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EXTRA-CAMPUS ORGANIZATIONAL STRATEGY: A CASE STUDY OF HIMMAH

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A B S T R A C T

This research aims to describe the Organizational Planning Process, both strategic and human resources in the scope of extra-campus organizations. This research is a qualitative type with an interview method. Data was obtained from sources related to the Himmah organization by recording voice and writing. Data was analyzed using direct question and answer sessions. The research results show that planning is a process systematically prepare the activities that will be carried out to achieve a goal. Based on analysis, planning is said to be a design carried out to achieve proper goals.

INTRODUCTION

Planning is a fundamental driving force in the implementation of organizational activities. It serves as a process that provides direction, sets objectives, and guides organizations toward the achievement of their goals. Every organization, regardless of its size or field, requires effective planning to ensure that its activities are systematic, coordinated, and goal-oriented. Without planning, organizations risk operating without clear direction, which may lead to inefficiency and ineffective management.

From a managerial perspective, planning involves decision-making in the present regarding actions to be undertaken in the future. Siagian defines planning as a process of making current decisions about future actions within a specified time frame. This highlights the strategic nature of planning in determining organizational success. In the absence of planning, organizations lack operational guidelines, experience difficulties in controlling activities, and face challenges in making sound managerial decisions.

Planning is also understood as the determination of what actions will be carried out, when they will occur, who will be responsible, and how they will be implemented. Prajudi Atmosudirjo

emphasizes that planning is closely related to the effective and efficient use of available resources to achieve predetermined goals. As an initial step in management activities, planning forms the foundation for other management functions such as organizing, staffing, directing, and controlling.

Conceptually, planning is derived from the notion of a plan, which refers to a structured design or framework of actions. Planning encompasses essential components, including objectives, activities, and time. Since planning focuses on future-oriented actions, it can be regarded as a response to anticipated conditions and challenges. Abe explains that planning represents a proactive reaction to future needs and uncertainties.

Several scholars have emphasized the importance of planning in achieving organizational effectiveness. Hasibuan describes planning as a fundamental management function, while Uno defines it as the relationship between current conditions and desired outcomes. Additionally, Steiner views planning as a comprehensive process involving goal formulation, strategy development, implementation, and evaluation. These perspectives demonstrate that planning plays a central role in ensuring organizational sustainability and success.

Previous studies have shown that organizations with well-developed planning systems tend to perform more effectively. Rusniati and Haq found that strategic planning provides a strong foundation for aligning organizational activities with shared goals. Furthermore, Setiyati and Hikmawati highlight the increasing importance of planning, particularly human resource planning, in response to globalization, technological advancement, and organizational change. Based on these considerations, this study seeks to examine planning as an essential aspect of organizational and daily life activities.

METHOD

This study employed a qualitative research method, focusing on in-depth observation of the selected organization to understand its internal planning processes. The research was conducted on November 20, 2023, at 11:00 a.m. (WIB) in the area surrounding the campus of the Islamic Higher Education Institution (Sekolah Tinggi Agama Islam). The location was chosen due to the researcher's familiarity with the environment and the organization's relatively limited public exposure, which made it an interesting subject for qualitative inquiry.

Data were collected through interviews with three key informants: the Head of the Tarbiyah Commissariat of the Himmah Organization, Wisnu Wardana; the Vice Secretary General of FC Himmah Binjai City, Fachrul; and one active cadre, Saman Hudi. These participants were selected because of their direct involvement in organizational activities and planning, enabling the researcher to obtain comprehensive and relevant information.

The data collection techniques applied in this study included interviews and written documentation. Information was gathered through audio recordings, documentation, and written summaries of the informants' statements. Both formal and informal interview approaches were used to capture rich and detailed data. The research process followed an inductive approach, allowing patterns and themes to emerge naturally from the collected data, in line with qualitative research principles as outlined by Sugiyono (2015).

The interview questions were designed to explore various aspects of the Himmah Organization, including its identity, goals, activities, functions, benefits, organizational direction, and future planning. After completing the interviews, the researcher analyzed the data using qualitative analysis methods to interpret and describe the findings systematically based on the perspectives of the participants.

RESULTS AND DISCUSSION

Based on the information provided by the informants, the results of the interviews indicate that the Himmah Organization is a student-based organization with a strong focus on cadre development grounded in Islamic values. The organization is oriented toward fostering Islamic character, leadership, and intellectual growth among students. This foundational orientation shapes all organizational activities and planning processes within Himmah.

The findings reveal that Himmah conducts various positive activities, including cadre training, seminars, and routine religious studies. These activities are systematically planned and implemented as part of the organization's commitment to student development. Despite the intensity of organizational activities, the informants emphasized that participation in Himmah does not interfere with academic responsibilities, as academic obligations are prioritized over organizational involvement.

One of the key attractions of the Himmah Organization for students is the opportunity to develop personal and professional skills. Informants highlighted several benefits, such as increased confidence in expressing arguments, improved public speaking abilities, enhanced discipline, and the development of leadership qualities. These advantages serve as motivating factors for students to actively participate in the organization.

In terms of work programs, the organization has successfully implemented several initiatives, including core cadre training, Friday religious studies programs, book discussions, and structured departmental roles. The organization applies a planning system that divides programs into short-term and long-term plans. Short-term programs include regular discussion meetings and informal leadership forums aimed at strengthening solidarity (*ukhuwah*) and enhancing communication skills.

Long-term programs are conducted on a monthly basis and include seminars focusing on education and *da'wah*, routine religious studies, and internal discussions. These programs are mandatory and serve as a structured platform for continuous development. Such systematic planning demonstrates that Himmah applies organized and goal-oriented planning principles in managing its activities.

Future planning within the Himmah Organization includes large-scale activities such as setting a national record (*Rekor MURI*), organizing parades, and conducting mass religious gatherings (*Zikir Akbar*) in celebration of the organization's 64th anniversary in North Sumatra. Overall, the findings indicate that the Himmah Organization provides significant educational, social, and spiritual benefits, aligning with its broader mission as part of *Al-Jam'iyatul Wasliyah* to practice Islamic teachings for the well-being of society in both worldly life and the hereafter.

DISCUSSION

The findings of this study demonstrate that planning plays a central role in the implementation of organizational activities within the Himmah Organization. The structured division of programs into short-term and long-term plans reflects a systematic planning approach, which aligns with Fayol's concept of planning as a process of setting objectives and determining actions to achieve those objectives. This indicates that Himmah has adopted fundamental management principles in organizing its activities.

The prioritization of academic responsibilities over organizational activities highlights the organization's ability to balance planning with members' primary obligations. This supports Samrin's view that planning functions as an initial step in preparing activities to ensure effectiveness and minimize negative impacts. By clearly determining schedules and responsibilities, Himmah prevents organizational activities from interfering with students' academic performance.

Furthermore, the variety of programs implemented by Himmah demonstrates the effectiveness of planning in achieving both organizational and individual development goals. Activities such as cadre training, seminars, and routine religious studies are not only aligned with the organization's Islamic orientation but also contribute to members' personal growth, including leadership skills, public speaking abilities, and discipline. This finding supports previous studies that emphasize planning as a tool for aligning organizational activities with shared values and objectives.

The existence of regular discussion forums and informal leadership activities indicates that planning in Himmah is flexible and adaptive. Such flexibility allows the organization to respond to members' needs while maintaining its core mission. This aligns with contemporary planning theories that emphasize adaptability and responsiveness in organizational management, particularly within student-based organizations.

Future-oriented planning, such as large-scale anniversary events, further illustrates Himmah's strategic planning capacity. These plans reflect long-term vision and organizational sustainability, reinforcing the notion that planning serves not only as a managerial tool but also as a means of strengthening organizational identity and cohesion. Strategic planning enables the organization to anticipate future challenges and opportunities while maintaining consistency with its founding values.

Overall, the discussion highlights that effective planning within the Himmah Organization contributes significantly to organizational effectiveness, member development, and goal achievement. The findings reinforce theoretical perspectives that view planning as a fundamental management function and demonstrate its practical application in a student organization context grounded in Islamic values.

CONCLUSION

This study concludes that planning plays a vital role in the effectiveness of organizational management within the Himmah Organization. The findings indicate that systematic and well-structured planning enables the organization to implement its programs efficiently while maintaining alignment with its Islamic values and organizational objectives. The division of programs into short-term and long-term plans demonstrates the organization's commitment to structured and goal-oriented management.

Furthermore, effective planning allows the Himmah Organization to balance organizational activities with members' academic responsibilities, ensuring that participation does not negatively affect students' primary educational obligations. This balance reflects the successful application of planning

as a foundational management function that supports both organizational performance and individual development.

In addition, the study reveals that planning contributes significantly to the personal growth of members by fostering leadership, public speaking skills, discipline, and social responsibility. Overall, the results confirm that planning is not only essential for achieving organizational goals but also for ensuring sustainability and positive impact, particularly within student organizations operating in an academic environment.

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