



## Dualism in Membership Representation at IKKA Grand Conference: Structural Adaptation of Community Organizations

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### ABSTRACT

Community organizations served as crucial channels for public participation and democratic governance in contemporary society. The Kacang Family Association (IKKA), established on March 14, 2020, in Solok City, West Sumatra, encountered a unique challenge regarding participant legitimacy for its 2025 Grand Conference. Among thirteen registered branches, four had not conducted Branch Conferences despite expired terms of office. This study examined the juridical aspects of participant validity in IKKA's 2025 Grand Conference based on organizational statutes. A normative juridical approach with qualitative methodology was employed to analyze this phenomenon. Data collection involved in-depth interviews with twelve key informants, document analysis of organizational statutes, conference minutes, and policy decisions. The findings revealed significant gaps between normative provisions and field practices regarding participation of non-compliant branches. Structural adaptation was implemented through Article 7(1)(d) concerning "special invitations" and Article 12 regarding governance flexibility. Results demonstrated substantial improvements: member participation increased from 45% to 80%, coordination effectiveness rose from 58% to 100%, and organizational legitimacy strengthened from 72% to 95%. The study concluded that while non-compliance contradicted organizational statutes, the implemented structural adaptation successfully balanced formal requirements with membership realities, creating an innovative governance model for similar community-based organizations.



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### INTRODUCTION

Contemporary community organizations face increasingly complex challenges in balancing formal regulatory requirements with diverse membership realities. Salamon and Sokolowski (2016) demonstrated that community organizations in developing countries encounter distinct adaptation pressures compared to their counterparts in developed nations, particularly concerning structural flexibility and institutional legitimacy. This phenomenon gains heightened relevance in Indonesia, where community organizations function as vital conduits for public aspirations and democratic participation in national development processes. Recent empirical evidence suggests that numerous registered community organizations struggle to accommodate non-structural member aspirations while maintaining legitimate governance frameworks.

Theoretical foundations of organizational adaptation have evolved considerably from classical perspectives emphasizing differentiation and integration balance toward comprehensive institutional approaches. Meyer and Rowan (1977) established through institutional theory that organizations adopt specific structures and practices not merely for technical efficiency but primarily to secure social

legitimacy. Oliver's (1991) contribution regarding strategic responses to institutional pressures further enriched understanding of organizational response variations, ranging from acquiescence through compromise, avoidance, defiance, to manipulation strategies. Contemporary organizational adaptation theory developed by neo-institutional scholars emphasizes understanding isomorphism and decoupling processes within adaptation mechanisms.

Southeast Asian family-based organizations confront unique challenges integrating traditional values with modern governance modernization demands. This creates necessity for adaptation models considering not only structural aspects but also socio-cultural dimensions inherent within such organizations. Despite extensive literature development regarding organizational adaptation, significant gaps exist in understanding structural adaptation mechanisms within Indonesian family-based community organizations. Existing studies focus predominantly on formal organizational aspects without considering social relationship complexities characterizing family-based organizations.

The Andalas Kacang Family Association (IKKA) as a West Sumatra-rooted family-based community organization faced intriguing phenomena during its 2025 Grand Conference implementation. This organization, established in Solok City, experienced structural complexity when approaching Grand Conference implementation, where four out of thirteen IKKA branches had not conducted Branch Conferences despite expired management terms. This phenomenon created participation dualism with implications for juridical and sociological legitimacy of 2025 Grand Conference participants. Such situations raise fundamental questions about how community organizations can accommodate complex membership realities without sacrificing good governance principles and legitimate decision-making processes.

This research aimed to analyze participation dualism phenomena in IKKA's 2025 Grand Conference as manifestations of community organization structural adaptation in accommodating complex membership realities. Through juridical-empirical approaches with qualitative methodology, this study specifically examined: first, juridical and sociological foundations in accommodating participation from branches that had not conducted Branch Conferences; second, structural adaptation mechanisms implemented to maintain decision-making process legitimacy; third, adaptation implications for organizational governance effectiveness. The theoretical contribution lies in developing structural adaptation models integrating institutional theory with unique characteristics of Indonesian family-based organizations.

This research contributed theoretically through developing frameworks integrating institutional theory with unique family-based organizational characteristics. The concept of "adaptive accommodation" as a new strategic response enriched Oliver's (1991) typology, while "adaptive consultation" as traditional-modern governance synthesis provided alternative pathways for Southeast Asian organizational adaptation. Practically, this research was expected to provide guidance for similar organizations in managing tensions between formal provisions and membership social realities, while providing sustainable organizational adaptation frameworks within Indonesian community organizational contexts.

## **RESEARCH METHODS**

This study employed a juridical-empirical approach with qualitative methodology to comprehensively understand structural adaptation phenomena complexity. Data collection was conducted through in-depth interviews with twelve key informants selected using purposive sampling techniques. Informants comprised three central board members with minimum five years experience, five branch representatives active in the 2025 Grand Conference, and four non-branch regional representatives involved in organizational programs.

To strengthen findings validity, the research also analyzed organizational documents including IKKA's Articles of Association and Bylaws, 2025 Grand Conference minutes (89 pages), Grand

Conference participation-related decision letters (12 documents), and preparatory meeting minutes (8 documents). Data analysis processes utilized NVivo 12 software through three stages: initial coding, thematic categorization, and interpretive synthesis.

Research validity was ensured through data triangulation from various sources and methods, member checking with key informants, and audit trails documenting the entire research process. Ethical considerations were maintained through informed consent from informants and protection of sensitive organizational data confidentiality.

### **Organizational Structural Adaptation Profile**

Research findings indicated that IKKA implemented systematic structural adaptation to accommodate membership complexity in the 2025 Grand Conference. Among thirteen registered IKKA branches, four branches (South Jakarta, Bandung, Medan, and Batam branches) had not conducted Branch Conferences despite management terms expiring since 2023. Documentation data revealed these four branches experienced different constraints: two branches faced internal management divisions, one branch experienced active member decline below minimum thresholds, and one branch encountered geographical coordination problems due to member distribution across multiple cities.

IKKA's implemented structural adaptation encompassed three main components. First, juridical legitimation mechanisms through Article 7 paragraph (1) letter d of IKKA's Articles of Association governing "special invitations" for representatives with significant organizational contributions. Second, management flexibility based on Article 12 of Bylaws enabling central management to provide dispensation in special situations. Third, issuance of Central Board Decision Letter No. 15/2025 specifically regulating Grand Conference participation mechanisms for branches that had not conducted Branch Conferences.

### **Conference Participation Implementation Mechanisms**

Participation mechanism implementation occurred through structured and measured procedures. Interview data showed central management developed objective criteria for determining representation from branches that had not conducted Branch Conferences. These criteria included: minimum 25 registered Family Heads (KK), financial contributions to organization over the past three years, and active involvement in national-level organizational programs.

Verification mechanisms were conducted through three stages. The first stage involved administrative verification by the general secretariat to ensure membership document completeness. The second stage involved field verification by special teams formed by central management to validate member and management activity. The third stage was participation status determination through central management plenary meetings involving all executive board members.

Verification results showed that among four branches that had not conducted Branch Conferences, three branches met criteria and were granted participation rights with "special representative" status, while one branch (Batam Branch) did not meet minimum member criteria and was given "observer" status without voting rights in decision-making.

### **Adaptation Implementation Impact Assessment**

Impact evaluation demonstrated significant results in several organizational aspects. Quantitative data obtained from internal surveys showed member participation level increases from 45% before adaptation implementation to 80% after implementation, indicating a 35% improvement. Organizational program coordination effectiveness also experienced increases from 58% to 100%, indicating significant improvement in synchronization between central and branch management.

Organizational legitimacy aspects experienced strengthening from 72% to 95% based on member confidence surveys regarding Grand Conference decisions. In-depth interview data revealed that 83% of informants stated structural adaptation did not reduce their confidence in the organization's highest forum; furthermore, 67% of informants assessed that adaptation demonstrated organizational flexibility and responsiveness to member needs.

From governance perspectives, structural adaptation implementation produced several procedural innovations. Integrated member databases were successfully developed to facilitate real-time membership monitoring. Digital documentation systems were implemented to enhance transparency and accountability in participation processes. Feedback loop mechanisms were also established to ensure adaptation policies could be continuously evaluated and improved.

### **Theoretical Implications and Comparative Analysis**

Research findings provided important contributions to organizational adaptation theory, particularly within family-based community organizational contexts. IKKA's implemented structural adaptation demonstrated mechanisms differing from Oliver's (1991) model regarding strategic responses to institutional pressures. While Oliver identified five response types, research findings revealed new response types termed "adaptive accommodation" - structural adjustments maintaining formal regulation compliance while accommodating complex social realities.

The "adaptive legitimacy" concept emerging from this research enriched understanding of organizational legitimacy proposed by Meyer and Rowan (1977). Unlike ceremonial conformity tending toward symbolic nature, adaptive legitimacy in IKKA's context demonstrated integration between symbolic compliance and substantive effectiveness. This was reflected in organizational ability to maintain legitimacy marks through Articles of Association/Bylaws compliance while improving organizational performance through inclusive participation.

Comparison with Henderson and Martinez's (2023) study regarding structural adaptation in traditional organizations showed significant differences in adaptation mechanisms. While Henderson and Martinez focused on formal structural changes as responses to external pressures, research findings demonstrated that successful adaptation in family-based organizations required integration between formal modifications and social accommodation mechanisms. IKKA successfully implemented adaptation without sacrificing traditional values and kinship-based relationships forming the organization's core identity.

Contrast with Kim and Lee's (2021) study regarding digital transformation in community organizations, this research showed that technological solutions were not the sole pathway for organizational adaptation. IKKA achieved effectiveness improvement through process innovation and participatory mechanisms emphasizing social capital rather than technological capital. This indicated that context-specific factors, particularly those related to cultural values and social structures, played more determinant roles in shaping adaptation strategies.

### **CONCLUSION**

This research demonstrated that structural adaptation in IKKA's 2025 Grand Conference participation represented governance innovation successfully balancing formal organizational needs with membership social realities. The developed adaptation model not only increased member participation from 45% to 80% and coordination effectiveness from 58% to 100%, but also strengthened organizational legitimacy from 72% to 95%. These findings provided significant contributions to organizational adaptation theory development through concepts of "adaptive legitimacy," "structural dualism," and "inclusive participation models" specifically relevant for family-based community organizations.

Theoretical contributions lay in developing frameworks integrating institutional theory with unique family-based organizational characteristics. The "adaptive accommodation" concept as a new strategic response enriched Oliver's (1991) typology, while "adaptive consultation" as traditional-modern governance synthesis provided alternative pathways for Southeast Asian organizational adaptation. The developed "Inclusive Participation Model" consisted of three layers - foundational (legal compliance), operational (participatory mechanisms), and outcome (performance indicators) - providing practical guidance for structural adaptation implementation.

For adaptation model operationalization, this research developed step-by-step frameworks consisting of five stages: Organizational Context Assessment through stakeholder mapping and regulatory analysis; Flexibility Identification within existing statutes and bylaws; Participatory Mechanism Development integrating formal procedures with traditional consultation; Implementation Monitoring through real-time databases and feedback systems; Continuous Refinement based on performance evaluation and stakeholder input. This framework was complemented by decision trees helping similar organizations determine when and how to implement adaptation mechanisms based on their specific characteristics.

Several recommendations could be formulated from this research. For organizational practitioners, standardization of structural adaptation procedures was needed through development of organizational guidelines integrating legal compliance with social accommodation. For policymakers, regulatory framework development was necessary providing adequate flexibility for community organizations in managing membership complexities. For future research, longitudinal studies regarding structural adaptation sustainability, comparative analysis with family-based organizations in different regional contexts, and quantitative validation of developed Inclusive Participation Models were recommended.

This research had several methodological limitations requiring consideration in findings interpretation. First, temporal limitations focusing on the 2025 Grand Conference implied inability to measure long-term sustainability and evolutionary impact of implemented structural adaptation. Second, potential researcher bias considering one researcher's involvement as an insider within IKKA organization. Third, findings generalizability limitations considering IKKA's unique characteristics as a family-based organization with cultural roots in Minangkabau traditions. Fourth, qualitative approach dominance in this research limited statistical measurement of impact variables. Fifth, analytical scope limitations focusing on internal organizational dynamics without comprehensively examining external environmental factors that could influence adaptation success.

## **CONFLICT OF INTEREST**

The authors declare that there is no conflict of interest.

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