et al., 2023). Although there is potential in the human resources and tools possessed by philanthropic institutions, there needs to be an increase in leadership qualifications and the ability to communicate effectively with formal institutions such as the government (Miharja, K. 2018).

Meanwhile, in facing opportunities, it is important to note that Indonesian people's awareness of social issues and social care is very high, which can be utilized by philanthropic institutions through fundraising by the community (Miharja, K. 2018). However, philanthropic institutions that focus on advocacy still face challenges in building trust in the social issues they fight for.

Therefore, to face challenges and take advantage of existing opportunities, philanthropic institutions need to consider diversifying strategies and increasing program promotion more aggressively. This aims to maximize potential and overcome existing obstacles (Al Farizi et al., 2023).

Conclusion

Based on the results and discussion that have been presented as well as the researcher's analysis of the theory used, the following conclusions can be drawn:

A paradigm Shift

The paradigm of social philanthropy institutions continues to develop and the most recent is the term philanthrocapitalism paradigm. This paradigm has an approach where donors no longer look for institutions that have long-term programs, however, donors will look more at programs that are measurable and short-term. So the process of philanthropic institutions in implementing their programs is very dependent on funding.

Funding/Finance

Philanthropic institutions in Indonesia, looking at the theory from Hunger (2009), are still categorized at the initial stage, namely basic financial planning, namely organizational/company planning based on financial planning. This is proven by the majority of philanthropic institutions still having difficulty in overcoming institutional financial problems, not in solving social problems.

Building an Image or Branding

institutions that rely on funds through raising or collecting funds from the public will

need legitimacy/trust from the public. The current condition of the image or branding of philanthropic institutions is getting better, supported by technological assistance which makes it easier to safeguard donors from the community.

SWOT

The results of the SWOT analysis show that social philanthropy institutions in Indonesia are in quadrant 4 or ST. This quadrant explains the situation where philanthropic institutions must reduce threats and take advantage of the strengths they have. The recommended strategy is a diversification strategy, where social philanthropic institutions must develop strategies that can expand community reach through various programs. This diversification strategy involves the dissemination of new programs for new markets and can affect the institution's operational activities and program development.

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