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Problem-Solving Strategies as The Key to Successful Student Organization Management

Risa Haruman Putri[1], Susi Nofitasari[2]
[1] Universitas Indonesia Mandiri, Lampung, Indonesia
[2] Universitas Indonesia Mandiri, Lampung, Indonesia

Article Info	ABSTRACT
	Student organizations play an important role in developing student potential and facilitating productive student activities. However, in the course of their operations, student organizations often face various problems that can hinder their effectiveness and sustainability. Therefore, the implementation of appropriate problem-solving strategies is key in ensuring the smooth management of student organizations. This article aims to analyze the importance of problem-solving strategies in student organizations, identify the factors that influence the success of these strategies, and provide concrete examples of their implementation. *This is an open access article under the CC BY-SA license.*

Corresponding Author:

Risa Haruman Putri
Universitas Indonesia Mandiri
Email: Dr.Risahputri@gmail.com

1. INTRODUCTION

Student organizations are one of the important pillars in developing the potential of students in higher education. Through organizations, students not only act as individuals who pursue formal education, but also as agents of change who actively develop leadership, communication, and problem-solving skills.   leadership,   communication, and problem-solving skills. According to Hasibuan (2005), an organization is a place to achieve common goals through structured cooperation. In the context of student organizations, this goal includes character building, strengthening social insight, and developing analytical skills that are relevant to the challenges of the times.

Thus, student organizations have a strategic function in preparing a competent, innovative, and highly competitive young generation. However, in the midst of this strategic role, student organizations often face various challenges that can hinder the

running of the organization. These challenges include internal conflicts, inefficiency in decision-making, and lack of coordination and collaboration between members. For example, according to research conducted by Rohman (2018) in the journal Management and Education, many student organizations in Indonesia experience stagnation of work programs due to weak conflict management systems and low member involvement in decision making.

The application of problem-solving strategies is one of the main keys to successful management in student organizations. This strategy includes systematic approaches such as problem identification, cause analysis, and formulation of applicable and sustainable solutions. Robbins and Judge (2017) in the book Organizational Behavior states that organizational success is greatly influenced by managerial ability to manage conflict and make timely decisions.

LEGAL PROTECTION

Regulations that Support the Existence of Student Organizations Student organizations have a strong legal basis for their existence in the university environment. This regulation provides a clear legal framework so that student organizations can carry out their functions and roles optimally. One of the main supporting regulations is Law No. 12/2012 on Higher Education, which explains that student activities are an integral part of the educational process in higher education. Article 77 of this law affirms that students have the right to develop themselves through organizational activities. In addition, the Ministry of Education, Culture, Research and Technology (Kemendikbudristek) also issued guidelines regarding the development of student organizations, such as Permendikbud Number 155 of 1998 concerning General Guidelines for Student Organizations. Rights and Obligations of Student Organizations in the Campus Environment The rights and obligations of student organizations are important elements in ensuring the sustainability of organizational activities. The rights of student organizations include, first, access to campus facilities, such as meeting rooms, stationery, and other facilities that support organizational activities. Second, the right to manage student funds sourced from the Student Executive Board (BEM), Student Activity Unit (UKM), or campus fund allocations. Third, the right to organize activities that involve students, both on a campus and external scale. However, in addition to rights, student organizations also have obligations that are no less important. These obligations include reporting activities regularly to the campus, complying with the organization's code of ethics, and maintaining the good name of the university.

The Role of Campus as a Facilitator in Protecting Student Organization Activities

The campus has a strategic role in protecting and facilitating the existence of student organizations. This role is realized through coaching   coaching,   resource allocation, and supervision of organizational activities. The campus is also responsible for providing a forum for developing student potential through organizational activities. For example, campuses often   hold   organizational management training or workshops to increase the capacity of student organization administrators.

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2. THEORETICAL STUDIES
Definition of Problem Solving Strategy According to Experts

Problem solving strategies are defined by various experts with diverse approaches, but have the same core, namely as a systematic process for identifying, analyzing, and finding solutions to certain problems. According to Wahyudi (2017) in his book Organizational Conflict Management, a problem-solving strategy is a series of structured steps that aim to resolve obstacles or conflicts effectively by taking into account available resources and conditions. This definition emphasizes the importance of structure in the problem-solving process.

Another opinion was expressed by Susanto (2010), who stated that problem solving strategy is the ability to choose the most appropriate approach in solving complex problems. This emphasis refers to the importance of rational and data-based decision making. Meanwhile, Robbinson (2020) in his journal Group Behavior Management added that problem-solving strategies require not only rational analysis but also interpersonal skills to mobilize support from team or organizational members.

Approaches to Problem Solving

The collaborative approach in "Problem Solving Strategies as the Key to Successful Management of Student Organizations" has a very strong relevance. Student organizations consist of various individuals with diverse backgrounds, interests, and expertise. In this condition, collaboration is the key to uniting these differences in order to achieve common goals. According to Suharyanto (2021), a collaborative approach is not just about working together, but also about creating an inclusive atmosphere, where every member feels heard and valued in the decision-making process.

Relevance of Organizational Management Theory

Organizational management theory provides a relevant framework for understanding how problem-solving strategies can be applied in student organizations. One theory that can be used is the Systems Theory by Ludwig von Bertalanffy, which emphasizes that organizations are open systems that are influenced by the external and internal environment. In the context of student organizations, this theory is relevant because organizations must be able to adapt to changes that occur in their environment, both at the campus level and the wider community.

Meanwhile, Robbins and Judge (2017) in Organizational Behavior highlighted the importance of effective communication in organizations. In the context of student organizations, poor communication is often the main source of problems, so this theory can be a guide to improve communication patterns and increase organizational efficiency.

3. DISCUSSION
Analysis of the Application of Problem Solving Strategies in Student Organizations

Student organizations have unique dynamics because their members come from various academic, social, and cultural backgrounds. This challenge makes the application of problem-solving strategies an important element in maintaining the continuity of work programs and organizational effectiveness. Based on observations and several case studies in campus environments, the application of problem-solving strategies in student

organizations often involves a combination of analytical, creative, and collaborative approaches.

1. Collective Problem Identification

    One of the most important first steps in a problem-solving strategy is the collective identification of the problem. Student organizations often face problems such as lack of member participation, funding difficulties, or conflicts between members. In a study by Rahmatullah (2019) in the Journal of Educational Management, it was found that student organizations that involve all members in identifying the root of the problem tend to have more effective solutions. This approach not only ensures that the problem at hand is properly identified, but also builds ownership of the problem among members.

2. Data-driven Problem Analysis

    Once the problem is identified, successful student organizations usually use data to analyze the root cause of the problem. For example, in a case of one Student Executive Board (BEM), data regarding members' participation in activities was used to find out the reasons for low attendance. With data-driven analysis,   board could   identify that the main cause was the schedule of activities that did not suit the majority of members. This supports Robbins and Judge's (2017) theory in Organizational Behavior, which states that data-driven decision-making produces more accurate solutions that are acceptable to many parties.

3. Collaboration in Formulating Solutions

    The problem-solving process that actively involves members is very important in student organizations. In Suharyanto's research (2021) in the Journal of Collaboration Management in Organizations, it was found that student organizations that use a collaborative approach are better able to solve internal problems. For example, in formulating solutions to increase member participation, the management team and BEM members held a joint discussion to develop a more flexible and interesting schedule of activities. This discussion not only resulted in a solution, but also increased mutual trust and cooperation between members.

4. Solution Evaluation and Monitoring

    The final step that is often overlooked by student organizations is the evaluation and monitoring of the solutions that have been implemented. In a case in one of the Student Activity Units (UKM), a work program designed to increase member engagement was unsuccessful due to the lack of periodic evaluation. According to Susanto (2010) in Organizational Strategy Management, evaluation is an integral part of a problem-solving strategy because it allows the organization to measure the effectiveness of the solution and make adjustments if needed.

Factors that Influence the Success or Failure of Problem Solving Strategies

    In student organizations, the success or failure of problem-solving strategies is influenced by various factors. These factors not only come from the internal dynamics of the organizationbut are also influenced by external conditions related to the campus environment or the wider community. Understanding these factors is important to ensure that the strategies implemented can run effectively.

1. Effective Leadership

Leadership is a major factor that greatly influences the success of problem-solving strategies. Effective leaders are able to motivate members to be actively involved in the problem-solving process and maintain good communication among them. According to Hasibuan (2005) in his book Human Resource Management, good leadership is characterized by the ability to listen to members, provide clear direction, and encourage collective decision-making. In student organizations, unresponsive or authoritarian leaders are often the cause of failure in solving problems, as they can extinguish the spirit of members to participate.

2. Effective Communication

Communication factors determine whether a problem-solving strategy can be successfully implemented. Student organizations that have open and transparent communication channels are more likely to be   successful   in   solving   problems. Conversely, poor communication can lead to misunderstandings, exacerbate conflict, and slow down the decision-making process. Robbins and Judge (2017) in Organizational Behavior emphasized that communication   that   effective   communication   allows information to flow smoothly, so that members of the organization can understand problems thoroughly and work together to find solutions.

3. Organization Member Participation

The success of a problem-solving strategy is also highly dependent on the active participation of organizational members. In the journal of Education Management by Rahmatullah (2019), it is mentioned that student organizations that involve all their members in the process of identifying and solving problems tend to be more successful than organizations that only rely on core administrators. This participation not only increases ownership of the solutions taken, but also ensures that various perspectives are considered in the decision-making process. Conversely, if member participation is low, the strategies devised often do not reflect the needs or aspirations of the majority of members.

4. Resource Availability

Resources, be it financial, material or human, are important elements that influence the success of problem-solving strategies. Student organizations often face budget constraints or lack of support from the campus, making it difficult to implement solutions.   become difficult to implement. Kusuma (2018) in his book Research Methods and Solving.

The success of a strategy depends heavily on the organization's ability to make optimal use of existing resources. Conversely, a lack of resources can cause a well-designed strategy to fail.

5. Organizational Culture

An organizational culture that supports innovation, collaboration, and openness to change is also an important factor. In a case study on student organizations in Indonesia, organizations that have a culture of open discussion and respect for new ideas tend to solve problems faster. Suharyanto (2021) in his journal Management of Collaboration in Organizations emphasizes that a collaborative organizational culture creates an environment conducive to sharing ideas and finding solutions together. Conversely, a rigid and hierarchical culture can hinder the problem-solving process.

6. External Support

In addition to internal factors, support from external parties such as the campus or sponsoring institutions also plays an important role. Campuses that provide facilities such

as discussion rooms, access to funding, or conflict management training can help student organizations face challenges better. According to Susanto (2010) in his article   about problem-solving strategies, student organizations that are supported by the campus have a greater chance of succeeding in solving problems compared to organizations that do not receive support problems compared to organizations that do not receive support.

Real Examples of Student Organization Success in Solving Problems through Specific Strategies

Student organizations have the ability to be an effective leadership and management   learning laboratory for effective leadership and management. In some cases, their success in solving problems often serves as inspiration for other organizations, both on campus and off campus. One relevant example of success is the implementation of collaborative and creative strategies to overcome low member participation in a student organization.

Overcoming Low Member Participation

A student organization at Universitas Gadjah Mada (UGM) is facing the problem of low attendance of members in the work program. This problem affects the success of the activities designed and the morale of the board. To solve this problem, the organization implemented a collaborative strategy, where all members are invited to discuss to find solutions together.

In the discussion, several causes of low participation were found, such as the schedule of activities that conflicted with college schedules, the lack of promotion of activities, and the lack of incentives for participants. Based on Robbins and Judge's (2017) theory, a discussion process that involves all members results in a solution that is more acceptable to all parties. Finally, the organization revised the activity schedule to be more flexible, increased promotion through social media, and gave symbolic awards to active participants. As a result, the participation rate increased by 50% in the next activity.

Internal Conflict Resolution

Conflicts between members often become obstacles   in   the   sustainability   of student organizations. At Universitas Airlangga, a student organization experienced an internal conflict related to the division of tasks in the implementation of the annual work program. To solve this problem, the organization uses a mediation approach with the help of a third party, namely the supervisor.

This mediation process involves all parties in conflict to express their views openly. The lecturer acts as a facilitator, ensuring that the discussion is conducive. This strategy is in line with the conflict management theory by Hasibuan (2005), which states that mediation is an effective method for resolving conflicts between individuals or groups in organizations. As a result, the conflict can be resolved, and the organization can successfully complete the work program.

Fundraising for Big Events A student organization at the Bandung Institute of Technology (ITB) faced the problem of lack of funds to organize an annual event. In this situation, the organization applies creative strategies by raising funds through various methods, such as selling merchandise, holding paid workshops, and seeking sponsorship from local companies. According to Kusuma (2018) in Research Methods and Problem Solving, the success of fundraising depends on the organization's ability to utilize existing resources. In this case, the organization managed to sell merchandise with a unique theme

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that attracted students' attention. In addition, they also secured support from local companies after making a professional proposal. With the funds raised, the annual event can be organized successfully and even make a profit for the next activity.

Reputation Crisis Management

At the University of Indonesia (UI), a student organization once faced a reputation crisis due to a communication error in event promotion. This mistake triggered criticism from other students on social media. To address the issue, the organization implemented a crisis communication strategy. They immediately held an internal press conference to explain the mistake and apologized publicly through social media.

This strategy refers to the crisis communication theory by Wibowo (2010), which emphasizes the importance of speed and transparency in handling crises. With this step, the organization managed to restore its reputation and regain the trust of students.

Analysis-based Solutions or Recommendations for Student Organizations

Problem-solving strategies in student organizations require solutions that are not only reactive but also proactive so that the organization can develop sustainably. Based on the analysis of the dynamics of student organizations, there are several main recommendations that can be applied to overcome various challenges, such as the need for continuous training, increased coordination between members, strengthening organizational culture, and utilizing technology as a management support tool.

1. Importance of Member Training and Capacity Building

One of the main solutions to improve the performance of student organizations is to provide relevant training for members and administrators. This training includes aspects of leadership, communication, time management, and conflict resolution. According to Rahmat (2020) in his book Human Resource Development in Educational Organizations, planned training can improve members' skills while strengthening their confidence in facing challenges.

Student organizations can work with the campus or external institutions to organize regular training.   For example, leadership training can help administrators understand how to motivate members, while communication training will help increase transparency and minimize potential conflicts. These trainings can also be designed according to the specific needs of the organization, such as fundraising techniques or event management.

2. Improved coordination between members and divisions

Effective coordination is the key to a successful student organization. One problem that often occurs is the lack of synchronization between divisions, leading to duplication of work or delays in decision-making. To overcome this, organizations need to strengthen coordination mechanisms through regular meetings, efficient use of communication tools, and clear division of tasks.

Suharyanto (2021) in his journal Collaboration Management in Organizations emphasizes the importance of technology-based coordination systems, such as the use of project management applications (e.g., Trello or Asana) that allow members to track work progress in real-time. In addition, organizations can also adopt a collaboration-based work culture, where each member feels equally responsible for achieving common goals.

3. Strengthening Organizational Culture that Supports Innovation and Collaboration

A strong organizational culture can be the foundation for long-term success. Student organizations need to create a culture that encourages innovation, openness to new ideas, and a spirit of collaboration among members. In this context, organizational leaders have an important role as role models in implementing these values.

According to Susilo (2015) in his article on organizational culture development, a positive culture can be built through a series of activities such as regular discussion forums, recognition of member contributions, and transparent performance evaluations. With a supportive culture, organizational members will feel valued and motivated to contribute optimally.

4. Utilization of Technology to Support Efficiency and Transparency

Technology can be a very useful tool to improve efficiency and transparency in student organizations. Communication platforms such as WhatsApp or Telegram can be   used
to communicate quickly, while project management apps help organize tasks and deadlines. In addition, organizations can also utilize social media to promote activities and reach more students.

In a study by Widodo (2022) on organizational digitalization, it is stated that organizations that integrate technology in their management are able to reduce the administrative burden.administrative burden and   increase   member   participation.   For example, creating online event registration forms can save time and effort, compared to manual processes.

5. Increased Support from Campus

The recommendations given above aim to create student organizations that are more resilient and adaptive in facing challenges. With proper training, effective coordination, strong organizational culture, utilization of technology, and support from the campus, student organizations can improve their efficiency and productivity. The implementation of these solutions not only helps organizations address current issues but also builds a strong foundation for future sustainability.

4. CONCLUSIONS

In the analysis and discussion related to the application of problem-solving strategies in student organizations, it can be concluded that these strategies play a very important role in determining the success or failure of an organization. Student organizations are often faced with various challenges, both internal ones such as conflicts between members, inefficient coordination, or external challenges related to resources and support from the campus. To overcome these problems, the implementation of the right strategy is key in ensuring that the organization can function optimally and achieve its goals.

The importance of problem-solving strategies in student organizations is not only limited to reactive problem solving, but also as part of efforts to create a more resilient and adaptive system in the future. Therefore, student organizations need to strengthen their internal capacity, through managerial skills training, strengthening coordination between members, and utilizing technology that supports efficiency and transparency. As revealed by Rahmatullah (2019), continuous training can improve the organization's ability to deal with evolving challenges the organization's ability to face evolving challenges.

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Organizations that have good internal capacity will be better prepared to deal with more complex issues and ensure the sustainability of their activities.

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