

**Analysis of Student Organization Management Conflict:
Case Study of the Appointment of Acting Regional Administrators of KAMMI
Medan and Deli Serdang**

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Article Info :	ABSTRACT
Accepted: 27-12-2025 Approved: 10-01-2026 Published: 04-03-2026	<p>Background: Internal conflict is an inseparable phenomenon from organizational dynamics, including student organizations that have complex structures, ideologies, and leadership mechanisms. The conflict within the Indonesian <i>Kesatuan Aksi Mahasiswa Muslim Indonesia</i> (KAMMI) at the Medan and Deli Serdang Regional Board levels reflects tensions between structural legitimacy and personal interests, triggered by indications of violations of the organization's khittah (basic principles) and the emergence of dual loyalty among administrators.</p> <p>Objective: This article aims to analyze the leadership conflict within KAMMI Medan and Deli Serdang, particularly focusing on the appointment of an Acting Leader (Plt.) by the Central Board as a form of structural conflict management.</p> <p>Method: This research employs a literature study method with a qualitative-descriptive approach.</p> <p>Findings and Implications: The findings indicate that unmanaged conflict has the potential to cause organizational dysfunction, reduce cadre trust, and hinder the cadre development process. The appointment of an Acting Leader by the Central Board represents a structural conflict management strategy aimed at maintaining organizational stability and restoring the legitimacy of regional management. This study contributes academically to the literature on student organizational conflict and offers practical insights for managing internal organizational conflicts based on values and formal rules.</p> <p>Conclusion: Structural intervention through the appointment of an Acting Leader serves as an effective mechanism for conflict resolution in student organizations, although its long-term success depends on the ability to rebuild trust and consolidate organizational vision. Strengthening communication mechanisms and internalizing organizational values are essential for preventing similar conflicts in the future.</p>
Keywords: internal conflict, student organizations, KAMMI, conflict management	

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INTRODUCTION

Student organizations play a strategic role in the development of character, leadership, and socio-political awareness among the younger generation. As collective learning spaces, student organizations serve not only as platforms for intellectual development but also as arenas for social interaction, fraught with differences in interests, backgrounds, and value orientations. In practice, these differences often give rise to complex internal dynamics and have the potential to trigger conflict. Conflict within student organizations is not entirely negative, but if not managed effectively, it can develop into structural issues that disrupt the organization's stability and sustainability (Bazezew & Neka, 2021; Cahya et al., 2025; Rahim, 2023; Saleh et al., 2024).

The Indonesian *Kesatuan Aksi Mahasiswa Muslim Indonesia* (KAMMI), as a national student organization, has a hierarchical organizational structure based on its Articles of Association and Bylaws (AD/ART) as the primary guideline for decision-making (Aini Nopianti et al., 2024; Harimurti, 2025). In this context, adherence to the results of national deliberations and the organization's chain of command are fundamental principles that must be upheld by all members and administrators. However, the reality on the ground shows that internal political dynamics, differing views, and vested interests can give rise to conflicts that test the organization's solidity (J.W. et al., 2011; Lan, 2025; Utomo et al., 2025).

The appointment of Acting Regional Administrators of KAMMI Medan and Deli Serdang by the Central Board is a concrete example of a student organization conflict that has escalated into a structural level. This conflict was triggered by indications of support from some regional administrators for a figure deemed illegitimate by the organization, resulting in dual loyalties and internal tensions. This situation is considered to have the potential to violate the organization's struggle principles and threaten the unity of the leadership structure established through the organization's official forum.

This phenomenon is interesting to study academically because it reflects how internal conflicts within student organizations can develop from differing views into a crisis of leadership legitimacy. Furthermore, the Central Board's decision to appoint an acting chairman can be understood as a form of structural intervention in organizational conflict management. Although student organization conflicts are quite common, academic studies specifically addressing the dynamics of leadership conflicts within KAMMI, particularly those that lead to structural interventions such as the appointment of Acting Members (Plt.), are still very limited. Therefore, this research is crucial in

filling this gap. Therefore, this article examines the leadership conflicts within KAMMI Medan and Deli Serdang by positioning them as case studies of student organizational conflict, and analyzing the causes, dynamics, and implications of these conflicts for the organization's sustainability.

RESEARCH METHOD

This study employed a qualitative approach with a library research method. Data were obtained from online media coverage of the internal conflict in the Medan and Deli Serdang KAMMI regions, as well as from scientific literature in the form of books and journals addressing conflict theory and organizational conflict management. To strengthen the analytical foundation, this literature review refers not only to classical theory, but also to previous research relevant to organizational conflict, both in the student sphere and other public organizations. Data were analyzed descriptively and analytically by linking the conflict phenomena to relevant theoretical concepts. This method was chosen because it allows researchers to gain a deeper understanding of organizational conflict through theoretical studies and available documentation.

RESULTS AND DISCUSSION

Context of Student Organization Conflict

The conflict within the KAMMI regional leadership in Medan and Deli Serdang cannot be separated from the ideological, structural, and cadre-based characteristics of student organizations. Student organizations like KAMMI not only carry out administrative functions but also carry a mission, values, and ideological principles that must be upheld by each administrator and cadre. In this context, conflict arises when there is a discrepancy between the actions of regional administrators and organizational decisions established through the highest forum, such as a national conference or deliberation. Based on the news reports that became the object of this study, the conflict began with indications of support from some regional administrators for figures claiming leadership outside the official structure recognized by the Central Executive. This situation is seen as a serious threat to organizational unity because it has the potential to create dual leadership and confusion at the grassroots cadre level.

In the reality of student organizations, such conflicts often do not emerge suddenly, but rather are the accumulation of internal dynamics that have been ongoing for a certain period of time. Tensions between individuals, differing interpretations of the Articles of Association (AD/ART), and ineffective internal communication can be latent factors that increase the

potential for conflict (Hartati et al., 2025). In the cases of KAMMI Medan and Deli Serdang, the context of the conflict demonstrated a shift in orientation among some administrators from structural loyalty to personal or group loyalty. This shift raises questions about the administrators' commitment to organizational principles and demonstrates the weak internalization of institutional values in daily leadership practices.

Furthermore, this conflict also reflects the challenges faced by student organizations in maintaining consistency between idealism and internal political realities. As a cadre organization, KAMMI demands adherence to deliberation mechanisms and collective decisions. However, when the interests of certain individuals or groups are dominant, conflict becomes difficult to avoid. The context of this conflict demonstrates that student organizations are not immune to the symptoms of power conflicts, even when framed within narratives of struggle and preaching. Thus, the conflict between KAMMI Medan and Deli Serdang can be understood as a structural and ideological organizational conflict, not simply a personal issue between administrators.

Causes of Internal Conflict

The causes of conflict within the KAMMI Medan and Deli Serdang leadership are multidimensional and interrelated. One key factor is the emergence of dual loyalty among regional administrators. This dualism occurs when some administrators show support for figures deemed illegitimate by the organization, creating a conflict between loyalty to official organizational decisions and loyalty to specific individuals. In a cadre-based organization like KAMMI, structural loyalty is the primary foundation of organizational sustainability. When this foundation is compromised, conflict becomes inevitable and has the potential to develop into a legitimacy crisis.

Furthermore, the conflict was also triggered by alleged violations of the organization's Articles of Association and Bylaws (AD/ART). The AD/ART serve as normative guidelines governing leadership mechanisms, decision-making, and internal problem-solving. When regional administrators are deemed to no longer be in line with these provisions, the Central Executive has the organizational basis to conduct evaluations and interventions. In this context, conflict is understood not merely as a difference of opinion, but as a matter of compliance with the organization's formal rules. This demonstrates that the conflict between KAMMI Medan and Deli Serdang has a strong normative dimension.

Another factor exacerbating the conflict is weak internal communication and clarification mechanisms at the regional level

(Folorunsho & Samuel, 2025). The lack of open dialogue between regional and central administrators can lead to misunderstandings that develop into suspicion and tension. In student organizations with hierarchical structures, healthy two-way communication is key to conflict prevention. When communication is blocked, corrective action is often taken in the form of firm structural policies, such as the appointment of an Acting Director. Thus, this conflict reflects a failure in early conflict management, making escalation inevitable.

Dynamics of Appointing Acting Officials as a Conflict Management Strategy

The appointment of Acting Regional Administrators of KAMMI Medan and Deli Serdang by the Central Board represents a structural intervention aimed at controlling conflict and restoring organizational stability. From a conflict management perspective, this step can be understood as an authoritative strategy taken when internal mechanisms at lower levels are no longer functioning effectively. The Central Board, as the highest authority within the conference, has the legitimacy to make strategic decisions to maintain the organization's mission and continuity (Rizal & Ramadhan, 2025).

Organizationally, the appointment of an Acting Regional Head serves to restore the chain of command and ensure that organizational activities continue to run in accordance with central policy guidelines (Widodo et al., 2024). The Acting Regional Head is given a limited mandate to carry out coordination functions, consolidate cadres, and prepare for further organizationally legitimate deliberation forums, such as the Extraordinary Regional Conference (Musdalub). Thus, the Acting Regional Head not only serves as a temporary administrator but also as an instrument for medium-term conflict resolution.

However, the dynamics of appointing Acting Members also pose potential challenges (Blommaert & van den Brink, 2020; Hancı et al., 2024; Shakirova, 2015). On the one hand, this policy can mitigate conflict by reasserting structural authority. On the other hand, if not accompanied by a persuasive approach and effective communication, the appointment of Acting Members has the potential to generate resistance from some cadres. Therefore, the effectiveness of this strategy depends heavily on the Acting Member's ability to rebuild internal trust and reunite cadres within the framework of organizational goals. In the context of KAMMI Medan and Deli Serdang, the appointment of Acting Members reflects the Central Board's serious efforts to maintain organizational integrity amidst conflicts that threaten structural stability.

Implications of Conflict on Organizations

The internal conflict within the KAMMI Medan and Deli Serdang management has had significant implications for the organization's performance and image. One of the most obvious impacts is the disruption of the organization's cadre development agenda and work programs. When the management's energy is absorbed by internal conflict, the focus on cadre development and social activities is neglected. This has the potential to reduce the quality of the organization's output and weaken KAMMI's role as a progressive student organization.

Another implication is a decline in cadre trust in organizational leadership. Open and public conflict can create confusion and apathy among members. If not promptly resolved, this situation can weaken internal solidarity and increase organizational fragmentation. In the long term, such conflict can hinder leadership regeneration and reduce the organization's attractiveness to potential new cadres.

Furthermore, internal conflicts also impact the organization's external image. As a student organization active in the public sphere, KAMMI has a moral responsibility to maintain the integrity and consistency of the movement. Publicizing leadership conflicts can impact the public's and external partners' perceptions of the organization's credibility. Therefore, conflict resolution is crucial not only for internal stability but also for the organization's continued role in the social and national context.

Comparative Analysis with Previous Research

To strengthen the novelty of this research, comparisons with several previous studies are necessary. Study on conflict in extra-campus student organizations focused primarily on horizontal conflicts between individuals without addressing structural interventions (Bahri, 2024; Galantini Velarde et al., 2024; Jamilah, 2021). Meanwhile, Yanuar Ramadhan et al. (2025) study on conflict management in youth religious organizations focused more on cultural approaches and mediation, rather than on formal mechanisms such as the Articles of Association (AD/ART) and the appointment of Acting Directors as a form of conflict resolution.

Unlike these two studies, this case study of KAMMI Medan and Deli Serdang specifically highlights how conflicts rooted in violations of the Khittah (the basic principles) and formal regulations were responded to with structural intervention by higher authorities. The novelty of this research lies in its in-depth analysis of the appointment of Acting Directors not merely as an administrative solution, but as a conflict management strategy with normative, structural, and ideological implications within cadre organizations.

This issue has not been widely explored in the literature on conflict management in Indonesian student organizations.

CONCLUSION

Based on the analysis and discussion conducted, it can be concluded that the conflict within the KAMMI Medan and Deli Serdang leadership is an organizational conflict of structural, normative, and ideological nature. This conflict was triggered by dual loyalties among the management, alleged violations of organizational regulations (AD/ART), and weak internal communication. The impact of this conflict not only disrupts organizational stability and performance but also undermines cadre trust and has the potential to tarnish the organization's public image. The appointment of an Acting Chairman by the Central Board is a structural conflict management strategy aimed at restoring leadership legitimacy and maintaining organizational sustainability. This research confirms that the structural intervention of appointing an Acting Chairman is not merely an administrative measure, but rather a complex conflict resolution strategy with normative and ideological implications. While this step is effective in de-escalating the conflict, its long-term success depends heavily on the Acting Chairman's ability to rebuild trust and unify the cadre's vision. Thus, conflict can serve as an opportunity for organizational evaluation and strengthening, provided it is managed constructively. Strengthening communication mechanisms, internalizing organizational values, and enhancing the leadership capacity of cadres are key to preventing similar conflicts in the future.

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