

Strengthening Modern Management-Based Community Organization Governance

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ABSTRACT

Tantangan dinamika sosial dan perkembangan teknologi menuntut organisasi masyarakat untuk memiliki tata kelola yang adaptif, transparan, dan profesional. Penelitian pengabdian masyarakat ini bertujuan untuk memperkuat tata kelola organisasi masyarakat melalui penerapan prinsip-prinsip manajemen modern, khususnya dalam aspek perencanaan strategis, kepemimpinan partisipatif, dan sistem administrasi yang efektif. Metode yang digunakan dalam kegiatan ini adalah pendekatan participatory action research (PAR) yang melibatkan pengurus dan anggota organisasi secara aktif dalam proses pelatihan, pendampingan, dan evaluasi berkelanjutan. Kegiatan ini dilaksanakan dalam tiga tahapan, yaitu asesmen kebutuhan organisasi, pelatihan manajemen modern, serta implementasi dan monitoring. Hasil kegiatan menunjukkan peningkatan kapasitas pengurus dalam menyusun rencana kerja strategis, memperbaiki sistem administrasi organisasi, serta meningkatkan partisipasi anggota dalam pengambilan keputusan. Selain itu, terjadi peningkatan efektivitas komunikasi internal dan eksternal organisasi yang berdampak pada penguatan kemandirian kelembagaan.

The challenges of social dynamics and technological developments require community organizations to have adaptive, transparent, and professional governance. This community service research aims to strengthen the governance of community organizations through the application of modern management principles, especially in the aspects of strategic planning, participatory leadership, and effective administrative systems. The method used in this activity is a participatory action research (PAR) approach that actively involves administrators and members of the organization in the process of training, mentoring, and continuous evaluation. This activity is carried out in three stages, namely assessment of organizational needs, modern management training, and implementation and monitoring. The results of the activity showed an increase in the capacity of the management in preparing strategic work plans, improving the organization's administrative system, and increasing member participation in decision-making. In addition, there is an increase in the effectiveness of internal and external communication of the organization which has an impact on strengthening institutional independence.



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INTRODUCTION

Community organizations have a strategic role in strengthening the foundations of social, economic, and cultural development at various levels, ranging from local to national (Prabawati et al.,

2023). Community organizations function as a bridge between the government and citizens, helping to accelerate the development process based on community needs and strengthening public participation in decision-making (Putnam, 2000). The existence of community organizations also supports sustainable development through empowerment activities, human resource capacity development, and the improvement of collective welfare (Asnur et al., 2024; Oktarina et al., 2021; Santosa et al., 2025). In addition, community organizations are often key actors in maintaining social cohesion, strengthening local identity, and driving cross-sector collaboration to overcome various social and economic problems (Salamon, 2012).

However, the development of the era of globalization and digital transformation requires community organizations to adapt to increasingly complex changes in the external environment (Hernita et al., 2021). This adaptation includes transformations in leadership patterns, administrative system reforms, and improvements in decision-making mechanisms to be more responsive, transparent, and participatory (Castells, 2010). The inability of civil society organizations to adapt to global change can hinder the effectiveness of their role in development and weaken institutional sustainability. Therefore, the application of modern management principles is an urgent need to strengthen the governance of community organizations so that they can operate professionally, accountably, and adaptively to the changing times (Bryson, Crosby, & Bloomberg, 2014).

Many community organizations in Indonesia still rely on conventional governance systems that are static and less responsive to changes in the social environment and technological developments (Silvestri et al., 2018). This traditional governance pattern is generally characterized by a centralistic leadership structure, a closed decision-making mechanism, and an administrative system that has minimal use of information technology. As a result, organizations often struggle to adapt to the dynamics of modern society that is increasingly complex and rapidly changing (Bah & Dossa, 2025). This condition also hinders member participation, weakens internal coordination, and reduces the organization's ability to collaborate with various stakeholders. In the context of community development that demands transparency and efficiency, conventional governance has become less relevant to support the effectiveness of institutional performance (Dale et al., 2020); (Handayani & Ibrahim, 2025).

Weak organizational governance has a direct impact on the decline in the effectiveness of program implementation, low public accountability, and limited institutional sustainability in the long term. Therefore, strengthening modern management-based governance is a must (Anon et al., 2020). This approach emphasizes the importance of transparency, participation, innovation, and results-oriented in the management of community organizations. Through the application of modern management principles, organizations can improve planning effectiveness, strengthen oversight systems, and optimize their resources. In addition, modern governance allows organizations to be more adaptive to social and technological changes, expand cooperation networks, and build stronger public legitimacy (Agus Supriyadi et al., 2023; Triantho & Santosa, 2023; Winiarsi et al., 2023). Thus, the transformation of the governance of community organizations is not just an option, but a strategic step to improve institutional performance and competitiveness in the global era.

Most previous research on community organizations has focused more on the aspects of social empowerment and increasing member participation, rather than on strengthening institutional governance as a whole (Reddel et al., 2004). This too narrow research focus causes important dimensions such as strategic planning, adaptive leadership, and digital administration systems to receive less serious attention. In fact, these three aspects are the main foundation in building community organizations that are responsive to changes in the social and technological environment. As a result, interventions carried out in the context of community organization development often do not have a long-term impact on institutional effectiveness and independence (Christopher, 2010).

In addition, the current institutional development approach tends to be sporadic, based on short-term training, and minimal ongoing mentoring process. The lack of integration between *good governance practices* and modern management principles makes it difficult for community organizations to achieve optimal levels of effectiveness, transparency, and adaptability (Xuan et al., 2023). On the other hand, there is still limited service research that systematically documents the model of strengthening community organization governance with *a participatory action research (PAR)* approach. In fact, the PAR approach is able to encourage active participation, build shared ownership of

change, and create a more sustainable governance system. This research gap shows the need to develop a more comprehensive and innovative intervention framework to strengthen the governance capacity of community organizations in Indonesia (Semenets-Orlova et al., 2023).

Various previous studies have shown that strengthening community organizational governance has a great influence on program effectiveness, institutional transparency, and organizational sustainability. According to Brown et al. (2021), the application of modern governance principles in community organizations can increase public accountability, strengthen member participation, and expand cross-sector collaboration networks. These findings are strengthened by the research of Kania and Kramer (2011) which emphasizes the importance of the *collective impact framework* in improving coordination between community organization actors, both at the local and national levels. In addition, a study by Bebbington et al. (2018) shows that community organizations that implement strategic planning mechanisms and adaptive governance tend to be more able to respond to social and economic changes effectively than organizations with conventional systems.

In line with that, recent research confirms that the integration between the principles of *good governance* and modern management is the key to strengthening the institutional competitiveness of community organizations. For example, research by Ebrahim et al. (2014) revealed that organizations that adopt a *performance-based governance system* are able to increase program effectiveness, strengthen social legitimacy, and gain higher trust from the public. In addition, according to Anheier (2017), the application of digital technology in the administration and reporting system of community organizations not only accelerates the decision-making process, but also expands the space for public participation. Therefore, research on strengthening the governance of community organizations through modern management approaches is important to fill the empirical gap in the study of institutional governance in the digital era.

METHODS

The research method used in this study is the Participatory Action Research (PAR) approach, which emphasizes active collaboration between researchers and research subjects, in this case administrators and members of community organizations. The PAR approach was chosen because it is able to encourage the process of institutional transformation in a participatory, adaptive, and contextual manner. In its implementation, this research not only focuses on data collection, but also prioritizes the joint learning process to strengthen organizational governance capacity. The stages of this research activity include three main steps, namely (1) assessment of organizational needs to identify actual problems and development potentials, (2) modern management training to introduce adaptive and transparent governance principles, and (3) implementation and monitoring to ensure the application of modern management principles in daily organizational practices.

The assessment process is carried out through in-depth interviews, focus group discussions, and participatory observations to gain a comprehensive understanding of the initial condition of the organization. Furthermore, modern management training is carried out through interactive workshop sessions that include strategic planning, participatory leadership, and technology-based administrative management. The implementation stage is carried out with intensive mentoring for a certain period, accompanied by continuous evaluation to measure the effectiveness of organizational governance changes. The data analysis technique used is a descriptive qualitative analysis with a thematic approach to explore the patterns, changes, and impacts of interventions. With this methodological design, research not only produces empirical findings, but also makes a real contribution to the institutional strengthening of community organizations in a sustainable manner.

RESULT AND DISCUSSION

Implementation of Modern Management Training and Assistance

The implementation of modern management training has had a significant impact on increasing the capacity of community organization administrators. Prior to the training, most administrators had a limited understanding of the concepts of strategic planning, adaptive organizational governance, and the basic principles of *good governance* (Dale et al., 2020). Through a participatory learning approach, managers gain a deeper understanding of the importance of transparency, accountability, effectiveness, and participation in organizational management. In addition, this training emphasizes the importance of

leadership that is responsive to changes in the social and technological environment, so that administrators are able to design more targeted strategies.

During the training, participants were also involved in various case studies and simulations of organizational decision-making based on the principles of *good governance*. This activity is designed to strengthen the analytical and managerial skills of administrators in facing real challenges. As a result, the administrators showed improved ability in compiling work plans, setting performance indicators, and evaluating programs systematically. This ability is an important foundation in building modern and sustainable community organizational governance (Xuan et al., 2023).

The impact of the training can also be seen in the change in leadership patterns that were previously hierarchical and centralistic to more participatory and collaborative. Previously, the decision-making process was dominated by the chairman or a small group of administrators, while members were only passive implementers (Eriksson & Leiringer, 2015). After the training and mentoring interventions, the decision-making mechanism began to shift towards open deliberation, involving member representatives in each strategic planning. This reflects an improvement in the quality of collective leadership that is adaptive to the needs of the organization and the environment. Changes also occur in the internal communication aspect of the organization. Previously, communication tended to be one-way and unstructured, so that a lot of strategic information was not conveyed evenly. After training, internal communication becomes more open, transparent, and responsive. Administrators began using online discussion forums, digital communication groups, and scheduled regular meetings to strengthen coordination. This speeds up the decision-making process, increases members' sense of belonging to the organization, and strengthens a collaborative culture in carrying out institutional programs (Alqudah & Yusof, 2024).

One of the important achievements of the training and mentoring program is the beginning of the application of digital technology in the organization's administrative system. Previously, financial record-keeping, program documentation, and activity reporting were still carried out manually using paper and physical archives. This often hinders the effectiveness of management, especially in terms of data transparency and accuracy. After the training, administrators begin using cloud-based organizational management applications for activity logging, financial reports, and program documentation. The use of this technology provides ease in data tracking, speeds up the reporting process, and strengthens organizational accountability.

In addition to improving efficiency, the application of technology also expands the reach and accessibility of information for members of the organization. Each member can easily monitor the progress of the program, activity agenda, and financial reports in real time. Administrators can also integrate various digital communication features, such as *group chats*, *file sharing*, and activity notifications, which help build a more transparent and adaptive administrative system. This transformation is a strategic step to prepare community organizations to face governance challenges in the digital era (Alqudah & Yusof, 2024).

The Impact of the Implementation of the Governance Strengthening Model

The implementation of modern management training and assistance has had a significant impact on the effectiveness of community organizations' work programs. Prior to the implementation of interventions, work programs often ran without careful strategic planning, lack clear indicators of success, and lack of structured evaluation (Rten Huse, 1993). After the intervention, the organization's work program becomes more directed, measurable, and result-oriented (*result-based management*). Each activity is now prepared based on needs analysis, measurable targets, and a transparent reporting system. This makes the organization better able to manage resources optimally and avoid waste in the implementation of activities (Yulianti, 2020).

In addition, this change is also reflected in the improvement of the quality of coordination between fields within the organization. The implementation of the work program is now supported by a more planned and data-based project management system, making it easier to monitor and evaluate processes. With measurable performance indicators, administrators can identify obstacles that arise during the implementation of the program and immediately make improvements (Elfira & Santosa, 2023). This paradigm shift marks a shift from a reactive administrative approach toward proactive, performance-based organizational governance, as advocated in modern management practices.

Another impact that arises from the application of modern management is the strengthening of organizational accountability. A more transparent administration and reporting system allows members and stakeholders to gain greater access to information on resource usage, program achievements, and decision-making. This accountability is not only administrative, but also includes the moral and social responsibility of the administrator to the community. Increased openness in program reporting encourages greater trust from members of organizations and the general public in institutional performance (Raungratanaamporn et al., 2014)

This increase in accountability has direct implications for increasing public legitimacy towards organizations. Previously, public trust was often limited due to a lack of transparency and communication. After the intervention, the organization is able to demonstrate a commitment to *good governance* values such as honesty, responsibility, and openness (Vaartjes et al., 2015). The community becomes more confident to participate in organizational activities, provide resource support, and establish strategic cooperation. With stronger public legitimacy, organizations have a stronger position in driving social change and community building.

The application of modern management principles also results in the formation of institutional mechanisms that are more adaptive to changes in the social and technological environment. Before training, organizational structures tended to be rigid and less responsive to change, making it difficult to adapt work programs to community dynamics. After training and mentoring, organizations begin to develop decision-making mechanisms that are more flexible, data-driven, and involve member participation. This mechanism allows organizations to respond more quickly to opportunities and challenges that arise from the external environment.

Institutional adaptivity is also reflected in the use of digital technology in supporting the organizational governance process. Administration, communication, and documentation systems that were previously manual have now shifted to more efficient and accessible digital platforms. This strengthens the organization's ability to maintain program continuity, despite changes in the social or technological situation. Furthermore, an adaptive organizational structure also opens up room for innovation, allowing administrators and members to design programs that are more relevant to the needs of the community.

Assessment of Organizational Needs and Readiness

The results of the needs assessment show that most of the community organizations that are the subject of the study still face fundamental challenges in institutional management. The key needs identified include three crucial aspects, namely improving strategic planning capabilities, adaptive leadership, and digitizing administrative systems. Strategic planning skills are necessary for organizations to formulate measurable long-term visions, missions, and work plans. So far, many work programs have been prepared without a clear analysis of the situation and performance indicators, so their implementation is often not optimal (Xuan et al., 2023).

In addition, the adaptive leadership aspect is an important need given the rapid social, economic, and technological changes. Conventional hierarchical leadership is often unable to respond flexibly to change. Therefore, organizations need leaders who are able to build collaboration, empower members, and encourage innovation in running institutional programs (Semenets-Orlova et al., 2023). Administrative digitalization is also an urgent need so that organizations can increase efficiency, transparency, and accountability in recording activities, financial reporting, and storing institutional documents.

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Administrative digitalization is also an urgent need so that organizations can increase efficiency, transparency, and accountability in recording activities, financial reporting, and storing institutional documents. The level of readiness of community organizations in facing governance transformation varies from one organizational unit to another. Most of the management shows high enthusiasm and a strong willingness to adapt to change, especially in terms of the use of digital technology and managerial capacity building. However, this readiness is not completely evenly distributed. Some members still have limitations in operating technological devices and are not familiar with modern management concepts. Despite differences in readiness levels, these findings show great potential for institutional transformation (Zolotov, 2025). The factor of willingness to change into social capital is important that can be used in the subsequent training and mentoring process. With the right intervention strategy, organizations can accelerate the adaptation process so that it not only increases internal effectiveness, but also strengthens competitiveness in the face of changes in the external environment (Anon et al., 2020); (Ali et al., 2024; Dewanto et al., 2023).

CONCLUSION

The results of this study show an increase in the capacity of management in developing strategic work plans, improving the organization's administrative system, and increasing member participation in decision-making. In addition, there is an increase in the effectiveness of internal and external communication of the organization which has an impact on strengthening institutional independence. In conclusion, strengthening community organizational governance based on modern management is able to increase the adaptability, effectiveness, and sustainability of the organization in dealing with changes in the social and economic environment.

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