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DESIGNING ORGANIZATIONAL DEVELOPMENT FRAMEWORK FOR CV PUTRI INTAN KENCANA (JERNIP KENCANA)

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Abstract

This study aims to develop an organizational development framework to support succession readiness in a family owned small and medium enterprise, using Jernip Kencana as a case study. A qualitative approach was employed through semi structured interviews, non participant observation, and document analysis. The data were analyzed using thematic analysis guided by Greiner's Growth Model, the Three Circle Model, and Leavitt's Diamond Model. The findings indicate that Jernip Kencana is experiencing a crisis of leadership characterized by strong founder dependency, informal operational processes, and limited organizational autonomy. A conflict between family oriented socioemotional priorities and business efficiency creates resistance to professionalization, while misalignment across task, structure, people, and technology variables further weakens succession readiness. This study proposes a culturally adaptive organizational development framework that emphasizes value alignment, gradual delegation of authority, and institutionalization of critical knowledge to ensure business continuity while preserving the company's social mission.

Keywords: Organizational Development, Family Business, Succession, Founder Dependency, SMEs, Indonesia

INTRODUCTION

Small and Medium Enterprises (SMEs), or Usaha Mikro Kecil dan Menengah (UMKM), play a pivotal role in the Indonesian economy, contributing approximately 61% of national Gross Domestic Product (GDP) and absorbing nearly 97% of the workforce (Nur Kholifah & Trie Andini, 2024). Beyond their macroeconomic contribution, SMEs also function as vehicles for social inclusion, local cultural preservation, and income redistribution, particularly among indigenous (pribumi) communities (Hill, 2001). Despite their strategic importance, many Indonesian SMEs remain trapped in survival-oriented business models and struggle to transition toward sustainable and scalable growth.

Previous studies have consistently identified a range of internal constraints that hinder SME development, including limited managerial capability, informal human resource practices, lack of standardized operating procedures, technological inadequacies, and inefficient production systems (Irjayanti & Azis, 2012; Cahya H, 2025). These challenges are particularly prevalent in family-owned enterprises, where business operations are often highly centralized around founders and embedded within informal social relationships. While such structures may provide flexibility and trust in early stages, they frequently become barriers to organizational resilience and long-term sustainability.

One of the most critical yet underexplored challenges faced by family-run SMEs is succession readiness. Research indicates that a significant proportion of family businesses fail to survive beyond the first generation due to the absence of formal succession planning, overreliance on founders' tacit knowledge, and difficulties in separating family roles from professional management (PwC, 2023). In the Indonesian context, where many SMEs are founded with strong social missions and communal values, the transition of leadership poses both organizational and cultural risks.

This study addresses these issues through an in-depth case study of CV Putri Indah Kencana, commercially known as Jernip Kencana, a traditional herbal beverage producer based in Kuningan, West Java. Established in 1996 with a strong social mission to empower unemployed local residents, the company has maintained steady market acceptance and community trust. However, its operations remain largely informal, with manual processes, fluctuating labor capacity, and heavy dependence on the founder for daily decision-making and quality control. Such characteristics reflect broader patterns observed among Indonesian SMEs that face difficulties in professionalizing their internal management systems (Tambunan, 2021; Ratnaningtyas et al., 2025).

Preliminary findings indicate that Jernip Kencana is currently experiencing symptoms consistent with a "Crisis of Leadership" as described in Greiner's Growth Model (Greiner, 1994), where founder-centric control begins to constrain organizational growth. The company's vulnerability is further exacerbated by cultural resistance to formal authority structures, low employee skill levels, and the absence of institutionalized knowledge. These conditions collectively threaten the firm's ability to sustain operations beyond the founder's tenure and to successfully navigate the succession process.

Given this context, the core issue examined in this study is the misalignment between Jernip Kencana's founder-dependent operational model and the organizational resilience required for leadership succession and long-term growth. Rather than focusing on external market factors, this research emphasizes internal organizational development as a prerequisite for sustainability. Strengthening internal capabilities in human resource management, operational standardization, leadership distribution, and cultural change management is essential before the company can pursue broader expansion strategies.

Accordingly, this study aims to analyze the internal barriers that hinder succession readiness in Jernip Kencana and to propose a tailored organizational development framework that formalizes operations while preserving the company's social values. By addressing structural, operational, and cultural dimensions simultaneously, this research seeks to contribute to the broader discourse on succession and organizational development in Indonesian family-owned SMEs.

REVIEW OF LITERATURE

Research on Indonesian Micro, Small, and Medium Enterprises (SMEs), particularly those that are family owned, has emphasized that their contribution to the national economy is accompanied by governance and cultural complexities that shape their long-term development trajectory. While the family-based structure can generate resilience and accelerate early-stage growth, it also introduces non-market dynamics such as authority centralization, relationship-based coordination, and value preservation that often complicate professionalization efforts (Gersick et al., 1997). As a result, understanding family-owned SMEs requires moving beyond economic performance indicators to examine the sociocultural and governance factors that influence decision-making, organizational behavior, and internal change readiness.

A useful lens for interpreting these dynamics is Hofstede's cultural framework, which describes Indonesia as a society characterized by high power distance and collectivism (Hofstede, 2011; Lee & Ande, 2023). High power distance strengthens acceptance of hierarchy and founder-centered authority, thereby legitimizing centralized control and making delegation and contestation of decisions structurally difficult. In parallel, collectivism encourages relationship loyalty and communal harmony, which can blur the boundary between professional and family contexts. This combination explains why the introduction of formal rules, impersonal performance metrics, and standardized accountability mechanisms may be perceived not merely as managerial improvements, but as cultural disruptions within many Indonesian family enterprises.

Beyond cultural dimensions, family-owned SMEs are also shaped by the pursuit of socioemotional wealth, which refers to non-financial utilities such as family identity, influence, legacy, and continuity (Gómez Mejía et al., 2007). In practice, socioemotional wealth can drive strategic choices that prioritize social missions and family harmony over short-term economic optimization. In the context of Jernip Kencana, the founder's social mission acts as a crystallized form of socioemotional wealth, influencing organizational identity and employee relationships. However, this orientation can also generate intergenerational tension when successors pursue modernization and profitability while founders emphasize legacy and social purpose. Such tensions are widely noted in the literature on family business succession in Southeast Asia, where the conflict between socioemotional wealth preservation and professionalization often becomes a defining challenge for business continuity (Basco et al., 2021).

Succession is therefore not only a leadership transition but also a major organizational shock that exposes governance fragility and cultural resistance within founder-dependent SMEs. Industry observations frequently suggest that only a minority of family businesses survive beyond the second and third generations, underscoring that succession is a complex and long-term process involving the transfer of power, knowledge, and organizational identity (Le Breton Miller et al., 2004). A key predictor of failure is the absence of formal succession planning, which often results in excessive reliance on a founder's tacit knowledge and informal authority, conditions that are consistent with many early-stage family enterprises.

The succession process is closely linked to organizational change dynamics that are unique to family-owned firms. The concept of the founder's shadow describes situations in which founders resist successor-led modernization in favor of preserving established identity, while long tenured employees often anchor their loyalty to the founder rather than to formal organizational roles (Wasserman, 2008). For employees socialized in relationship-based work cultures, professionalization may be interpreted as a threat to security and belonging. At the same time, differences in strategic orientation across generations can create organizational deadlocks, as founders focus on preserving socioemotional wealth while successors emphasize performance improvement and competitiveness (Berrone et al., 2012). These human centered tensions indicate that succession readiness cannot be achieved through structural adjustments alone.

For this reason, organizational development is frequently positioned as an appropriate intervention for family-owned SMEs undergoing transformational change. Organizational development is defined as a planned effort to improve organizational effectiveness and health through interventions in processes, structures, and culture (Cummings & Worley, 2015). Unlike simple top-down change initiatives, organizational development emphasizes diagnosis, capability building, and alignment between organizational systems and strategic objectives. In founder-dependent enterprises such as Jernip Kencana, organizational development provides a pathway to formalize roles and routines while managing cultural transition so that professionalization does not undermine the firm's social mission and internal cohesion.

The intended outcome of organizational development interventions in this context is often framed through the concepts of organizational resilience and business continuity. Organizational resilience is commonly understood as the capacity of an organization to respond, recover, and adapt during periods of disruption, as well as the ability of its members to remain effective in the face of adversity (Hillmann & Guenther, 2021; Linnenluecke, 2017). In family-owned SMEs, leadership succession represents one of the most predictable disruptions. Organizations that lack resilience may stagnate or fail following the founder's departure. The literature further emphasizes that resilience must be embedded within organizational culture through learning capability, adaptability, and coordinated problem solving (Lengnick Hall et al., 2011).

Business continuity extends this discussion by emphasizing survival and sustained performance during and after leadership transition. While the concept originally emerged from disaster-oriented continuity planning, it has increasingly been applied to strategic disruptions such as leadership change (Herbane, 2010). In the context of family owned SMEs, business continuity refers to the organization's ability to maintain operations, preserve value, and remain competitive following succession. Within this study, business continuity is treated as an outcome that reflects the effectiveness of organizational development in transforming founder dependency into institutionalized capability.

To address the multifaceted challenges of succession and sustainability, this study adopts an integrated theoretical foundation combining three complementary frameworks. First, Greiner's Growth Model conceptualizes organizational development as a sequence of growth phases, each culminating in a crisis that must be resolved to enable further progress (Greiner, 1994). Founder dependency and leadership crisis are common constraints in early organizational stages, making this model relevant for explaining the timing of Jernip Kencana's internal challenges. Second, the Three Circle Model of family business distinguishes the overlapping subsystems of family, business, and ownership, enabling deeper diagnosis of goal misalignment and internal conflict (Tagiuri & Davis, 1996; Gersick et al., 1997). Third, Leavitt's Diamond Model frames the organization as an interdependent system of tasks, people, structure, and technology, providing a holistic guide for designing organizational development interventions (Leavitt & Bahrami, 1988).

Taken together, the literature indicates that sustainability challenges in family-owned SMEs arise from the interaction between cultural norms, governance priorities, and structural vulnerabilities, particularly during leadership transition. An organizational development approach grounded in integrated growth, family business, and socio-technical models, therefore, provides a theoretically sound foundation for building organizational resilience and ensuring long-term business continuity.

RESEARCH METHOD

This study adopts a qualitative research approach using a case study design to explore the internal organizational challenges faced by a family-owned SME in Indonesia, namely Jernip Kencana. Qualitative methodology is particularly suitable for this research as it enables an in-depth understanding of complex organizational dynamics, leadership dependency, and cultural factors that cannot be adequately captured through quantitative measurement (Creswell, 2018; Saunders et al., 2023). The study is grounded in an interpretivist perspective, emphasizing meaning, context, and participants' lived experiences within the organization.

The research was conducted on site at Jernip Kencana's primary production and operational facilities in Kuningan, West Java. Data were collected through multiple qualitative methods to ensure richness and credibility of findings, including semi-structured interviews, non-participant observation, and document analysis. The use of multiple data sources allowed for triangulation, strengthening the validity of interpretations by comparing evidence across different perspectives and methods (Yin, 2018).

Participants were selected using purposive sampling, a non-probability technique that focuses on individuals who possess in-depth knowledge of the organizational processes under study (Patton, 2015). The sample comprised key internal stakeholders, including the founder and current CEO, family members involved in management and succession, and a long-serving non-family employee who had experience across multiple operational functions. This sampling strategy ensured a holistic understanding of strategic, managerial, and operational dimensions of the business.

Semi-structured interviews served as the primary data collection instrument. An interview guide with open-ended questions was used to provide consistency across interviews while allowing flexibility to probe emerging themes related to leadership dependency, succession readiness, operational practices, and organizational culture. All interviews were conducted with informed consent, audio recorded, and transcribed verbatim to ensure data accuracy. To complement interview data, non-participant observation was employed to capture daily operational routines, employee interactions, and informal work practices, providing contextual insights into discrepancies between stated practices and actual behavior (Saldaña et al., 2014). Relevant internal documents, such as production records, informal financial notes, and external communications, were also analyzed to support data triangulation.

Data analysis was conducted using thematic analysis, following a systematic and iterative process of familiarization, coding, theme development, review, and refinement (Saunders et al., 2023). The analysis combined deductive and inductive approaches. Deductively, data were interpreted through the lenses of Greiner's Growth Model, the Three Circle Model of family business, and Leavitt's Diamond Model to diagnose growth stage challenges, governance conflicts, and structural misalignments. Inductively, additional themes were allowed to emerge directly from participant narratives, ensuring that the analysis remained grounded in empirical data.

Following theme development, triangulation was applied by cross-validating themes across interviews, observations, and document analysis. Themes supported by multiple data sources were treated as robust, while single-source findings were interpreted cautiously. This approach enhanced the credibility and dependability of the findings.

Ethical considerations were strictly observed throughout the research process. Participation was voluntary, informed consent was obtained from all participants, and confidentiality and anonymity were ensured in reporting the findings. To address potential researcher bias, reflexivity was maintained through ongoing documentation of analytical decisions and regular consultation with academic supervisors, ensuring that interpretations remained analytically rigorous and theoretically grounded.

RESULTS AND DISCUSSION

The analysis integrates data from semi-structured interviews, non-participant observations, and document analysis, interpreted through the lenses of Greiner's Growth Model, the Three Circle Model of family business, and Leavitt's Diamond Model. The findings reveal that Jernip Kencana is experiencing a compounded organizational crisis driven by founder dependency, institutional logic conflict, and low operational readiness, which together pose a serious threat to leadership succession and long-term business continuity.

Organizational Growth Stage and the Crisis of Leadership

The first critical finding concerns the organizational growth stage of Jernip Kencana. Based on Greiner's Growth Model, the company remains in Phase 1, growth through creativity, and has entered a crisis of leadership. This stage is typically characterized by informal structures, centralized authority, and reliance on the founder's personal capabilities. Empirical evidence from interviews strongly confirms this diagnosis.

The founder explicitly stated that virtually all decisions are made by her, including routine operational matters. Successor interviews further corroborated this condition, noting that directors mainly execute instructions rather than exercise managerial discretion. Observational data strengthened this finding by demonstrating that production activities were delayed when the CEO was unavailable, indicating that the organization lacks procedural independence. These findings align with Greiner's argument that founder-led organizations eventually reach a scalability limit when operational complexity exceeds the founder's capacity to control it alone.

This leadership crisis is not merely administrative but structural in nature. The company has not transitioned into Phase 2, growth through direction, where formal systems, delegated authority, and standardized procedures replace personal control. As a result, the organization remains vulnerable to disruption, particularly in the context of impending succession.

Table 1. Growth indicator's thematic analysis summary

Thematic Analysis (Growth Indicator)			
Interview Result	**Code**	**Theme**	**Interpretation**
"Everything the company does is decided by me" - CEO	Centralized Decision Making	Growth Indicator	The CEO refuses to delegate tasks due to her distrust to her directors (Family)
"I don't trust any of the directors to handle important tasks" - CEO			
"Most of the decision is made by the CEO… We (directors) only do what job she told us to do" - Director			
"They still depend on me very much" - CEO	CEO Dependency		The company is highly dependent on one person (the CEO) and while the CEO is aware, she reinforces it by not trusting her directors.
"We need more people to take care of different process… can't expect the CEO to take care of all of them" - Director			
"If the succession happens… maybe some people will leave... Suppliers would be affected since they came from and trusted the CEO, and anybody left would be less motivated" - Employee			
"Everything needs the direct involvement of the CEO is also an issue" - Director	Scalability Problem		The company cannot grow because its capacity is limited by the current CEO's sole managerial capability.
"The most complex problem… when there are big orders… I can't oversee the employee with how old I am" - CEO			

Family Business Logic and Institutional Conflict

While the growth stage analysis explains what is happening, the Three Circle Model explains why the organization is unable to progress. The findings indicate a strong dominance of the Family and Ownership circles over the Business circle, resulting in an institutional logic conflict. The founder's prioritization of socioemotional wealth, particularly her social mission to support vulnerable community members, has become the central organizing principle of the firm.

Interview data clearly show that profit maximization and efficiency are consciously subordinated to social objectives. Employees described flexible working hours, lenient supervision, and personalized accommodations as defining features of the organization. While these practices foster loyalty and emotional attachment, they simultaneously weaken operational discipline. This finding is consistent with socioemotional wealth theory, which suggests that family firms often accept economic inefficiencies to protect identity, control, and legacy.

A second major barrier emerges in the form of generational prioritization conflict. Successors recognize the need for professionalization, market expansion, and technological upgrading to ensure survival. However, these initiatives are constrained by the founder's reluctance to relinquish control. This results in pseudo-delegation, where formal authority exists without real decision power. Employees, observing this inconsistency, rationally choose to bypass successors and report directly to the founder, reinforcing her dominance.

The third barrier is cultural resistance to formalization. Employees interpret standardized procedures, fixed schedules, and performance metrics as threats to the relational contract established by the founder. This resistance is not irrational but culturally grounded. Indonesia's high power distance legitimizes paternalistic authority, while collectivism emphasizes loyalty and harmony over impersonal rules. Consequently, professionalization is perceived as cultural betrayal rather than organizational improvement.

Operational Readiness and Founder Dependency

Beyond governance and culture, the analysis of operational readiness using Leavitt's Diamond Model reveals severe deficiencies across all four organizational variables: task, structure, people, and technology. Importantly, these deficiencies do not exist in isolation but reinforce one another, creating systemic fragility.

Task Dimension

Tasks at Jernip Kencana are largely informal and defined verbally by the founder. Critical operational knowledge, including the core product recipe, exists solely as tacit knowledge. Interviews revealed that employees rely on daily instructions rather than documented procedures, making product quality and consistency dependent on the CEO's presence. Observations further showed that existing SOPs are symbolically displayed but practically ignored, reflecting a misalignment between formal artifacts and lived practices.

Structure Dimension

Structurally, although an organizational chart exists, it is non-functional. Roles are fluid, reporting lines are informal, and authority is centralized in the founder. This structural ambiguity directly explains failed initiatives such as the abandoned digital sales channel, where no role ownership was assigned. The absence of defined decision rights prevents successors from developing leadership legitimacy and operational control.

People Dimension

The people variable is characterized by a deliberately low skill, high supervision model aligned with the founder's social mission. Hiring decisions prioritize social inclusion over competence, resulting in limited workforce capability. There is no formal training, performance evaluation, or knowledge transfer mechanism. Directors themselves lack full access to critical organizational knowledge, further weakening succession readiness.

Technology Dimension

Technological readiness is minimal. Production remains manual, administrative records are kept in personal notebooks, and no integrated information systems exist. This technological lag concentrates information power in the founder, reinforcing structural dependency and limiting scalability.

Systemic Risk and Implications for Succession

The most critical insight from the analysis is that the founder currently functions as the sole compensatory mechanism holding the organization together. She compensates for undocumented tasks through direct supervision, for low employee capability through personal guidance, for technological gaps through personal record keeping, and for structural weaknesses through centralized decision making. This concentration of compensatory functions creates a fragile equilibrium. From a systems perspective, the founder's departure would remove this compensatory mechanism, leaving no institutional structure capable of maintaining operations. Succession under current conditions, therefore, represents an existential risk rather than a routine transition.

These findings strongly support the argument that organizational development at Jernip Kencana must be systemic and culturally adaptive. Technical fixes alone, such as introducing SOPs or digital tools, are insufficient without addressing governance logic and cultural meaning. Professionalization must be reframed not as abandoning the founder's social mission but as the only way to sustain it across generations.

CONCLUSION

This study aimed to develop an organizational development framework to support Jernip Kencana in its transition from a founder-dependent SME toward a more sustainable and succession-ready organization. Based on the qualitative analysis of interviews, observations, and document review, the findings indicate that Jernip Kencana is currently trapped in a crisis of leadership, consistent with Phase 1 of Greiner's Growth Model. The organization lacks operational autonomy and remains highly dependent on the founder as the sole decision maker and problem solver.

The results show that this vulnerability is driven by three interrelated barriers. First, the company experiences operational paralysis due to its reliance on the founder's tacit knowledge, particularly in core processes such as production and quality control. Second, there is a persistent institutional logic conflict between family-centered values that prioritize socioemotional wealth and business-oriented demands for efficiency and professionalization. This conflict causes formal systems, such as SOPs, to be symbolically adopted but practically ignored. Third, severe systemic misalignment across task, structure, people, and technology variables reinforces founder dependency and prevents organizational learning and scalability.

To address these challenges, this study concludes that a conventional, top-down restructuring approach is unlikely to succeed. Instead, Jernip Kencana requires a culturally adaptive organizational development strategy that aligns professionalization efforts with the founder's social mission. The proposed framework emphasizes strategic value alignment, functional authority redistribution, and institutionalization of critical knowledge through simplified documentation and digital systems. By reframing profit generation as a mechanism to sustain the company's social purpose, the framework enables gradual delegation, reduces cultural resistance, and supports succession readiness.

Overall, this study demonstrates that successful succession in family-owned SMEs is not merely a matter of leadership replacement, but a systemic transformation process. Organizational resilience and business continuity can only be achieved when governance logic, culture, and operational systems are aligned to function independently of the founder's personal involvement.

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