
**Implementation of Community Organization Models in the Volunteer
Care for the Ummah Movement Community in Medan City****Ilya Zahra**ilya0103222042@uinsu.ac.id**Muniruddin**muniruddin@uinsu.ac.id

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Abstract

This study aims to analyze the implementation of the community organizing model and the stages of community organizing applied by the GARPU Community (Gerakan Relawan Peduli Umat) in Medan City. The study employed a qualitative approach using a case study design. Data were collected through in-depth interviews, observations, and documentation involving the community leader, secretary/core volunteer, and community beneficiaries selected through purposive sampling. Data were analyzed using the interactive model of Miles, Huberman, and Saldaña, which includes data collection, data condensation, data display, and conclusion drawing. Data validity was ensured through source and technique triangulation. The findings reveal that GARPU implements a community organizing model that integrates the approaches of Locality Development, Social Planning, and Social Action. The implementation of these models is reflected in community involvement during needs identification, structured program planning, and the execution of activities targeting vulnerable groups. Furthermore, the stages of community organizing—problem identification, planning, implementation, and evaluation—have been carried out systematically and continuously. The successful implementation of both the model and the organizing stages is supported by effective communication, a clear organizational coordination structure, active community participation, and strong volunteerism as the community's social capital. This study confirms that community-based volunteer organizations play a strategic role as agents of empowerment and social change in strengthening social solidarity and improving the well-being of urban communities.

Keywords: *Community Empowerment, Community Organizing, Volunteer Community*

INTRODUCTION

Social development is a process aimed at improving people's quality of life by strengthening the capacity of individuals and groups, as well as increasing community participation in various aspects of life (Gresh, et al., 2021). In that process, people don't just act as objects of development, but also as subjects who are able to recognize problems, determine needs, and find solutions on their own (Loewenson, et al., 2021). Therefore, community organizing becomes one of the important approaches in

community empowerment because it emphasizes the active involvement of the community in the process of social change.

From an Islamic perspective, organizing society aligns with the values of helping each other (ta'awun), solidarity, and social responsibility as mentioned in Q.S. Al-Mā'idah verse 2 and Q.S. Ar-Ra'd verse 11. These two verses emphasize the importance of working together for good and active community participation in creating social change (Khaerani & Abidin, 2023). In this way, organizing the community is not just a social development strategy, but also an implementation of Islamic values in community life (Yasari, Ayuningtyas, Ayuningtyas, Lessy, & Lessy, 2024).

The increasingly complex development of urban society has led to the rise of various social organizations and volunteer communities as a way for people to participate in addressing social issues. One active community in Medan City is GARPU (Gerakan Relawan Peduli Umat), a volunteer-based organization working in humanitarian, social, religious, and community empowerment fields. Through various social programs, GARPU aims to build social awareness and strengthen community solidarity through the involvement of volunteers, donors, and beneficiaries.

Theoretically, the success of a social community is greatly influenced by the model of community organization that is applied. (Rothman, 1968) presenting three models of community organization, namely Locality Development, Social Planning, and Social Action. These three models form the basis for understanding how a community builds public participation, develops programs, and creates social change. In addition, (D'Eer, et al., 2022) explaining that community organizing is done through stages of problem identification, planning, implementation, and evaluation, involving the community as the main actors.

Even though GARPU has been actively carrying out various social activities in Medan City, studies on the community organizing model applied in the community are still limited. It is not yet clear what organizing model is used and how the stages of community organizing are implemented in each program. Therefore, research on the Implementation of the Community Organizing Model in the GARPU Community (Volunteer Movement for the Concern of the People) in Medan City is important to

understand the organizing process applied, the forms of participation established, and its contribution to community empowerment and social development.

Community organizing is an important approach in community empowerment that focuses on increasing participation, collective capacity, and the community's ability to independently solve various social problems (Wadu, Darmawan, Anggraeni, & Syaifullah, 2025). Previous research (Batubara & Trianjasmara, 2025) shows that community organizations and volunteer groups play a significant role in strengthening social capital, solidarity, and community welfare. However, research (Febrianto, 2025) still focusing on the results of empowerment programs, like improvements in welfare or community participation, while studies on the process of implementing community organization models in volunteer communities are still relatively limited.

Besides that, research (Basyari, 2025) Community organizing is generally done in formal institutions, non-governmental organizations, or established community-based organizations. Studies that specifically discuss how religiously motivated volunteer communities organize society, manage volunteers, build social networks, and maintain the sustainability of social programs are still rare, especially in the local context of Indonesia. Therefore, there is a research gap due to the lack of studies examining the implementation of community organizing models in volunteer communities focused on caring for people, particularly the GARPU Community (Gerakan Relawan Peduli Umat) in Medan City.

Based on this gap, the novelty of this research lies in analyzing the implementation of community organization models within the GARPU volunteer community, which is based on the values of volunteerism, social solidarity, and community care. This study not only examines the outcomes of social activities but also looks into the organization process, including volunteer mobilization, community participation development, social network formation, and empowerment strategies applied by GARPU. Additionally, this research offers a fresh perspective by integrating the concepts of community organization and volunteerism within the context of a religious volunteer community in a multicultural urban environment like Medan. Therefore, this study is expected to enrich community development studies while also serving as a model for volunteer community organization that is relevant to contemporary community empowerment practices.

RESEARCH METHOD

This study uses a qualitative approach with a case study type to deeply understand the implementation of the community organization model in the GARPU (Volunteers for Community Care Movement) Community in Medan City. This approach was chosen because it can comprehensively reveal complex and contextual social phenomena in the natural research environment (Arikunto, 2021). The research is descriptive-analytic, focusing on how the community organization model is carried out and the stages of community organizing applied by that community.

The research was carried out in the GARPU Community located in Medan Petisah District, Medan City, North Sumatra, in April–May 2026. The location was chosen purposively based on its relevance to the research focus, the intensity of community organizing activities, and GARPU's characteristics as a local-based volunteer community. Data collection was conducted until data saturation was reached, which is when the information obtained started repeating and no new findings were emerging.

The research informants were chosen using purposive sampling, meaning they were selected because they were considered to have knowledge and experience relevant to the focus of the study (Sugiyono, 2024). The informants consist of the Chairperson/Founder of GARPU, the Secretary or Core Volunteers, as well as community members who benefit from the GARPU program. The research data sources include primary and secondary data. Primary data is obtained through in-depth interviews, field observations, and direct interaction with informants. Secondary data is gathered from organizational documents, activity reports, program archives, documentation, and various literature relevant to the research (Moleong, 2024).

Data collection was done through semi-structured interviews, observation, and documentation. Interviews were used to gather information about the implementation of community organization models, observation was carried out to directly understand the conditions and activities of the community, while documentation was used as supporting evidence and to strengthen the research data (Creswell, 2024). Data analysis using an interactive model (Miles, Huberman, & Saldaña, 2024), which includes four stages, namely data collection, data condensation, data presentation, and drawing and verifying

conclusions. These four stages are carried out repeatedly and continuously to produce systematic and credible findings.

The validity of the data is tested through source triangulation and technique triangulation (Yin, 2024). Source triangulation is done by comparing information from various informants, while technique triangulation is done by comparing the results of interviews, observations, and documentation. Applying this triangulation aims to increase the credibility and validity of the research findings.

RESULTS AND DISCUSSION

1. The Community Organization Model Applied by the GARPU (Volunteers Caring for the Community) in Medan City.

Based on the observations during the research, it was found that the GARPU Community (Volunteers for Caring for the People Movement) applies a community organizing model that is participatory, structured, and adaptive according to the needs of the community. The model used is a combination of Locality Development, Social Planning, and Social Action approaches that complement each other in every social and humanitarian program carried out.

Before the program was carried out, GARPU's management and volunteers first conducted field investigations to identify the conditions and needs of the community. This process was done through communication with community leaders, mosque administrators, neighborhood heads, and local residents so that the program designed matched the real needs of the people. These findings show efforts to involve the community in the information-gathering process as a basis for program planning.

At the planning stage, the management and core volunteers hold a coordination meeting to decide on the goals of the activity, task distribution, schedule, as well as logistical and funding needs. All program decisions are based on field investigation results and the organization's resource capabilities. This shows that GARPU applies the Social Planning principle, which emphasizes the importance of careful and systematic planning.

In running the program, there's clearly good teamwork between the organizers, volunteers, and the community. Programs like *Indahnya Berbagi*, *SIKAT WAE*

(Community Alert for Aedes Aegypti), and disaster response activities get the community involved in collecting beneficiary data, providing facilities, and spreading information. This situation shows the traits of Locality Development, which focuses on community participation and cooperation in social activities. Also, the whole GARPU program is aimed at helping vulnerable groups, like orphans, the poor, the elderly, and communities hit by disasters. This focus highlights the use of a Social Action model that aims to support and advocate for those in need.

From an organizational perspective, GARPU has a clear coordination structure with well-directed task distribution between administrators and volunteers. Intensive communication and ongoing coordination are key factors supporting the success of the programs. Additionally, volunteerism is a core value that encourages volunteers to participate willingly in every activity. The spirit of care, solidarity, and dedication to the community becomes social capital that strengthens the organization's sustainability and the effectiveness of community organizing carried out by GARPU. Observations also align with the findings from interviews, which the researcher will present below.

Based on the interviews conducted with the Chairperson of the GARPU Community, it was found that the implementation of community organizing begins with identifying the community's needs through observation and communication with local leaders. This process is carried out to ensure that the programs designed truly match the community's needs. As stated by the GARPU Chairperson:

"Before carrying out a program, we always do field investigations first and coordinate with local community leaders so that the activities we carry out really match the needs of the people who will be helped."

In addition, the results of the interview with the GARPU Secretary show that the program is carried out through a structured coordination system with clear task divisions for each volunteer. According to them, the success of the program is heavily determined by communication and cooperation among the members of the organization. As stated by the informant:

"Every activity always starts with a coordination meeting to divide volunteer tasks according to each field so that the program can run more smoothly and effectively."

Meanwhile, the results of interviews with community beneficiaries show that the

presence of GARPU has a positive impact on the community. The programs carried out are considered able to meet the needs of the community and involve residents in the implementation process. This is as stated by the informant:

“We feel really helped by the activities carried out by GARPU because they not only provide assistance, but also communicate with the community and involve us in the activities they organize.”

The research results show that the GARPU Community (Volunteers Caring for the People) in Medan City implements a community organization model that is combinative by integrating the approaches of Locality Development, Social Planning, and Social Action. This finding aligns with the theory put forward by (Rothman, 1968) which states that in practice, community organizations rarely use a single organizational model purely, but rather combine various approaches according to the needs, resources, and characteristics of the community they are dealing with. This flexibility is seen in GARPU's ability to adjust organizing strategies based on field conditions, from the process of identifying community needs to the implementation of social and humanitarian programs.

The implementation of the Locality Development model can be seen from the involvement of community leaders, mosque administrators, neighborhood heads, and local residents in the process of identifying needs and carrying out programs. According to (Firdaus, Zulkarnain, & Ahmad, 2025), This model emphasizes community participation, voluntary cooperation, and strengthening community capacity as the basis for social change. Research findings show that GARPU builds social relationships with the community through intensive communication and involving residents in the process of identifying beneficiaries as well as carrying out activities. These results align with research (Irwan, Rosdiana, Hasibuan, & Syahputa, 2023) which explains that community participation is an important element in the success of community organization because it can increase the sense of ownership and strengthen program sustainability. Thus, community involvement in GARPU activities becomes one way to strengthen social capital that supports the effectiveness of community programs.

In addition, research findings show that GARPU applies a Social Planning approach through field investigation processes, needs analysis, coordination meetings,

task distribution, and systematic program planning. These findings are in line with the view (Riyadi, Firdaus, Ansori, & Anwar, 2025) that Social Planning is oriented towards solving social problems through rational, data-based planning, supported by structured organization. The statement from the GARPU Chair about the importance of field investigations before program implementation shows that every activity is based on the results of community needs assessments. The results of this research are supported by the findings (Susanto, 2022) which states that assessing community needs and data-driven planning are important factors in the success of community empowerment programs because they can produce interventions that are more targeted and in line with the community's needs.

The Social Action Model also appears strong in the community organization implementation carried out by GARPU. This is seen from the program orientation that specifically targets vulnerable groups, such as orphans, the underprivileged, the elderly, and communities affected by disasters. According to (Iskandar, Mesiono, & Sit, 2025), Social Action focuses on efforts to advocate for the interests of disadvantaged groups through collective action and social advocacy. Programs like *Indahnya Berbagi*, SIKAT WAE, and disaster response activities show that GARPU not only strives to provide material assistance but also contributes to improving community welfare and social protection. These findings are in line with research (Fatihin, Sucipto, Zulkarnain, & Raharjo, 2025) which explains that organizing communities with a focus on vulnerable groups can promote the creation of a more inclusive and sustainable community life.

Research findings also show that the success of implementing the community organization model in GARPU is supported by a clear organizational coordination system and effective communication. From a policy implementation theory perspective, communication is a key factor in determining a program's success because it allows good coordination among the actors involved (Izati, 2025). Interviews with the GARPU Secretary revealed that every activity always starts with a coordination meeting and a clear task distribution for volunteers. This shows that internal organizational communication runs effectively, enabling the program to be carried out in a focused and efficient way.

Another notable factor in this research is the strong value of volunteerism that has

become part of GARPU's organizational culture. Volunteers carry out tasks willingly without expecting material rewards, but are driven by a spirit of care and dedication to the community. From a social capital perspective, the value of volunteerism becomes a force that can strengthen social solidarity and organizational sustainability. These findings are in line with previous research (Setiawan & Kurnianingsih, 2021) which states that altruistic attitudes in volunteer communities contribute to the formation of social solidarity and long-term commitment of organization members. In addition, (McGorry, et al., 2022) explaining that the success of volunteer-based organizations is greatly influenced by members' willingness to contribute voluntarily for the common good.

Even so, this study also found that community involvement in strategic decision-making is still relatively limited and is mostly dominated by the core community leaders. This condition shows that the implementation of Locality Development has not fully run according to the ideal concept proposed by (Rodrigues, et al., 2022), that is, the community as the main actor in the entire organizational process. However, these limitations can be understood as a form of the organization adapting to resource constraints and the need for effective decision-making. This finding is in line with research (Kadariya, et al., 2023) which states that community organizations generally adapt their community organizing model according to their internal capacity and the social context they face.

Overall, the study results show that the implementation of the community organizing model in the GARPU Community is happening effectively through a combination of Locality Development, Social Planning, and Social Action approaches. The success of this implementation is supported by a good process of assessing community needs, structured organizational coordination, effective communication, and strong volunteer values within the community. These findings reinforce the view that community-based volunteer communities can act as agents of social change, contributing to increased participation, social solidarity, and community well-being in urban areas.

2. The Stages of Community Organizing Carried Out by the GARPU Community

in Implementing Social and Humanitarian Programs in Medan.

Based on the observations during the research, it was found that the GARPU Community (Volunteer Movement for Caring for the People) systematically applies the stages of community organizing in carrying out social and humanitarian programs. These stages include problem identification, planning, implementation, and continuous evaluation of programs according to the needs of the community.

At the problem identification stage, GARPU carries out field investigations by communicating with community leaders, mosque administrators, neighborhood heads, and local residents to find out the most urgent needs. The information obtained then serves as the basis for program development so that the activities carried out match the real conditions of the community.

At the planning stage, the management and core volunteers hold a coordination meeting to determine the program's goals, implementation strategies, division of tasks, activity schedule, as well as logistics and funding needs. This planning is done based on the results of field investigation and the organization's resource capabilities so that the program can run effectively and on target.

In the implementation stage, programs like *Indahnya Berbagi*, *SIKAT WAE* (Community Alert for *Aedes Aegypti*), and disaster response activities are carried out involving coordinators, volunteers, and local residents. The coordinators act as the leaders, volunteers handle the technical tasks, while the community participates in collecting data on beneficiaries and spreading information about the activities. At the evaluation stage, GARPU reviews the implementation of the program through internal discussions and feedback from the community beneficiaries. The evaluation results are used as material for improvements for the next activities while also maintaining social relationships through ongoing communication and fellowship with the community.

The observation results also show that all stages of community organizing are supported by values of volunteerism, social care, and a spirit of service to the community. These values are important factors that sustain the program and strengthen the effectiveness of community organizing carried out by GARPU. The observation results also align with the findings from the interviews, and the interview findings are presented by the researcher below.

Based on the results of an interview with the Head of the GARPU Community, it was found that the initial stage of community organizing always starts with identifying problems through field investigations. This activity is done to ensure that the program to be implemented truly aligns with the conditions and needs of the community. According to the informant, the process of gathering information is carried out by directly communicating with community leaders, mosque administrators, or residents who are familiar with the local environment. As stated by the Head of GARPU:

"Before the program is run, we always go out to the field to see the community's condition firsthand and gather information from community leaders or local residents so that the aid provided truly matches their needs."

Next, the results of the interview with the GARPU Secretary showed that after the needs identification process was completed, the organization carried out the planning stage through coordination meetings with the management and volunteers. In this process, discussions were held about implementation strategies, task distribution, logistical needs, and the mechanism for carrying out activities in the field. As the informant revealed:

"After we got the results of our investigation, we held a coordination meeting to determine the steps to take, assign tasks to volunteers, and make sure all the program's needs could be prepared properly."

Meanwhile, interviews with the community beneficiaries show that people not only receive assistance but are also involved in the activities carried out by GARPU. The community's involvement can be seen in the process of registering beneficiaries, delivering information to residents, and supporting the implementation of programs in their neighborhoods. This was conveyed by the informants:

"When there is an activity from GARPU, we usually help by providing information about residents who need assistance and help make the activities in our area run smoothly. Because of that, we feel like a part of the activities, not just as recipients of aid."

Based on the interview results, it can be understood that the stages of community organizing carried out by the GARPU Community include problem identification, planning, implementation, and evaluation, which are conducted continuously. Each stage is carried out through good coordination between administrators, volunteers, and the community so that the programs run are able to meet the needs of the community

and strengthen social relationships between the community and the beneficiaries. The findings from observations and interviews are also in line with the documentation findings. The documentation findings are presented by the researcher below.



Figure 1. Implementation of the GARPU Community's Social and Humanitarian Program in Medan City

The research results show that the GARPU Community (Volunteers Caring for the People Movement) has systematically implemented the stages of community organizing, including problem identification, planning, implementation, and program evaluation. These findings are in line with the community organizing theory put forward by (Sholikhah, Azam, Bestari, Huda, & Yunita, 2021) which states that the success of community organizing is greatly determined by the implementation of structured and continuous stages. According to Ross, the process of community organizing is not only focused on problem-solving but also on building community participation and capacity at every stage of the activities.

At the problem identification stage, observations and interviews showed that GARPU conducts field investigations involving community leaders, mosque administrators, neighborhood heads, and local residents to gather information about community needs. These findings show that the community is placed as the main source of information in the program decision-making process. This practice aligns with community organizing theory, which emphasizes the importance of needs assessment as the basis for program development so that interventions match the community's needs (Ross, 1967). The results of this research are also supported by studies (Nursey-Bray, Masud-All-Kamal, Giacomo, & Millcock, 2022) which found that needs assessments

carried out in a participatory way can improve the accuracy of targeting community empowerment programs and strengthen community involvement in the process of social change.

The planning stage carried out by GARPU shows a systematic organizing process through coordination meetings, task distribution, determination of implementation strategies, and management of available resources. According to (Kung, et al., 2023), Planning is an important stage because it serves to connect the needs of the community with the actions that the organization will take. Research results show that all program decisions are based on field investigation results and take into account the organization's resource capabilities. These findings are in line with the research (Schroering & Staggenborg, 2022) which explains that planning done collaboratively and based on community needs can improve program effectiveness and create sustainability for social activities within the community.

At the implementation stage, the research results show the active involvement of administrators, volunteers, and the community in carrying out social and humanitarian programs. Programs like *Indahnya Berbagi*, *SIKAT WAE*, and disaster response activities are carried out through good coordination among all involved parties. The community not only plays a role as beneficiaries but also helps with data collection, information dissemination, and activity execution. These findings are in line with the theory of community participation proposed by (Duwi, Mutaqien, Sarmada, Nasution, & Renwarin, 2024), which states that community involvement in program implementation can increase the sense of ownership and strengthen the success of community-based development programs. Thus, the program implementation carried out by GARPU shows that community organization is not just focused on providing assistance, but also on strengthening social relationships and community participation.

Besides that, the research results show that the coordination and communication between the management, volunteers, and the community are important factors in supporting the success of the program implementation. This situation can be explained through implementation theory (Edwards III, 1980) which states that effective communication is one of the main factors that determines the success of a program's implementation (Subhan, 2025). Open communication allows every member of the

organization to understand their tasks and responsibilities so that activities can be carried out more effectively and efficiently. This finding is also supported by research (Mao, Fernandes-Jesus, Ntontis, & Drury, 2021) who found that good coordination among actors in the community can boost the effectiveness of community organizing and strengthen the sustainability of empowerment programs.

The evaluation stage carried out by GARPU shows an effort of reflection and continuous improvement of the programs that have been implemented. The evaluation was done through internal discussions as well as gathering feedback from the beneficiary community. According to (Mazzucca, et al., 2021), Evaluation is an important stage in community organizing because it serves to assess the effectiveness of the program and also provides a basis for improving activities in the future. This finding is in line with research (Zhou, Wang, & Dong, 2023) which states that evaluation carried out continuously can improve program quality and strengthen the relationship between the organization and the community.

One of the key findings in this study is the strong sense of volunteerism, which serves as the main foundation for the continuity of community organizing processes at GARPU. The spirit of volunteering, social concern, and dedication to the community motivate volunteers to continue running programs even when facing limited resources. This finding aligns with research (Navarta-Sánchez, et al., 2023) which explains that altruistic values in volunteer communities can strengthen social solidarity and boost members' commitment to the organization. Besides that (Sandhu, Alderwick, & Gottlieb, 2022) emphasizing that the success of volunteer-based organizations is greatly influenced by the loyalty, commitment, and willingness of members to contribute for the common good.

Even so, this study also found that the level of community involvement in the planning and evaluation process is still not fully optimal. Most strategic decisions are still dominated by the core community leaders and volunteers. This situation shows that community participation is still at a consultative level and has not fully reached the full participation envisioned in the concept of community organizing. Similar findings were also found by (Luca, Costa, & Masella, 2025) which states that community organizations often adjust the level of community participation according to the

organization's capacity and the field conditions they face.

Overall, the research results show that the stages of community organizing carried out by the GARPU Community have been running according to the theoretical framework, which involves identifying problems, planning, implementation, and ongoing evaluation. The success of these stages is supported by effective communication, structured coordination, community participation, and the strong volunteer spirit of the members. These findings strengthen the view that community-based volunteer groups have great potential to carry out community organizing effectively and sustainably to address various social issues in urban areas.

CONCLUSION

Based on the research results, it can be concluded that the GARPU Community (Volunteer Movement for Caring for the People) in Medan City has successfully implemented an effective community organization model through a combination of Locality Development, Social Planning, and Social Action approaches, supported by systematic community organizing stages, including problem identification, planning, implementation, and program evaluation. This success is supported by effective communication, structured coordination, community participation, and strong volunteer values that serve as the organization's social capital. These findings suggest that volunteer communities can act as agents of community empowerment and social solidarity in urban areas. However, this study is still limited to one community with a relatively small number of informants, so it cannot yet depict the broader condition of volunteer communities. Therefore, it is suggested that future research involve more communities, use a comparative or mixed methods approach, and examine the long-term impact of programs on improving community capacity and well-being.

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