THE DUALITY OF STRUCTURE: EXAMINING SUARA.COM'S ADAPTIVE STRATEGIES IN A VOLATILE MEDIA LANDSCAPE

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Abstract
Digital transformation has forced Suara.com, one of Indonesia's leading online media platforms, to undergo profound organizational restructuring to survive algorithmic disruption and the pressures of digital capitalism. This study aims to analyze Suara.com's structural dynamics through the perspective of Anthony Giddens' Structuration Theory, focusing on the interaction between "rules" and "resources" as elements of a non-physical, flexible, and evolving organizational structure. Using a qualitative approach, this study collected data through in-depth interviews with key editorial and managerial staff, supported by content analysis, non-participant observation, and document review. The findings reveal that Suara.com integrates the roles of a media organization with those of a digital agency, a community network coordinator, and an event organizer. While editorial autonomy serves as a key authoritative resource, financial needs have driven a diversification strategy that risks blurring the boundaries between journalism and commercial interests. The study concludes that Suara.com's structural flexibility reflects a capacity for adaptability and compromise, where journalistic ideals are continually negotiated under the shadow of market logic and algorithmic dominance.

Keywords: Digital Journalism, Online Media, Giddens' Structuration Theory, Commodification of Information.

1.Introduction

The Indonesian media industry is currently undergoing a profound and challenging transition. This era is defined by a significant shift in how society consumes media, largely propelled by rapid technological advancements and the pervasive rise of social media platforms. This fundamental change has led to a drastic decline in traditional advertising revenues, which historically formed the backbone of media organizations' financial sustainability.[1]. Consequently, many media outlets across Indonesia have been forced to either cease operations entirely or implement severe efficiency measures, including significant workforce reductions, merely to survive in this volatile landscape.[2].

This report analyzes the online media structure of Suara.com through the lens of Anthony Giddens' structuration theory, a sociological framework that, while not inherently critical, can be utilized to uncover the power dynamics and inherent contradictions within contemporary media organizations. Giddens rejected the traditional dichotomy between structural determinism and voluntarism, instead proposing that human agency and social structure are interconnected elements that influence each other in what he termed the "duality of structure." [3].

In Giddens' view, structure is not a static, physical entity, but rather non-physical, flexible, and constantly changing "rules" and "resources" that are reproduced through ongoing social practices. Structure includes recurrent patterned arrangements, both formal (e.g., laws, institutions) and informal (e.g., cultural norms, values), that influence or limit individuals' choices and opportunities.[4]. Rules refer to the normative elements of social life, encompassing shared understandings, norms, and conventions that guide social interaction, serving as guidelines used by agents in their actions. Resources, on the other hand, are various types of "capital" that individuals or organizations use to achieve their goals. Giddens distinguishes between authoritative resources, which relate to power and control over people or other agents (including knowledge, status, and social connections), and allocative

resources, which pertain to control over material objects or economic capital. The central concept of "duality of structure" states that structure is "both the medium and the outcome of the practices which constitute social systems".This means that agents use existing structures in their actions, and through these actions, they simultaneously reproduce or even transform the structure itself.[5]. A classic example is language: individuals use existing language (structure) but also contribute to its evolution as they speak. Giddens also emphasizes that agents are knowledgeable objects whose actions are influenced by unintended consequences and unacknowledged conditions, yet they are also elements that reproduce social structure and produce social change.

From a critical perspective, Giddens' emphasis on structure as "rules and resources" that are "flexible and constantly changing" can be interpreted as an organizational adaptation mechanism in the face of global capitalism and the dominance of digital platforms. If structure is understood as a static physical entity, adaptation to a dynamic environment will be difficult. However, the view that structure and agency are intertwined suggests that an organization's internal "rules" (such as decision-making protocols, operational norms) and "resources" (such as financial capital, human expertise, networks) are not merely external constraints, but are actively shaped and reshaped by the actions and decisions of its members.[6]. Therefore, an organization's ability to quickly adjust its internal rules and reallocate its resources in response to external pressures (such as market disruptions or technological shifts) is a direct manifestation of its highly flexible and dynamic structural nature. This theoretical lens allows for a deeper analysis that goes beyond simple narratives of "responding to change," instead highlighting how the very nature of organizational structure, as a set of rules and resources, actively facilitates or hinders such adaptation.

Suara.com operates within this challenging environment, emphasizing its strong independence, not being affiliated with large corporations, political entities, or conglomerates. The majority of its shares (over 40%) are publicly owned after its IPO.This claim of independence is put forward as a key factor enabling full autonomy for management and editorial teams in decision-making, making them "very flexible" and adaptive to the demands of the times.

Suara.com's explicit statement regarding its independence from political or conglomerate interests, from a critical perspective, can be seen as a positioning strategy in a competitive media market. This rule, by preventing external interference, directly enables the agency of its management and editorial team to adapt quickly to market pressures, not solely to maintain journalistic integrity. The managerial capacity to make "full decisions" without undue external constraints then facilitates the rapid and flexible reconfiguration of other internal "rules" (e.g., increasing the frequency of strategic meetings) and "resources" (e.g., diversifying revenue streams, reallocating journalist roles)[7].

Therefore, this fundamental rule of independence acts as a crucial driver for the dynamic and adaptive structural properties of the organization.[8], thus illustrating Giddens' assertion that structure can be both constraining and enabling. However, the critical question is: does this "flexibility" lead to the strengthening of independent journalism or a deeper compromise with market logic?

The purpose of this report is to comprehensively analyze how the non-physical and constantly changing structure of Suara.com's online media can be understood and elaborated through the lens of "rules" and "resources" in Giddens' structuration theory, with an emphasis on the critical implications for journalistic practice and media sustainability.

2.Materials and Methods

This research employs a qualitative approach to deeply explore the complex interplay between agency and structure within Suara.com, as conceptualized by Giddens' structuration theory. The primary data collection method involved in-depth interviews with key informants who possess intimate knowledge of the organization's operations, strategic decisions, and internal dynamics. Specifically, interviews were conducted with the Editor-in-Chief of Suara.com and the Managing Editor of Suara.com. These interviews allowed for a rich, nuanced understanding of the "rules" (both formal and informal) that govern the organization and the "resources" (authoritative and allocative) that are mobilized and transformed through daily practices.

To further enrich the analysis and provide a more comprehensive understanding of Suara.com's structure from a critical perspective, the following additional qualitative methods would be highly beneficial.[9].

Observation (Non-Participant): Observing the daily operations within the newsroom and other relevant departments (e.g., ad operations, community management) could offer insights into the practical application of organizational "rules" and the dynamic allocation of "resources." This would provide a direct view of how journalists and other staff navigate their roles, adapt to new technologies, and interact within the evolving structural context. It could also highlight any tensions or contradictions arising from the diverse business models.

Document Analysis: Reviewing internal organizational documents would provide a formal understanding of the stated "rules" and resource allocation strategies. Comparing these formal documents with the insights gained from interviews and content analysis could reveal discrepancies between stated policies and actual practices, further illuminating the "unacknowledged conditions" and "unintended consequences" that Giddens emphasizes.

By combining these methods, the research aims to provide a robust and multi-layered critical analysis of Suara.com's structural dynamics, moving beyond surface-level descriptions to uncover the deeper implications of its adaptation strategies in the digital media landscape.

3. Results

This section presents the key findings regarding Suara.com's structure, analyzed through the lens of Giddens' concepts of rules and resources, with a critical perspective on their implications.

3.1.Suara.com's Structure as Authoritative Rules and Resources: A Critical Review

3.1.1. Independence and Management Autonomy as Internal Rules Shaping Structure: A Pragmatic Compromise?

Suara.com explicitly states its position as a media outlet not under the control of owners with vested interests or conglomerates, with the majority of its shares (over 40%) owned by the public. This lack of external intervention directly delegates full decision-making power to the management and editorial team, which in turn allows the organization to be very flexible and adaptive to the demands of the times. This principle of independence operates as a fundamental normative rule that implicitly and explicitly guides behavior, work ethic, and strategic direction throughout the organization, especially at the management and editorial levels. It is a rule that, although it might not always be written in a manual, is strictly adhered to and forms the basis of Suara.com's operations.

The decision-making autonomy arising from this independence is a substantial authoritative resource. Management and the editorial team are given power and control (authority) to direct the organization, allocate resources, and set strategic priorities without

binding external pressures.[10]. This enables them to effectively manage and mobilize human and material resources.

While Suara.com's independence is presented as a significant strength, enabling "full decision-making" and adaptation, its implications are multifaceted and problematic from a critical standpoint. In an era where traditional media revenue (advertising) is drastically declining, this autonomy paradoxically means the absence of a large corporate safety net or external financial support. The paradox lies in the fact that although independence provides the ability to innovate and diversify revenue streams, it simultaneously imposes structural constraints in the form of increased self-reliance in a highly competitive and financially challenging environment. This structural condition forces Suara.com to be more enterprising, agile, and risk-taking than media supported by large conglomerates. This dynamic clearly illustrates Giddens' concept that structure can be both constraining and enabling, where the "rule" of independence, while liberating, also demands intense internal ingenuity and strategic innovation for the organization's survival[11]. However, the critical question is: does this "ingenuity" lead to a compromise of the journalistic mission for financial survival, or does it strengthen it? Is this independence an idealistic choice or a pragmatic necessity to survive in a media ecosystem dominated by market forces and platforms?

3.1.2. Local Community Development as an Authoritative Resource: Extension of Influence or Social Commodification?

Suara.com proactively builds and fosters various communities, including a network of 700 local media outlets, 3,000 MSME (Micro, Small and Medium Enterprises) communities, 104,000 content creators, 4,000-5,000 active campus members, and various hobby communities. They actively orchestrate activities at the regional level by synergizing local media, content creators, and campuses, often collaborating with external institutions such as banks, state-owned enterprises (BUMN), and the private sector.

This extensive and integrated community network is a highly significant, authoritative resource. Suara.com not only gains deep influence and credibility at local and regional levels through direct engagement with diverse stakeholders, but also the ability to mobilize, coordinate, and influence collective action across various sectors (economic, educational, creative). This strengthens Suara.com's position as a key actor in the local information and economic ecosystem, giving it "control over people" in a broader context, consistent with Giddens' definition of authoritative resources.

Traditionally, the core identity and structural configuration of media organizations centered on content creation and dissemination.[12]. However, Suara.com's extensive and deliberate community building, coupled with the active "orchestration" of local activities, indicates a profound structural shift. This is not merely an additional business venture; it signifies a strategic reorientation towards becoming a network orchestrator. This implies a fundamental change in the rules governing their operational focus, moving beyond mere journalistic output to actively facilitating broader social and economic interactions. The authoritative resources they accumulate no longer solely derive from media influence (e.g., readership numbers) but increasingly from their capacity to convene, connect, and coordinate various actors (MSMEs, local media, financial institutions).

This redefines their structural position in society, transforming them from pure content providers into vital community enablers, with broad implications for their long-term sustainability and social role. From a critical perspective, the question arises: Is this "orchestration" of communities a form of commodification of social relations and social capital for financial gain? Does involvement with banking and State-Owned Enterprises (BUMNs) potentially create conflicts of interest or limit the space for journalistic criticism of these entities?

3.1.3. Environmental Care Media Initiative as an Authoritative Resource in Sustainability Issues: Between Mission and Marketing?

Suara.com recently inaugurated an environmental care media network, called "green media," in March. This initiative is a direct response to the significant needs in industries such as mining, energy, plantations, and natural resources that face issues of exploitation and sustainability. This program is strategically linked to the Sustainable Development Goals (SDGs) and the government's "Go Green" program, involving the entire ecosystem and existing communities under Suara.com's umbrella.

By positioning itself as a leader or initiator in environmental issues, Suara.com builds substantial thematic authority and credibility in the field of sustainability. This enables them to effectively influence public narratives, shape opinions, and forge strategic collaborations with relevant stakeholders (government, industry, non-governmental organizations). Deep expertise and focus on this issue become a powerful, authoritative resource in the environmental domain, giving them the ability to "regulate" discussions and actions around these crucial issues.

In an increasingly fragmented and competitive media landscape, general news media often struggle to carve out a unique and influential position. Suara.com's "green media" initiative signifies a strategic niche specialization. It goes beyond merely covering environmental news; it involves building a dedicated "network" consciously aligned with broader global (SDGs) and national (Go Green) agendas. This specialization serves as a new rule for content focus and partnership strategy within the organizational structure. By concentrating its authoritative resources – which include expertise, network reach, and thematic influence – on critical high-impact issues like environmental sustainability, Suara.com enhances its structural relevance and distinctiveness. This strategic move has the potential to attract specific funding, grants, and partnerships that might be inaccessible to more general news outlets, demonstrating how a specialized focus can redefine an organization's structural boundaries and significantly enhance its authoritative capital. However, from a critical standpoint, this initiative can also be seen as a clever marketing strategy to attract funds and partnerships, potentially blurring the lines between journalistic advocacy and business interests (Berhard and Russmann, 2024). Will this "green media" remain critical of environmentally damaging industry practices, especially if those industries become partners or advertisers?

3.2. Suara.com's Structure as Dynamic Allocative Resources: Commodification of Journalism?

3.2.1. Evolution of Business Model: Shift from Traditional Advertising Dependence to Revenue Diversification Under the Pressure of Digital Capitalism

Revenue from traditional advertising (both direct advertising and dashboard-based digital advertising like AdSense) continues to shrink in contribution and is acknowledged as no longer capable of independently funding journalism.[13]. This fundamental shift is triggered by platform disruption (e.g., Facebook closing its news services and "Instant Article," Google routinely changing its revenue business model every semester) as well as the domino effect of government efficiency on state-owned enterprises (BUMN) and the private sector.

Giddens' theory emphasizes the influence of "unacknowledged conditions" on human action. In the context of Suara.com, the decline in traditional advertising revenue and the unexpected and externally imposed changes in platform policies are not merely external challenges; they serve as profound, unacknowledged conditions. While their immediate impact may be felt, their long-term implications or future trajectory may not be fully

foreseeable or controllable by the organization. These conditions, acting as powerful external "rules" (market pressures), structurally necessitate Suara.com's radical diversification strategy. This forces the agency of Suara.com's management to redefine its internal "rules" for resource allocation and its overall business strategy.[14]. The shift from an advertising-centric model to a multi-revenue stream approach is not just a strategic choice but a structural imperative for the organization's survival, demonstrating how external structural forces can compel and shape internal structural transformation. From a critical perspective, this is a reflection of the hegemonic power of digital platforms dictating media business models, forcing them to adapt or die, and potentially commodifying journalistic content.

3.2.2. New Funding Programs: Agency, Community Management, Event Organizer, and KOL Management as Allocative Resources: Blurring the Lines of Journalism?

Suara.com currently operates six main funding programs, where advertising revenue is no longer the largest.

1. Agency: Suara.com has evolved into a full-service agency for all platforms (online media and social media), including providing social media handling services for clients (especially ministries and BUMN that lack expert teams on platforms like TikTok). This service has become a new source of revenue categorized as "services" rather than traditional advertising.

2. Community: The community network built in various regions (MSMEs, content creators, campuses, hobbies, local media) serves as a vital channel for programs funded through collaborations with perbankan, BUMN, and the private sector. Programs are very diverse, covering MSME initiatives, green economy, environmental issues, automotive, technology, and even free lunch programs.

3. Event Organizer (EO): Although not detailed, "event organizer" is explicitly mentioned as one of Suara.com's six main funding programs.

4. KOL (Key Opinion Leader) Management: Managing and facilitating cooperation with influencers in various regions has also become a significant source of revenue, responding to the need of many parties to reach regional audiences through influential figures.

Collectively, these new business lines are highly vital allocative resources. They provide the economic capital (revenue) needed to fund the organization's entire operations, including funding pure journalism, which is acknowledged as "costly" and cannot be covered by advertising alone. This diversification demonstrates Suara.com's ability to dynamically allocate and control material and economic resources from various channels, far beyond reliance on traditional advertising models.

Suara.com's newly developed allocative resources (revenue streams from agency services, community programs, event organization, and KOL management) are not merely independent financial flows; they are deeply intertwined and symbiotic with its authoritative resources (networks, influence, and credibility). For example, the extensive community network (authoritative resource) directly attracts funding from banks and BUMN (allocative resource) for various programs such as MSME empowerment. Similarly, the "services" provided as an agency are fundamentally built upon the specialized expertise and trust that Suara.com has developed. This demonstrates a recursive and symbiotic relationship where the formation of new economic capital (allocative resources) depends on and simultaneously strengthens the organization's social capital and influence (authoritative resources)[15]. This intricate interplay is crucial for sustaining "costly" pure journalism, highlighting how Suara.com's overall structural viability depends on the dynamic interaction and mutual reproduction of various types of resources within its evolving structure. However, from a critical perspective, this diversification raises serious questions about journalistic integrity. Do "social media handling" services for ministries and BUMN potentially create conflicts of

interest when Suara.com has to report on these entities? Does KOL management commodify influence and credibility, which can ultimately undermine public trust in the media?

3.2.3. Allocation of Human Resources: Division of Journalist Roles as a Manifestation of Rules and Allocation of Expertise: An Ethical Compromise?

Suara.com's team of journalists is strategically divided into three main categories, reflecting adaptation to market needs and organizational sustainability:

1. Pure Journalism: Their primary role is to maintain media independence and focus on covering important news without being tied to traffic targets or potential advertising revenue. Examples of coverage prioritized by this team include crucial issues such as mining in Raja Ampat, KPK corruption cases, or criticism of the Vice President, even if these topics may have low readership traffic.1 This function is recognized as "costly" and cannot be covered solely by traditional advertising revenue.1 Approximately 60% of the total editorial staff (around 60 out of 100 people) are allocated to this role.

2. High CPC Content Journalists: Journalists in this category are tasked with producing content that specifically generates high cost-per-click (CPC) advertising value in the digital realm. This revenue model, often unknown to the public, focuses on specific content such as finance, automotive, and technology/gadgets, which have very high prices per click or view on platforms like Google. This work is "machine-to-machine," meaning there is no direct relationship with product owners or agencies, but rather it is automatically regulated by Google's algorithms (similar to Google AdSense, but at a higher level like Google Ad Manager).

3. Client Collaboration Journalists: This third category of journalists focuses on collaboration with various clients or companies, especially in industries such as automotive and gadgets. They create special coverage that is often the result of cooperation. This role is crucial because competition with content creators, influencers, and YouTubers is very fierce in these industries, where influencers often act as negotiators, sales, editors, and marketers simultaneously. To overcome this competition, journalists are allowed to conduct initial explorations with clients, but price execution and final negotiation are still handled by the sales team. Approximately 20% of the team also assists in this collaboration model.

This division of journalist roles constitutes explicit internal rules regarding specialization, responsibilities, and work priorities. It reflects the rules governing how journalistic expertise is allocated and utilized to achieve diverse organizational goals, from maintaining journalistic independence to generating digital revenue and building business partnerships. Journalists' expertise, knowledge, and time are authoritative resources (the ability to cover, analyze, and produce quality content) that are strategically allocated. This allocation is also an allocative resource in terms of salary expenditure, investment in training, and efficient utilization of labor. This structure clearly shows how Suara.com manages human resources (journalist's expertise) to support a diversified business model and ensure sustainability amidst disruption.

Traditional understandings or normative rules of journalism are often limited to pure news reporting, driven by public interest. Suara.com's explicit segmentation of its journalistic roles into "pure journalism," "high CPC content," and "client collaboration" signifies a profound structural redefinition of what "journalism" means within the organizational context. This redefinition is a direct and reflective response to the external "rules" of market disruption, declining traditional revenue, and evolving digital consumption patterns. It indicates that journalistic practice is now structurally configured by various, at times potentially conflicting, objectives: upholding public service (pure journalism) versus generating vital revenue (high CPC, client collaboration). This internal structural complexity

is a direct result of the organization's reflexive monitoring of its dynamic environment and its ongoing efforts to reproduce itself while adapting to new conditions. It also highlights the inherent tension, a core Giddensian dilemma, between the "ideal" (pure and independent journalism) and the "pragmatic" (revenue-generating content), and how agents navigate these structural constraints. From a critical perspective, this division of roles can be seen as the commodification of journalistic labor, where some journalists are forced to sacrifice journalistic idealism for the financial survival of the organization. Does "pure journalism" become a subsidized luxury, while the majority of journalists are pushed to produce content dictated by algorithms or client interests, potentially eroding the integrity and autonomy of the profession[16]?

The evolving "boundaries of journalism" are significantly illustrated by Suara.com's internal policy of dividing its journalists into three distinct categories. This strategic segmentation represents a dynamic redefinition of what "journalism" entails within the organization, driven by market disruption, declining traditional revenues, and changing digital consumption patterns.[17]. This division reflects how journalistic expertise, as an authoritative resource, is strategically allocated and re-shaped, demonstrating a profound structural adaptation where the "rules" of journalistic production are now configured by potentially conflicting objectives: upholding public service while ensuring financial survival. From a critical perspective, this internal restructuring highlights an ongoing tension between journalistic idealism and commercial imperatives, potentially leading to the commodification of journalistic labor and content in the shadow of market logic.

The evolution of technology and economic demands on the media industry have caused the "dividing wall" between the newsroom and business in journalism, which is now often metaphorically considered to be crumbling. This is happening due to the decreasing willingness of journalists to maintain it. Therefore, an understanding of the business aspects of journalism is becoming a fundamental skill required for young journalists, leading to a more permeable boundary between news and business.[18].

Here is a table summarizing the journalist roles at Suara.com:

Table 1
Journalist Roles at Suara.com

Type of Journalist	Main Focus / Goal	Example Topics/Content	Staff Allocation (Estimate)	Contribution to Revenue	Challenges/ Competition	Giddens' Relevance (Rules & Resources)
Pure Journalism	Independence, Important News, Public Service	Environmental Issues (Raja Ampat), Corruption (KPK), Political Criticism (Vice President)	60% (approx. 60 people)	Costly, Not Self-Sufficient (requires subsidy from other business lines)	High Operational Costs, Low Traffic	Normative Rules (Independence), Authoritative Resources (Credibility, Knowledge)

High CPC Content Journalists	Digital Revenue (High Cost Per Click/View)	Finance (Free Balance Funds), Automotive, Technology/Gadget (Samsung)	20% (approx. 20 people)	High Revenue Source (via Google Ad Manager & Ad Networks)	Platform Algorithm Changes, Content Competition	Allocative Resources (Economic Capital), Market Rules (Revenue Optimization)
Client Collaboration Journalists	Business Partnerships, Client-Specific Coverage	Otomotif, Gadget (product/event coverage for clients)	20% (approx. 20 people)	Revenue Source (via cooperation with the sales team)	Fierce Competition with Influencers/YouTubers	Authoritative Resources (Journalistic Expertise), Collaboration Rules (Business Negotiation)

The profound digital transformation of the media industry has fundamentally reshaped journalistic work, often leading to intensified forms of exploitation for news professionals. This shift has positioned all journalists as digital laborers, operating within media organizations that have undergone significant structural changes driven by digital capitalism. Their daily tasks are now intimately mediated by interconnected computer networks, digital devices, and software, which not only facilitate but also regulate their work processes.[19].

A core argument highlights how this digitalization has resulted in the intensification of labor and the blurring of boundaries between paid and unpaid work. News workers are increasingly compelled to perform uncompensated tasks on digital platforms. While these activities, such as promoting content and engaging audiences, appear integral to their professional role, they simultaneously generate substantial value (e.g., through user data and advertising revenue) directly for the social media platforms themselves. This effectively extends the journalists' work beyond their official hours without corresponding financial compensation, as their efforts are monetized by external entities.[19].

Furthermore, despite offering efficiencies and expanded reach, digital technologies also impose a more standardized, accelerated, and pervasive work pace. Content management systems and analytics tools, while enhancing production, also function as mechanisms of control, dictating workflows and embedding organizational priorities that often emphasize quantitative metrics like clicks and audience engagement. This data-driven environment can pressure journalists to produce content optimized for performance metrics, potentially compromising in-depth reporting or complex narratives, and thus commodifying their creative and intellectual labor. The rise of contributions from non-journalists through "participatory journalism" further exacerbates this, as unpaid content can sometimes displace paid staff, increasing pressure on remaining newsroom personnel.

In essence, the prevailing critical perspective reveals that the inherent promises of digital media efficiency and broader dissemination have, within the context of capitalist operations, paradoxically led to the reification of journalistic labor and the emergence of new exploitative practices. This demands greater output from individual journalists for potentially diminished direct benefit to them.

3.3. Dynamics of Change and Flexibility of Suara.com's Structure: Adaptation or Precarity?

3.3.1. Rapid Adaptation to Technological Disruption and Market Changes: A Necessity, Not a Choice

Suara.com demonstrates a very high level of adaptation to rapid technological developments, especially in the last five years post-pandemic, with the primary goal of achieving organizational sustainability. Rapid external changes from partner platforms, such as Facebook's decision to close its news services and "Instant Article" or Google's business model changes occurring every semester, directly force Suara.com to alter its business plans and revenue acquisition strategies.

Suara.com's rapid and continuous adaptation is not merely a reactive response to external stimuli; it indicates a high degree of organizational reflexivity. This implies that the organization, through the collective agency of its management and various teams, consistently monitors its external environment (market dynamics, technological advancements, competitor strategies), critically evaluates its existing performance and structural configuration, and consciously adjusts its internal "rules" (e.g., decision-making frequency, content strategy) and "resources" (e.g., staff allocation, business model).3 This continuous process of self-monitoring, evaluation, and adjustment, embedded in their operational practices, effectively becomes a core structural competence that ensures the organization's survival in a volatile and unpredictable environment. It is this institutionalized practice of reflexivity that constantly reproduces and transforms the flexible organizational structure. From a critical perspective, this "rapid adaptation" can be seen as a sign of precarity and media vulnerability to dominant market and platform forces. It is not a proactive strategic choice, but a necessity for survival in an unstable ecosystem.

3.3.2. Increased Frequency of Work Meetings and Constant Business Plan Changes as Indicators of Structural Flexibility: Institutionalized Crisis Management?

The frequency of work meetings at Suara.com has drastically increased, from previously only once a year to two to three times a year in the last two years. Business plans drafted in December for the following year can undergo fundamental changes in just one month, in response to major unexpected changes (e.g., the domino effect of government efficiency).

This increased frequency of work meetings represents a significant change in the organization's formal rules regarding strategic planning and evaluation cycles. It reflects a recurrent and institutionalized practice (duality of structure) that actively enables the organizational structure to remain flexible and responsive. The ability to fundamentally change business plans in a very short time indicates that Suara.com's "structure" (in the sense of rules guiding actions and resource allocation) is not rigid or bureaucratic, but rather highly fluid, dynamic, and responsive. This is a direct manifestation of the flexible and constantly changing nature emphasized by Giddens as a characteristic of social structure.

Traditional organizational strategic planning often adheres to rigid, long-term cycles (e.g., annual or multi-year plans). Suara.com's deliberate shift to 2-3 strategic meetings per year and the explicit recognition that even well-laid plans can change drastically within months indicate a formalization of what was once considered informal or ad-hoc adaptation.

The conventional "rule" of annual planning has been consciously replaced by a new, more frequent "rule" for strategic re-evaluation and adjustment. This new rule, while formal in its scheduling, is inherently designed to embrace and institutionalize constant change and uncertainty. It signifies that the organizational structure is proactively built to expect and accommodate rapid shifts in its environment, rather than resisting them. This institutionalized fluidity, therefore, actively reproduces a highly flexible and adaptive organizational system. This is a subtle yet profound structural innovation in response to extreme market volatility. From a critical perspective, this increased frequency of meetings and constant plan changes can be interpreted as an indication of institutionalized crisis management, rather than mere flexibility. It reflects a condition of continuous "unacknowledged conditions" and "unintended consequences" that force the organization to constantly adapt to an unpredictable environment, potentially creating stress and uncertainty for employees.

3.3.3. Content and Editorial Structure Transformation in Response to Changing Market Rules: Forced Labor Restructuring?

Suara.com noted a significant increase in video-based content production in response to platform trends directing advertising to video content formats. This change had a direct and massive impact on the editorial team: approximately 30% of text editors had to switch roles to become video editors, with some even having to learn new skills from scratch after more than a decade as text or article editors.

The shift in platform preferences (which functions as an external market rule that both constrains and enables) forced Suara.com to change internal rules regarding content production and radically reallocate authoritative resources (journalists' expertise and knowledge) as well as allocative resources (working time and investment in staff training).The actions of agents (management deciding on strategic changes, journalists actively learning and applying new skills) collectively reproduce a new, more video-oriented editorial structure. At the same time, the market structure (platform and advertiser preferences) serves as a medium that enables and guides such transformative actions.

The mandated transition of a significant portion (30%) of text editors to video editors is a compelling illustration of how structural change is not an abstract concept but is directly embodied and enacted through the transformation of human capital within the organization. This is not merely a superficial policy adjustment; it represents a fundamental reskilling and reorientation of a significant segment of the workforce. The basic "rules" of journalistic production have been altered, and the "authoritative resources" (skills, knowledge, and expertise) of the journalists are actively being reshaped and redeployed. This demonstrates how profound structural shifts are not only manifested in organizational charts or strategic documents but also directly in the daily practices, capabilities, and even identities of individual agents within the organization. It also subtly points to potential "unintended consequences" – while such rapid reskilling is necessary for organizational survival, it can also create internal tensions, challenges for individual adaptation, and potential shifts in organizational culture. From a critical perspective, this transformation can be seen as a forced labor restructuring driven by market pressures, potentially leading to deskilling or alienation for journalists compelled to abandon their core expertise to adapt to commercial demands.

4. Discussion

This section interprets the findings within the broader theoretical framework of Giddens' structuration theory and the critical paradigm, highlighting the dilemmas and contradictions inherent in Suara.com's adaptive strategies.

4.1. Analysis of the Duality of Structure: How Agent Practices (Management, Journalists) Reproduce and Transform Rules and Resources in Tension

In the context of Suara.com, Giddens' theory of the duality of structure manifests in the dynamic interaction between the agency of management and journalists with the organization's rules and resources. Management, through a series of bold strategic decisions (e.g., diversifying business lines, increasing the frequency of work meetings), actively uses and at the same time shapes the organization's rules and resources. Their independence, as a fundamental rule, directly empowers their agency to act. These actions, such as forming extensive community networks, directly create new resources for the organization.

On the journalists' side, their division into three distinct categories (pure journalism, high CPC content, client collaboration) shows how their daily practices repeatedly reproduce Suara.com's revenue and content structure. Journalists shifting their focus to video production directly change the editorial structure and the organization's production capacity. They operate within the constraints of existing rules (e.g., CPC targets, client needs) but also actively shape the output and strategic direction of the organization.

Giddens' concept of the duality of structure inherently implies a recursive and continuous process. Suara.com's existing structure (defined by its fundamental rules, such as independence and available resources, such as journalistic skills and financial capital) enables certain actions (management's agency to diversify, journalists' agency to produce specific types of content). However, these actions, when repeatedly performed and institutionalized, simultaneously reproduce the existing structure (e.g., a dedicated pure journalism team constantly reproduces the rule of journalistic independence and related authoritative resources) or actively transform it (e.g., a focus on high CPC content changes the organization's revenue-generating structure and its allocative resource priorities). This is not a linear cause-and-effect relationship but a continuous and mutually shaping loop where agency and structure are closely intertwined. The constant and increasing frequency of "raker" (strategic meetings) can be seen as a meta-practice of this recursivity, where the organization consciously and reflexively attempts to reproduce a viable and adaptive structure in a rapidly changing environment. From a critical perspective, this duality reveals an inherent tension between journalistic idealism and commercial imperatives. The actions of agents, while aiming for survival, can inadvertently reinforce structures that commodify information and labor.

4.2. Balance Between External Constraints and Internal Capabilities in Structure Formation: The Struggle for Autonomy

Massive technological disruption, changes in digital platform policies, and government efficiency policies are strong external constraints that fundamentally affect Suara.com. However, Suara.com's internal ability to innovate (through business diversification, content adaptation, and team restructuring) demonstrates strong agency in facing these constraints. Their organizational structure does not collapse under pressure, but rather dynamically evolves and adapts.

In the face of severe external disruption, many organizations succumb to pressure or become rigid and unable to adapt. Suara.com's response, characterized by rapid and fundamental internal reorganization (including increased frequency of strategic meetings, establishment of new business units, and extensive reskilling of journalists), demonstrates not just passive adaptation but proactive restructuring. This is a distinct form of structural resilience. Rather than merely reacting to external constraints, the collective agency within Suara.com actively reshapes its own organizational structure (its internal rules and resources) to better navigate and even leverage the external environment. This illustrates Giddens' important point that structure is not only constraining but also enabling;the existing structure (e.g., rules of independent decision-making and the authoritative resources of skilled management) provides how it can be transformed to ensure its survival, reproduction, and

even growth. From a critical perspective, this "internal capability" is a continuous struggle to maintain autonomy in the face of dominant external forces. The question is, to what extent is this "adaptation" a form of resistance, and to what extent is it a surrender to a larger market logic?[20]?

4.3. Reflexivity of Agents in Shaping Organizational Social Reality: Awareness of Compromise?

Suara.com's management and editorial team consciously and continuously monitor the external environment (market changes, technological developments, consumer behavior) and reflect on its impact on organizational operations and strategy. This is seen from the increased frequency of work meetings and the speed of business plan changes.1 They have a critical awareness that pure journalism is expensive and cannot be independently funded by advertising, which drives them to proactively seek and develop revenue diversification. This reflective awareness (reflexive monitoring) directly shapes the organization's operational, strategic, and even cultural reality.

While Giddens primarily discusses reflexivity as the capacity of individual agents, Suara.com's organizational practices (e.g., regular and increasing frequency of strategic meetings, the existence of an "Ad Operations" team whose core function is to continuously manage and optimize ad prices based on real-time market data) indicate that reflexivity itself has become an institutionalized structural rule within the organization. It is no longer solely a matter of reflective individual agents; rather, the organization as a system has deliberately built processes, roles, and routines whose primary function is continuous monitoring, evaluation, and dynamic adjustment of internal rules and resource allocation in direct response to external changes. This institutionalized reflexivity then becomes a key self-reproducing mechanism for the continuous reproduction and transformation of Suara.com's highly dynamic structure, ensuring its adaptation and survival. From a critical perspective, this reflexivity can also be interpreted as an awareness of the compromises that must be made. Management and journalists realize that journalistic idealism cannot survive without financial support from business models that potentially blur ethical boundaries. This is a reflection on the dilemmas faced by the media in the era of digital capitalism.

5. Conclusions

Suara.com's structure comprehensively represents Giddens' concept as a dynamic network of non-physical, flexible, and constantly changing rules and resources. However, from a critical perspective, this flexibility is often a forced response to market pressures and the dominance of digital platforms. Suara.com's independence, while claimed as a strength, also imposes the necessity to innovate financially, which potentially compromises the core journalistic mission. The diversification of allocative resources (through agencies, community management, event organizers, and KOL management) is a strategic response to traditional advertising revenue challenges but also raises questions about conflicts of interest and the commodification of influence. The adaptive division of journalist roles, while pragmatic, reflects an ethical compromise where some journalists are pushed to produce content dictated by algorithms or client interests. The increased frequency of work meetings and constant business plan changes are evidence of reflexive practices but can also be interpreted as institutionalized crisis management in an unstable environment. Suara.com demonstrates a strong duality of structure, where the actions of agents (management and journalists) continuously reproduce and at the same time transform the organizational structure in response to external constraints and opportunities, yet in the process, they also navigate the tension between idealism and pragmatism.

Suara.com's operational model offers a relevant blueprint for other media organizations struggling to survive amidst disruption, but with critical caveats. This includes diversifying revenue beyond traditional advertising, building communities as vital, authoritative, and allocative resources, and restructuring core roles (journalism) to balance ethical mission and financial sustainability. The importance of management autonomy and agency in shaping an adaptive and innovative structure is also a crucial lesson. Furthermore, there's a critical need to institutionalize reflexivity and rapid adaptation as an integral part of the organizational structure, not just as an ad-hoc response.

Suara.com's multifaceted evolution, encompassing its new business lines (agency services, community management, event organization, KOL management) alongside its traditional journalistic core, indicates the emergence of a hybrid structural model as a viable path for media organizations in the digital age. It is no longer purely a journalistic entity, nor is it merely a conventional business enterprise. Instead, its structure integrates distinct elements of a media company, a technology-based agency, a community organizer, and an event manager. This inherent hybridity, embedded in evolving rules and dynamic resource allocation, is a structural innovation born out of the absolute necessity for survival. The broader implication is that for media organizations to thrive and sustain themselves, their "structure" must become inherently fluid, multifunctional, and capable of blurring traditional industry boundaries. However, the critical question remains: will this hybridity lead to stronger, more independent journalism, or new forms of compromise and subordination to market logic, ultimately eroding the vital role of media in a democratic society?

Conflict of Interest

The author(s) declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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