



Strengthening Organizational Capacity to Enhance Dasawisma Capacity in Bukit Timah Subdistrict, Dumai City (Management and Organizational Governance)

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Abstract: This Community Service Program (PKM) was conducted as an effort to strengthen organizational capacity in improving the performance of Dasawisma in Bukit Timah Subdistrict, Dumai City, particularly in management and organizational practices. The main problems faced by the community partners included suboptimal organizational functions, limited understanding of organizational management, administration, and simple financial recording, which affected participation and program sustainability. This program aimed to enhance the knowledge, skills, and awareness of Dasawisma members regarding effective organizational management and administrative practices. The methods applied were participatory counseling and assistance through lectures, interactive discussions, and practical exercises on organizational management and basic bookkeeping. The results indicated an improvement in members' understanding of organizational roles and functions, increased motivation and active participation, and the emergence of collective awareness about the importance of administration and collaboration. Furthermore, the program encouraged more structured and organized behavior, serving as an initial step toward strengthening Dasawisma's institutional capacity.

1. INTRODUCTION

The Family Empowerment and Welfare Movement (Pemberdayaan dan Kesejahteraan Keluarga/PKK) is one of the community-based organizations that plays a strategic role in enhancing family empowerment and welfare. PKK functions as a partner of the government and other community organizations in the planning, implementation, control, and mobilization of family-based development programs at various levels of government. One of the main operational units of PKK at the village level is the Dasawisma Group, a small community group consisting of approximately ten households that plays an important role in family data collection, the implementation of social activities, and the support of family development programs (Ministry of Women's Empowerment and Child Protection, 2012).

Normatively, the strengthening of Dasawisma Groups is regulated under Regulation of the Minister of Women's Empowerment and Child Protection of the Republic of Indonesia

Number 08 of 2012, which emphasizes that Dasawisma serves as a strategic instrument in optimizing community potential, including the prevention and early handling of various social issues at the family level. Such strengthening is not limited to increasing the number of activities, but also encompasses aspects of organizational management, activity management, and the enhancement of human resource capacity so that Dasawisma can perform its functions effectively and sustainably (Ministry of Women's Empowerment and Child Protection, 2012).

Based on observations conducted in Bukit Timah Subdistrict, Dumai City, it was found that although approximately 15 Dasawisma Groups have been established, not all of them operate actively and optimally. Several groups still exhibit weak organizational activities, low member participation, and poorly organized management and administrative systems. This condition is exacerbated by the limited availability of continuous counseling and assistance, resulting in members' limited understanding of organizational functions, institutional roles, and the importance of good organizational governance. Low human resource capacity within community organizations often leads to weak participation and limited program sustainability (Mardikanto, 2014).

Organizational management literature explains that community organizations managed effectively are characterized by clear organizational structures, proportional division of tasks, effective communication, and transparent and accountable administrative systems (Robbins & Coulter, 2018). Without adequate management practices, community-based organizations such as Dasawisma face difficulties in developing, building members' trust, and adapting to social change. Therefore, strengthening Dasawisma organizations should be directed toward comprehensive improvements in management and organizational capacity.

Furthermore, administrative record-keeping and simple bookkeeping are essential instruments for creating orderly, transparent, and accountable organizations. Good administration enables organizations to document activities, manage finances in a simple manner, and serve as a basis for organizational decision-making (Siagian, 2016). In the context of Dasawisma, the ability to manage administration is a crucial factor in supporting the effective implementation of PKK programs at the village and subdistrict levels.

Based on these conditions, Dasawisma Groups in Bukit Timah Subdistrict were selected as the subjects of community service activities due to their substantial social potential, which has not yet been matched by adequate organizational capacity. This Community Service Program (Pengabdian kepada Masyarakat/PKM) focuses on strengthening organizations through a management and organizational development approach for Dasawisma. This approach aligns with the concept of community empowerment, which emphasizes the process

of enhancing capacity, awareness, and community self-reliance so that communities are able to manage their organizations independently and sustainably (Freire, 1970).

Through this PKM activity, positive social changes are expected to occur, including increased understanding among Dasawisma members of organizational functions and roles, the growth of active community participation, and the establishment of more orderly and sustainable organizational governance. Strengthening management and organizational capacity is also expected to foster creativity, innovation, and independence of Dasawisma as a strategic partner of the village government in supporting family empowerment and welfare programs in Bukit Timah Subdistrict, Dumai City.

2. METHODS

The implementation of this Community Service Program (PKM) employed a community organizing approach, in which the assisted community acted as the main subject in both the planning and implementation processes. The subjects of the program were 50 administrators and members of Dasawisma Groups in Bukit Timah Subdistrict, Dumai City. The activity was conducted at BTN Bumi Dumai Baru Housing Complex, Perwira Street, Bukit Timah Subdistrict, Dumai Selatan District, on Saturday, 19 November 2022. The selection of the location and subjects was based on preliminary observations indicating the need to strengthen organizational and managerial capacity within Dasawisma Groups.

The action planning process was carried out participatively through initial coordination with the subdistrict authorities and Dasawisma administrators to identify existing problems, needs, and group potential. The assisted subjects were involved from the planning stage through to the evaluation of activities, ensuring that the implemented program was aligned with actual conditions and needs in the field. The methods applied included counseling sessions, participatory discussions, and simple practical exercises in organizational management and Dasawisma administration, particularly related to record-keeping and organizational governance.

The stages of the PKM activities comprised preparation, joint action planning with the community, implementation, evaluation, and follow-up. The activity flow began with observation and problem identification, followed by the formulation of a joint action plan, the implementation of organizational strengthening counseling and discussions, and evaluation to assess participants' levels of understanding and the usefulness of the activities. The follow-up stage involved formulating recommendations for strengthening Dasawisma organizations to ensure that the capacity improvements achieved could be sustained and have a lasting impact

on enhancing the role of Dasawisma at the subdistrict level.

3. RESULTS

The implementation of the Community Service Program (Pengabdian kepada Masyarakat/PKM) began with a mentoring process through counseling sessions and participatory discussions involving administrators and members of the Dasawisma Groups in Bukit Timah Subdistrict. The dynamics of the activities indicated a relatively high level of participant enthusiasm, as reflected in active engagement during discussions and question-and-answer sessions related to organizational management, task distribution, and the role of Dasawisma in supporting PKK programs at the subdistrict level. This condition indicates a real need for strengthening the organizational capacity of Dasawisma.

The range of activities carried out in this PKM included the delivery of materials on the fundamentals of organizational management, institutional governance, and the importance of administration and simple bookkeeping in supporting organizational sustainability. In addition, hands-on practice in administrative recording and simple financial management was conducted, tailored to the conditions and capacities of Dasawisma members. These practical activities aimed to ensure that participants not only understood the concepts but were also able to apply them independently in their daily organizational activities.

The results of the mentoring process showed an improvement in participants' understanding of the function of Dasawisma organizations as a vehicle for community empowerment. Participants began to realize the importance of activity planning, clear role distribution, and administrative record-keeping as a basis for decision-making. This behavioral change was evident from the emergence of initiatives among several members to improve the organizational structure and to reorganize Dasawisma work programs in a more systematic manner.

Furthermore, this PKM activity fostered collective awareness of the importance of local leadership in mobilizing the organization. Several Dasawisma administrators began to demonstrate more active leadership roles, both in motivating members and in coordinating activities. This development serves as an initial indication of the formation of new social institutions that are more orderly and oriented toward strengthening organizational capacity.

Overall, the results of the PKM indicate the occurrence of initial social changes in the form of increased awareness, knowledge, and skills of Dasawisma members in organizational management and simple management practices. These changes are expected to serve as a foundation for broader social transformation, particularly in strengthening the role of

Dasawisma as a partner of the subdistrict government in community empowerment efforts.

4. DISCUSSION

Community organizing proved to be effective in enhancing institutional capacity. The participatory approach that involved Dasawisma members from the planning stage through evaluation is consistent with the view that community empowerment is more sustainable when assisted subjects are actively involved in every process of change (Chambers, 2012).

The increased understanding of Dasawisma members regarding organizational functions and institutional management reinforces the theory that community-based organizations require adequate managerial capacity to perform their roles optimally (Robbins & Judge, 2017). In the context of Dasawisma, strengthening organizational management is a key factor in supporting the implementation of PKK programs at the subdistrict level.

Findings related to the importance of administration and simple bookkeeping support the argument of Marliani (2018), who states that administration is a crucial element in modern organizations, including community-based organizations. Orderly administration not only supports accountability but also enhances the trust of members and external stakeholders in the organization.

The emergence of member initiatives to improve organizational structures and work programs indicates the occurrence of a social learning process. This process confirms that PKM activities function not only as a means of knowledge transfer but also as a space for collective reflection that encourages changes in community behavior and mindsets (Bandura, 1986).

From the perspective of local leadership theory, the emergence of administrators who are more active and willing to assume strategic roles indicates the formation of local leaders who act as agents of change. The presence of local leadership is essential in maintaining the sustainability of empowerment programs and ensuring that changes are not merely temporary (Northouse, 2019).

The initial social changes identified in this PKM activity are aligned with the concept of gradual social transformation, in which change begins with increased individual awareness and subsequently develops into collective organizational change (Freire, 2005). In the context of Dasawisma, this transformation forms the basis for strengthening the organizational role in social development at the subdistrict level.

Thus, the results and discussion of this PKM affirm that strengthening Dasawisma organizations through management and organizational development not only enhances the technical capacity of members but also promotes broader social change. These findings

underscore the importance of the role of academics in mentoring community organizations as part of community-based empowerment and development efforts.

5. CONCLUSION

The Community Service Program (PKM) entitled *Organizational Strengthening to Enhance the Capacity of Dasawisma Groups in Bukit Timah Subdistrict, Dumai City (Management and Organizational Development)* demonstrates that strengthening managerial and organizational aspects is a key factor in enhancing the capacity of Dasawisma groups as the foundation of the PKK movement at the subdistrict level. Through counseling and mentoring activities, there was an improvement in Dasawisma members' understanding of organizational functions, role distribution, work mechanisms, and the importance of administration and simple record-keeping as part of good organizational governance. Theoretically, these findings reinforce the view that community organizations managed in a participatory and systematic manner are able to encourage collective behavioral change and improve the effectiveness of community empowerment program implementation.

The results of the community service activities also reflect that organizational processes involving active member participation are capable of fostering new awareness regarding the importance of togetherness, responsibility, and local leadership in carrying out Dasawisma activities. The emergence of member initiatives to become more actively involved in planning, implementation, and evaluation indicates the presence of social transformation at the micro level, particularly in strengthening individual and group capacity. This is consistent with the community empowerment approach, which positions the community as the subject of development rather than merely the object of programs.

Based on this reflection, it is recommended that organizational strengthening activities for Dasawisma be carried out on a sustainable basis through follow-up mentoring programs, more applied organizational management training, and enhanced synergy among subdistrict governments, PKK Mobilization Teams, and educational institutions. In addition, consistent policy support and facilitation are required to enable Dasawisma to develop as an independent, adaptive, and effective organization in supporting the sustainable improvement of family and community welfare in Bukit Timah Subdistrict, Dumai City.

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