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Transformation of Women's Roles Through Dynamic Governance by TP PKK Nagari Koto Tangah, Tilatang Kamang District, Agam Regency

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ABSTRACT

Cases of violence against women that are rampant are cases in the personal sphere, where the triggers are usually the family's economic conditions and the imbalance in relations between women and men. Therefore, the role of women today is no longer only as managers of domestic affairs, but also must be able to be empowered and independent. One organization that supports women's empowerment is the Family Welfare Movement (TP PKK). TP PKK is a government partner in implementing women's empowerment programs. Nagari Koto Tangah is one of the villages with a high divorce rate and many women are widows and heads of families. This study analyzes dynamic governance in Women's Empowerment by TP PKK Nagari Koto Tangah, Tilatang Kamang District, Agam Regency. The purpose of this study is to analyze the things done by TP PKK so that it is able to successfully implement many empowerment activities, through the concept of dynamic governance. The method used is a qualitative method with descriptive analysis. The informant selection technique in this study used purposive sampling. Meanwhile, the data collection technique was through interviews and documentation. Based on the results of the study, the Dynamic Governance Concept was successfully implemented by TP PKK Nagari Koto Tangah. The organizational culture fostered by the Koto Tangah Nagari PKK (Family Welfare Movement) is innovative, open, and always open to discussion. This fosters the capacity of the Koto Tangah Nagari PKK to develop innovative programs for empowerment.

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INTRODUCTION

Women's empowerment has become a global development agenda that has received widespread attention in recent decades. This agenda is reflected in the Sustainable Development Goals (SDGs), particularly Goal 5 on Gender Equality, which emphasizes the importance of eliminating all forms of discrimination and violence against women, increasing access to economic resources, and strengthening women's participation in the development process. Women's empowerment is no longer understood solely as an effort to improve individual well-being, but also as a strategy to strengthen family resilience, encourage local economic development, and create a more inclusive and equitable society.

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The current phenomenon is that women are still considered a marginalized group. They struggle to access education, acquire skills, and face limited employment opportunities. Low levels of education, opportunities for skills acquisition, and limited employment opportunities prevent women from being productive and are tied to the ideological stereotype of women as domestic. In turn, contributes to high rates of violence against women (KOMNAS PEREMPUAN, 2024).

The trend of violence against women increased from 2016 to 2019, while it decreased from 2021 to 2023, although not significantly. The violence trend in Figure 1 is based on complaints filed with the National Commission on Violence Against Women. In the 2023 data, 98.5% of the violence occurred in the personal sphere, with sexual violence (34.80%), psychological violence (28.50%), physical violence (27.20%), and economic violence (9.05%). (Komnas Perempuan, 2024). Beyond that data, there are still many cases of violence against women that go unreported. Therefore, this data represents only the tip of the iceberg; many other cases of violence against women remain unreported.

Cases of violence against women in the personal sphere are violence that occurs between perpetrators and victims who have a marital relationship, are relatives, are dating, are domestic workers, or have other intimate relationships. (Widyadhari & Setianingsih, 2025). Cases of violence especially in the personal sphere, occur due to an imbalance in relations between women and men. Patriarchal culture creates an inequality of power between men and women, resulting in women occupying a subordinate position to men. (Widyadhari & Setianingsih, 2025). This patriarchal culture relegates women to domestic duties, while men handle external matters. Consequently, women in the household are constantly dependent on men. This contributes to women's feelings of inferiority and is a common cause of violence.

Cases of violence, especially in the personal sphere, can be prevented if women are empowered. When women are independent both mentally and economically, they reduce their dependence on men and can reduce violence against women. Therefore, women's empowerment is crucial. Women's empowerment is one of the 17 SDGs, specifically Goal 5, gender equality and women's empowerment by 2030 (Tjiptaningsih, 2017).

Therefore, women's roles today are no longer confined to domestic affairs. Women are no longer confined to caring for their husbands and children, cooking, washing, or doing other housework. Women must be empowered to develop their potential. This potential can be transformed into income-generating businesses that contribute to the family economy (Putri et al., 2015). So that cases of violence in the personal sphere can be reduced.

Various studies have shown that women's vulnerability to violence is closely related to low economic independence, limited access to education and skills, and the persistence of a patriarchal culture that places women in a subordinate position. Economic

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dependence on partners leaves women with a low bargaining position within the household, making them more vulnerable to violence and making it difficult to leave unhealthy relationships. Therefore, empowering women through increased capacity, skills, and economic opportunities is considered an effective strategy for strengthening women's position while reducing their vulnerability to various forms of gender-based violence.

In this context, community organizations play a crucial role as development actors capable of reaching communities at the grassroots level. One organization with a strategic mandate in empowering women in Indonesia is the Family Empowerment and Welfare Movement Team (TP PKK). Based on Presidential Regulation Number 99 of 2017, TP PKK is a government partner in implementing family empowerment programs through ten core PKK programs, encompassing education, health, food security, family economic development, and environmental conservation. With an organizational structure that extends from the provincial to the village level, TP PKK holds a strategic position in identifying community needs and designing empowerment programs tailored to local characteristics. (Tjiptaningsih, 2017).

TP PKK has an important role in encouraging women's involvement in family-based development (Ningsi et al., 2025). The aim of the PKK is to empower families to improve their welfare towards families who believe in and are devoted to God Almighty, have noble morals and good character, are healthy and prosperous, advanced and independent, have gender equality and justice, and are aware of the law and their environment (Hena Herlina, 2019).

The Family Welfare Movement (TP PKK) serves as a facilitator in increasing women's empowerment, particularly in helping to alleviate family financial burdens. The PKK's women's empowerment program doesn't focus on turning women into workers, but rather empowering them, even from home, to manage domestic affairs.

One of the Family Welfare Movements (TP PKK) implementing women's empowerment programs is the TP PKK Nagari Koto Tangah, Tilatang Kamang District, Agam Regency. Koto Tangah is the largest Nagari and has the most jorong (village units) in Agam Regency. According to BPS data, Tilatang Kamang District has the highest divorce rate in Agam Regency. The number of widowed women has reached 664, and the majority are from Nagari Koto Tangah. This certainly presents a challenge for the TP PKK in implementing women's empowerment programs. These widowed women also hold the status of heads of families who must support their children.

TP PKK Nagari Koto Tangah is one of the TP PKK that is active in activities and achievements, and often becomes a representative to participate in competitions. The initial data obtained by the researcher, there are several flagship programs run by TP PKK, including the production of dishwashing soap and marketing, snack packing business, making souvenirs by empowering elderly women, providing guidance to mothers in Jorong regarding family classes (parenting), and stunting eradication

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programs. In addition to these 5 flagship programs, there are also other programs carried out. The vast area of Nagari Koto Tangah and the large number of productive-age women certainly pose a challenge for TP PKK Nagari Koto Tangah to implement its programs. The researcher's initial analysis, although Nagari Koto Tangah itself is the nagari with the largest number of jorong in Agam Regency, namely 28 Jorong, this women's empowerment program continues to run in every jorong. This research will further analyze how the TP PKK Nagari Koto Tangah transforms the role of women, from initially only dealing with domestic issues, to being able to be involved in the public sphere through the concept of dynamic governance.

Various studies on Dynamic Governance have been primarily applied to explain the adaptive capacity of government organizations in improving the quality of public services, bureaucratic reform, digital transformation, and regional governance. Meanwhile, studies on the application of Dynamic Governance in community organizations, particularly women's empowerment organizations such as the Family Welfare Movement (TP PKK) at the village level, are relatively limited. Yet, community organizations also face a dynamic environment, changing community needs, and demands for continuous innovation in implementing empowerment programs. Thus, there remains a research gap regarding how Dynamic Governance principles operate in community-based, non-bureaucratic organizations.

While many previous studies have evaluated the implementation of the TP PKK program and women's empowerment initiatives, few have examined the role of organizational capabilities. This study analyzes how organizational culture and capabilities build skill of the TP PKK's to design adaptive activities that meet the needs of women in Nagari.

This study employs a dynamic governance perspective to explain how the TP PKK can build adaptive capacity through the interaction between organizational culture and dynamic capabilities. Whereas the collaborative governance, which focuses on actor interactions, dynamic governance emphasizes an organization's ability to learn, adapt, evolve, and develop innovations suited to environmental needs. This perspective is considered more appropriate to explain the success of the Koto Tangah Village Family Welfare Movement (TP PKK), which has been able to sustainably maintain innovations in women's empowerment despite facing limited resources.

Based on this description, this study aims to analyze the application of Dynamic Governance in women's empowerment by the Koto Tangah Village Family Welfare Movement (TP PKK) in Tilatang Kamang District, Agam Regency. This research is expected to provide theoretical contributions to the development of Dynamic Governance studies in community-based organizations, while also providing practical implications for developing adaptive and sustainable models of women's empowerment at the village level.

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The conceptual basis of this study is dynamic governance. Governance is a series of socio-political interaction processes between the government and society in various fields related to the interests of society and government intervention in these interests (Koiman, 2008). The term governance does not only mean government as an activity, but also means management, administration, direction, development of implementation and can also be interpreted as government. (Sedarmayanti, 2004).

Currently, several governance models are developing and being used in organizations. Collaborative Governance focuses more on collaboration between the government, the public, and the private sector in governance. Whole of Governance prioritizes integration and coordination across sectors and levels of government to achieve common goals. Dynamic Governance focuses more on decentralization of power and consensus-based decision-making (Fauzi & Iryana, 2017; Mandasari, 2023; Rizky et al., 2024). Although these governance concepts have the same goal, namely focusing on increasing the effectiveness of governance, their approaches, principles and applications are different.

The concept of dynamic governance is a popular concept in this era of governance, especially due to the rapid development of information technology, as well as the uncertainty of the future and changes that require dynamic and adaptable governance (Sari & Rusli, 2023). The development of people's needs for everything to be instant and to utilize technology for effective and efficient results is a challenge for the current government (Anggraini et al., 2023). The complexity of the problems currently facing the government indicates that implementing good government and good policies is not enough. (Rahmatunnisa, 2019). Hence, the concept of dynamism emerged. Dynamism describes a continuous, rapid, and effective learning process, as well as endless change. This dynamic and changing situation requires the government to be able to adapt, both in policy and governance, to meet the needs of the community (Alim, 2022).

Neo and Chen explain "dynamic governance is the key to success in a world undergoing accelerating globalization and unrelenting technological advancement (Yanuar et al., 2023). This concept explains the government's ability to adapt to a changing environment. This condition will influence the policies adopted by the government to resolve problems that arise in society. Dynamic conditions within the government are crucial for sustainable economic and social development, especially in environments experiencing uncertainty and rapid change (Fauzi & Iryana, 2017). The concept of dynamic governance is the answer to the government's challenge of adapting policies and programs to changes in the current environment. This dynamic governance framework underpins the analysis conducted in this study.

Within this framework, dynamic governance is the desired outcome, where adaptive policies are implemented, and the basic concept combines organizational culture and capabilities. The cultural foundation will influence the government's capability to realize dynamic governance.

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According to Boon and Geraldine, there are two elements of dynamic governance: first, organizational culture, namely the beliefs and values of a particular group that are shared and embraced by all members of the organization, thus becoming the basis for individual behavior within the organization. In this case, organizational culture encompasses integrity, meritocracy, fair market orientation, pragmatism, and multiracialism. Second, dynamic capabilities include thinking ahead, rethinking, and learning from the experiences of other organizations (Mandasari, 2023).

This research will analyze two elements of dynamic governance proposed by Boon and Geraldine: organizational culture and dynamic capabilities. This concept will examine the organizational culture developed by the Nagari Koto Tangah Family Welfare Movement (TP PKK) and the capabilities of the TP PKK chair and members in formulating empowerment activities.

METHOD

This research uses a descriptive research method with a qualitative approach. Qualitative research aims to interpret the phenomena that occur and is carried out by involving various existing methods, interviews, observations, and the use of documentation (Mardialis, 2010). The case study approach was chosen because the research focuses on a single organization with unique characteristics: its ability to develop various innovative women's empowerment programs amidst the high number of female heads of households and the high divorce rate in the region.

The unit of analysis for this study is the TP PKK of Nagari Koto Tangah. The research is framed using the concept of dynamic governance proposed by Neo and Chen. This concept employs two primary dimensions, organizational culture and dynamic capabilities, which ultimately shape organizational capability to design adaptive activities that meet the needs of women in the nagari.

Informants were selected using purposive sampling. The key informants in this study were the chairperson of the TP PKK of Nagari Koto Tangah, the secretary of the TP PKK, the working group chairpersons, and the village chief. The researcher then cross-checked the findings with triangulation informants—women who participated in community empowerment activities organized by the TP PKK. This step was taken to ensure the validity of the information, as it was not derived from a single source. This study was analyzed by collecting data, reducing the data, and then drawing conclusions. The interview results were first transcribed and then decoded to align with theoretical indicators. Only then was an analysis and interpretation conducted regarding the application of dynamic governance in the TP PKK of Nagari Koto Tangah.

RESULTS AND DISCUSSION

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To contextualize the broader vulnerability underlying the women's empowerment setting examined in this study, Figure 1 presents the national trend of reported violence against women over the last decade.

Figure 1. Data on Cases of Violence Against Women Based on Complaints to the National Commission on Violence Against Women, Service Institutions, and Badilag in the Last 10 Years

Source: National Commission on Violence Against Women, 2024

The interpretation of the findings follows the dynamic governance framework presented in Figure 2, linking organizational culture and dynamic capabilities to adaptive governance.

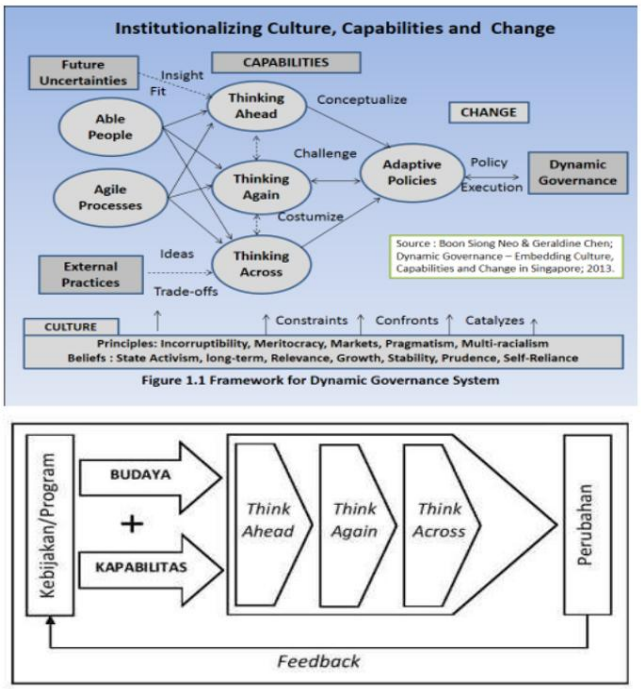

Figure 2. Dynamic Governance Framework

Source: Fauzi & Iryana (2017)

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Organizational culture is the foundation of the concept of dynamic governance. According to Neo and Chen, organizational culture is a prerequisite for creating an adaptive organization. Culture shapes members' perspectives on change, decision-making, and how organizational members respond to various challenges that arise. In the context of the TP PKK of Nagari Koto Tangah, organizational culture is viewed through the values embraced, customs, and patterns of interaction that have developed among the leadership. These values shape the organization's mindset and perspective in designing empowerment activities tailored to the community's needs.

Koto Tangah Village is the largest village and has the most jorong (village units) in Agam Regency. There are 28 jorong (village units) in Koto Tangah Village. According to interviews with the Koto Tangah Village Head, there are more than 300 widowed women in the village, some of whom are heads of households with dependent children. This situation requires these widowed women to take on dual roles in the household, as both working mom and domestic workers. Therefore, the activities of the Koto Tangah Village Family Welfare Movement (TP PKK) are adapted to the socio-cultural and economic conditions of local women.

TP PKK Nagari Koto Tangah (Family Welfare Movement) has 35 administrators. Based on their village unit origins, the administrators are almost evenly distributed across all village unit, although some villages do not have members on the TP PKK Nagari boards. Ideally, they should represent the women's empowerment needs of their respective villages. The composition of the management is presented in Table 1.

Table 1. Composition of the Management of the TP PKK Nagari Koto Tangah for the 2025-2027 Period

NO	Name	Position	Address
1.	Amrizal Gunawan Dt Maruhun Basa	Advisor	Pekan Kamis
2.	Ny Wulandari Amrizal Gunawan	Chairperson	Pekan Kamis
3.	Rahmat Gusril	Vice chairperson	Tambuo
4.	Ela Suseni	Secretary	Jalikur Patanangan
5.	Alifa Ghivari, S.Si	Vice secretary	Sungai Tuak
6.	Jamiatil Husni, Amd	Treasurer	Ganting
7.	Susilawarsih	Group leader I	Jalikur Patanangan
8.	Ernita	Vice group leader I	Koto Laweh
9.	Vania Gusvarina	Secretary	Jalikur Patanangan
10.	Dewi Syinta Nuriyah	Member	Anduring Mg
11.	Sri Kartika	Member	Guguk Koto Aur
12.	Elya Bertha	Member	Tanjung Barulak
13.	Darwiyanti	Member	Situmbuak
14.	Fitri Susanti, SE	Group leader II	Rawang Bunian

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15.	Deswita	Vice group leader II	Rawang Bunian
16.	Riffa Atul Mahmudah,Amd,Keb	Secretary	Koto Malintang
17.	Harianingsih	Member	Tambuo
18.	Sri Hartati	Member	Ngungun
19.	Stefani Eliza	Member	Rawang Bunian
20.	Margaret Hanum	Member	Ladang Tibarau
21.	Seri Wahyuni	Group leader III	Bukareh
22.	Sri Mairoza	Vice group leader III	Aur
23.	Elizarti	Secretary	Tambuo
24.	Kasrieny,Ame	Member	Koto Malintang
25.	Leni Fitria	Member	Uba
26.	Yulia Ningsih, SH	Member	Koto Malintang
27.	Utari Oktaria	Member	Kalung Tapi
28.	Nofri Rozita	Group leader IV	Jalikur Patanangan
29.	Syahniar,S.Ag	Vice group leader IV	Koto Malintang
30.	Frisca Imelda	Secretary	Baringin
31.	Makhdeliza,S.Ag	Member	Patangahan
32.	Fifian Welly, S.Kom	Member	Dalam Koto
33.	Nini Hasanah	Member	Anduring Mg
34.	Fitria Andam Suri	Member	Kapau
35.	Yul Dewi, S.Pd	Member	Pincuran
36.	Rahmayenti Herlis, S.Gz	Member	Pekan Kamis

Source: TP PKK Nagari Koto Tangah, 2025

The Chairperson of the TP PKK Nagari Koto Tangah (Family Welfare Movement), Wulandari Amrizal Gunawan, has served as the chairperson since 2019. According to an interview with secretary of TP PKK Nagari, the chairperson has strived to build a shared vision with all members from the beginning of her term. To date, the method used to achieve this vision alignment is through regular meetings. The regular meeting setting used to maintain this coordination is shown in Figure 3.

Figure 3. Regular Meetings TP PKK Nagari Koto Tangah
Source: TP PKK Nagari Koto Tangah, 2025

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At monthly meetings, priority agendas for the coming month are discussed, as well as evaluations of previous activities. This is done to build a shared vision and shared actions. This ensures that the programs implemented by each working group are aligned. The following are some of the activities implemented by TP PKK Nagari Koto Tangah (Family Welfare Movement) during 2025:

1. Conducting a coordination meeting with the sub-district Family Welfare Movement (TP PKK)
2. Meatballs making training
3. empek-empek making training
4. Regular exercise every Wednesday
5. Stunting alleviation program in collaboration with integrated health posts (Posyandu) and community health centers
6. Parenting classes for new families and single mothers
7. Running a business unit providing snack boxes, dish soap, and souvenirs
8. Conducting a field trip to Padang Mantinggi Village
9. Accepting field trip groups from the Village Family Welfare Movement (PKK) throughout IV Jurai District
10. Establishing and developing family gardens under the Dasa Wisma group
11. Establishing a PKK Shop
12. Launching a reading program

The activities carried out by the TP PKK Nagari Koto Tangah are well documented in the TP PKK office and on social media. So this shows that the TP PKK Nagari Koto Tangah is actively involved in activities and not just carrying out the TP PKK routine. In addition to being active in activities, the TP PKK Nagari Koto Tangah also received several awards, namely achieving achievements at the PKK jamboree every year, including in 2022 bringing 3 medals, and in 2023 bringing 4 medals at the TP PKK jamboree of Agam Regency, as well as representing Agam in the National Jamboree in 2018. In addition, the TP PKK Nagari Koto Tangah also won the first place award for orderly administration at the Agam Regency level in 2020.

The active participation of TP PKK Nagari Koto Tangah (Family Welfare Movement) stems in part from its open organizational culture. Regular monthly meetings allow for evaluation of program implementation and foster emotional bonds among members. Interviews with the secretary of TP PKK Nagari revealed that during monthly meetings, members typically share ideas for activities to empower women. This has led to the development of programs designed to increase women's economic value, such as training in making pempek and bakso. One example of the empowerment activities developed through this process, the “Bundo Lemon” dishwashing-soap production, is illustrated in Figure 4.

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Figure 4. Dishwashing soap "Bundo Lemon" production process
Source: TP PKK Nagari Koto Tangah, 2025

The data indicates that the organizational culture of the TP PKK in Nagari Koto Tangah was shaped through intense interaction. The committee regularly holds monthly meetings, which serve as a forum for discussing current issues in the Nagari, disseminating information on ongoing programs, and formulating future initiatives. This demonstrates that decision-making is conducted through deliberation and open communication among committee members. Consequently, the resulting culture is not merely one of obedience to superiors and rules, but rather a culture of collective learning that enables all members to contribute innovative ideas.

These findings align with the concept of organizational culture regarding member integrity. Integrity refers to the consistency with which members uphold the organization's vision, mission, and values, as well as their commitment to achieving organizational goals. This commitment is evident in the members' willingness to engage in activities without expecting disproportionate returns, as well as their active participation in monthly meetings. This culture fosters the continuous emergence of innovative activities each month and enables the resolution of issues within the Nagari.
The culture of integrity being implemented is also reflected in the accountability of program execution. All activities are documented in accountability reports and shared via the Instagram account of the TP PKK Nagari Koto Tangah. This ensures that information regarding activities is accessible to the public and fosters greater organizational transparency. Such transparency enhances public trust in the programs being conducted; the higher the level of public trust, the greater the opportunity for the organization to develop empowerment innovations.

Regarding the meritocracy indicator, this study found that the TP PKK Nagari Koto Tangah provides opportunities for members to develop their skills and experience, as well as to contribute to the organization. Although the TP PKK is structurally divided into working groups, these groups serve primarily as the parties responsible for oversight during implementation, while all TP PKK administrators are actively involved in the

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activities. Interview results indicate that every member is free to express opinions and ideas during monthly meetings. These ideas typically stem from members' observations of the women living in their local communities.

The practice of gathering ideas from members at every meeting demonstrates that the organization values the knowledge possessed by its members. Every decision made within the organization does not stem solely from the chairperson's instructions but is the result of the collective experience of the members. This practice shows that in community organizations, meritocracy is not always realized through formal competition but can also be achieved through recognition of members' capabilities and experience.

Another prominent indicator of the organizational culture at the TP PKK of Nagari Koto Tangah is pragmatism—the organization's ability to formulate realistic solutions tailored to the community's needs. The programs described earlier are not based solely on abstract concepts but are realistic solutions selected in response to actual problems facing the community. The high number of female-headed households has led the TP PKK of Nagari Koto Tangah to organize activities that are relatively easy to implement, do not require significant capital, and have good market potential, thereby helping to support the economies of female-headed households. This indicates that the TP PKK of Nagari Koto Tangah does not merely organize ceremonial events but prioritizes activities that have the potential to provide direct benefits to the community's economy, particularly for female-headed households.

The pragmatism indicator demonstrates an organization's ability to understand the context of local issues. Programs are designed to align with the social and cultural conditions, as well as the free time available to rural women. This is what drives high levels of community participation. Within the concept of dynamic governance, pragmatism means selecting the most effective strategies to achieve objectives by utilizing available resources, but it does not mean neglecting the long-term vision.

Regarding the market orientation indicator, the organizational culture at the Nagari TP PKK also focuses on community needs. In social organizations, market orientation is not merely interpreted as identifying economic opportunities but also as the organization's sensitivity to changes occurring in the environment. For example, parenting classes emerged in response to the current issue of fatherless households, which has led to a rise in divorce rates in Nagari Koto Tangah. Parenting classes for young couples are designed to provide child-rearing education that focuses not only on mothers but also on the importance of fathers' involvement in child-rearing. Similarly, the issue of stunting is currently one of the national priority programs. The TP PKK strengthens its collaboration with community health centers (puskesmas) and integrated health posts (posyandu) to provide education and monitoring for toddlers. This situation indicates that the Nagari TP PKK is not only focused on carrying out routine annual activities but is also capable of adapting to current issues in the community.

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An organization's ability to understand community needs serves as a key indicator that its organizational culture has evolved into an adaptive one. The organization is capable of carrying out governmental functions and operates effectively as a learning organization that continuously incorporates community aspirations, transforms them into organizational knowledge, and creates impactful empowerment programs.

Based on this, it is evident that the organizational culture of the TP PKK Nagari is built upon inclusive social relationships. The TP PKK Nagari leadership comes from diverse backgrounds in terms of education, occupation, village sub-district (jorong), and experience. This diversity serves as a potential to enrich information and the program development process. The varied characteristics and the distinct challenges faced in different residential environments contribute to a multitude of perspectives within the TP PKK Nagari leadership. All these viewpoints are synthesized during monthly meetings to create programs that have a positive impact on the community.

Overall, the organizational culture variable indicates that at the TP PKK of Nagari Koto Tangah, organizational culture is not merely a set of values governing relationships among members but is more broadly viewed as a source of organizational innovation. An open culture, a focus on learning, collaboration, and respect for members' ideas form the foundation for dynamic governance. In other words, the success of the TP PKK Nagari Koto Tangah is not solely determined by the number of programs implemented, but rather by the organizational culture that allows each member to learn, adapt, and together produce innovations that are relevant to the needs of women at the nagari level.

Capability of TP PKK Nagari Koto Tangah

In the capability variables described by Boon and Geraldine, there are three indicators that can measure capabilities in dynamic governance: Think Ahead, Think Again, and Think Across. Think Ahead relates to a leader's thinking capacity to predict future events, formulate policies, and measure their impact (Vani & Mayarni, 2020). Think Ahead carried out by the TP PKK Nagari Koto Tangah management can be seen from the many innovative programs launched, as previously explained. Think Ahead process carried out by TP PKK through several of its activities includes:

1. The parenting class program provides young couples and single mothers with the skills to maturely raise and educate their children. The class also aims to reduce domestic violence and the divorce rate in Koto Tangah Village. Interviews revealed key topics covered in the class, including balanced relationships between husband and wife and proper role-sharing in parenting.
2. Understanding child development in the village, thus collaborating with community health centers (Puskesmas) and integrated health posts (Posyandu) in stunting eradication programs. TP PKK (Family Welfare Movement) also plays a crucial role in encouraging mothers to bring their children to Posyandu and

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educating them about nutritious food and complete immunizations for children to prevent stunting in the future.

3. Providing additional income to housewives and single mothers through snack packaging, "Bundo Lemon" dish soap, and souvenir making businesses. These businesses enable housewives who work in these businesses to earn additional income to support their families' finances.

Based on the findings, TP PKK Nagari Koto Tangah has been thinking long-term when formulating activities. The activities undertaken are not merely incidental, but also consider their long-term impact, particularly on women's empowerment.

The next indicator, "Think Again," concerns the ability to assess the performance of existing program strategies and policies, and then redesign them to achieve better results (Rahmatunnisa, 2019). This "think again" activity is conducted through monthly meetings. Evaluations are conducted once a month to assess program achievement. An interview with the Chairperson of TP PKK Nagari (Family Welfare Movement) revealed that, like the food preparation training, this will be evaluated monthly, with new training activities planned for the following month. This allows for measurable program achievement. An example of the recurring training activities evaluated through this process is shown in Figure 5.

Figure 5. Meatball Making Training
Source: TP PKK Nagari Koto Tangah, 2025

The final indicator is think across, which is learning from the experiences of other organizations, so that ideas can be adopted for organizational progress (Rahmatunnisa, 2019). n this regard, the TP PKK Nagari Koto Tangah in 2025 received a study visit from Nagari Padang Mantinggi, Rao District, Pasaman Regency, and PKK Nagari throughout IV Jurai District, Pesisir Selatan Regency. The study-visit activity that supports this cross-organizational learning is shown in Figure 6.

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Figure 6. Study Visit to Padang Mantinggi Village
Source: TP PKK Nagari Koto Tangah, 2025

Overall, the research findings indicate that the dynamic capabilities of the TP PKK Nagari Koto Tangah develop through a continuous learning process. The ability to anticipate change (think ahead), reflect on experiences (think again), and adopt good practices from other organizations (think across) are factors that enable the organization to continuously adapt to community needs. However, this research also shows that these capabilities are still more dominant in the organizational process aspect than in structured impact measurement. Therefore, strengthening the output-based monitoring and evaluation system is a crucial step so that Dynamic Governance practices not only produce program innovation but also demonstrate real changes in improving the welfare and independence of women at the nagar level.

CONCLUSION

This study shows that, based on the concept of dynamic governance described by Neo and Chen, the TP PKK of Nagari Koto Tangah has met all the indicators of this theory. The implementation of dynamic governance is evident not only in the number of activities carried out by the TP PKK of Nagari Koto Tangah each month but, more importantly, in the organization's ability to foster an adaptive organizational culture and develop dynamic capabilities to respond to the ever-evolving needs of the community. The research findings indicate that indicators of openness, integrity, respect for members'

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capacities, a problem-solving orientation, and the ability to manage diversity within the organizational culture variable have made the TP PKK of Nagari Koto Tangah a learning organization. This culture encourages members to be more adaptive and innovative, so that program activities stem not only from leadership directives but also from the collective ideas of all members.

Furthermore, regarding the dynamic capabilities variable, there are three indicators: "think ahead," "think again," and "think across." The research results indicate that the TP PKK is able to identify emerging issues and translate them into empowerment programs. Regarding the "think again" indicator, the TP PKK consistently evaluates program implementation during monthly meetings. Meanwhile, regarding the "think across" indicator, the TP PKK is able to build learning networks through comparative study visits, both within and outside the community. The interaction among these three indicators demonstrates that the innovations developed by the TP PKK of the nagari are the result of a continuous process of interaction.

This study contributes to the development of the concept of dynamic governance. Until now, this concept has been used to explain the adaptive capacity of government bureaucracies. However, this study shows that the dynamic governance framework is also relevant for analyzing community organizations such as TP PKK. Dynamic capabilities are not only built through formal bureaucratic mechanisms but can also grow through interactions between organizations and the community. Thus, this study expands the scope of the application of dynamic governance theory to the context of community organizations.

However, this study has limitations. The analysis in this study was conducted on a single case, so it cannot be generalized to all TP PKK organizations. This is due to differences in characteristics, as well as evolving social and cultural factors. Furthermore, the measurement of program success is still dominated by organizational process analysis and has not yet been conducted quantitatively to assess the success of the programs implemented. Therefore, the researcher suggests that future research employ a mixed-methods approach across several TP PKK organizations in different regions to comprehensively examine the relationship between dynamic organizational capabilities and the outcomes of women's empowerment.

SUPPLEMENTARY INFORMATION

Supplementary Tables 1–3 provide the interview guide, the coding and categorization matrix, and the major women's empowerment activities, respectively.

Supplementary Table 1. Interview Guide https://bit.ly/45QE3Ld
Supplementary Table 2. Coding and Categorization Matrix https://bit.ly/4y1HZ7X
Supplementary Table 3. Major Women's Empowerment Activities https://bit.ly/4xjvOU9

CONFLICT OF INTEREST

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The authors declare that they have no known financial, personal, or professional conflicts of interest that could have influenced the research, data collection, analysis, interpretation of the findings, or the preparation and publication of this manuscript.

AUTHOR CONTRIBUTION

AAP: conceptualization, methodology, data collection, data analysis and writing, drafting

RPH: conceptualization, supervision, validation, critical review and editing.

ETHICAL STATEMENT

Ethical approval is not applicable to this manuscript.

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DECLARATION OF GENERATIVE AI

During the preparation of this work, the authors used Turnitin in order to check the originality and similarity of the manuscript and support the academic integrity of the work. The authors subsequently reviewed and edited the content as necessary and remain fully responsible for the content of the published article.

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