



## Model and Strategy of Dynamic Collaborative Governance of Poverty Alleviation in West Java

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### ABSTRACT

The purpose of this study is to examine the description of the collaboration environment, collaborative dynamic-capability, and dynamic-collaborative governance, and analyze the effect of collaboration environment on collaborative dynamic-capability and dynamic-collaborative governance of poverty alleviation in West Java. The approach is quantitative, with questionnaires as the main instrument for collecting and analyzing datasets to describe each variable in the model and its interrelationships, tested with Partial Least Squares Structural Equation Modeling (PLS-SEM). The research subjects or units of analysis in this study are all 27 cities/regencies in West Java, plus one provincial government as respondents. The results revealed that collaboration environment and collaboration environment had a positive effect on collaborative dynamic capability. The collaborative dynamic capability had a positive effect on dynamic-collaborative governance. The amount of regional generated revenue for local governments was able to moderate the relationship among variables. This study offers practical implications for enhancing poverty alleviation strategies through targeted collaborative governance frameworks. It highlights the importance of fostering dynamic capabilities and effective local government. This study highlights the novelty of integrating dynamic governance with moderated revenue-based insights.

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## 1. INTRODUCTION

Poverty is a persistent global challenge that intersects with various social issues (Muslim et al., 2021; Zhang et al., 2020), such as unemployment, crime, substance abuse, homelessness, violence, and limited access to healthcare and education (BPS, 2021a). Governments and organizations worldwide have implemented numerous initiatives to address poverty, with the United Nations' Sustainable Development Goals (SDGs) emphasizing its eradication through objectives like "No Poverty" and "Zero Hunger" (Ayu et al., 2019). These goals are closely linked to broader aspirations such as "Decent Work and Economic Growth" and "Industry, Innovation, and Infrastructure" (Yu and Huang, 2021). Collaborative governance (CG), which fosters synergy among stakeholders to achieve common objectives, has emerged as a promising approach to poverty alleviation (Florini and Pauli, 2018; Nurmala and Adiwibowo, 2023).

In Indonesia, poverty alleviation efforts have shown mixed results. During the SDG implementation period (2015-2019), the country achieved a 1.81% reduction in poverty, with West Java recording a 2.62% decrease, equivalent to 1.037 million individuals (BPS, 2021b). However, the COVID-19 pandemic reversed these gains, increasing poverty rates in West Java to 8.4% in 2021. The urban-rural disparity—with 72.7% of poverty concentrated in urban areas—underscores the complexities of addressing poverty within diverse socio-economic contexts. This situation calls for innovative governance approaches that can sustain progress amidst economic disruptions.

Dynamic-collaborative governance, characterized by multi-stakeholder collaboration involving the government, private sector, academia, community, and media—known as the penta-helix model—offers a strategic framework for poverty alleviation (Kurniati et al., 2024). Rooted in the governance model proposed by Emerson et al. (2012), this approach emphasizes constructive stakeholder engagement to achieve societal goals. This study explores the application of dynamic-collaborative governance in enhancing poverty alleviation efforts in West Java, focusing on its processes, structures, and stakeholder roles.

While existing literature highlights the evolution of governance models from general frameworks (Bunnell et al., 2002) to their application in community development (Bae, 2004) and corporate social responsibility (Baisya, 2004), significant gaps remain. Many studies lack quantitative approaches or fail to incorporate private sector participation comprehensively. A review of 936 scientific articles revealed limited research on the interplay between performance, poverty alleviation, and dynamic-collaborative governance, particularly in Indonesia. This study addresses these gaps by integrating quantitative insights and moderation analysis to advance governance frameworks for poverty reduction.

This research contributes to theoretical and empirical knowledge by analyzing the dynamic-collaborative governance model's effectiveness in poverty alleviation in West Java. Empirical contributions include addressing regional research gaps, with a specific focus on West Java compared to provinces like Yogyakarta and West Kalimantan. The study also examines the moderation of local government types (cities and districts) to enrich prior findings. Theoretically, this research refines governance theories by incorporating region-specific dimensions and indicators. Ultimately, the study aims to propose a robust dynamic-collaborative governance model, offering actionable insights to enhance poverty reduction efforts in West Java and beyond.

## 2. METHODS

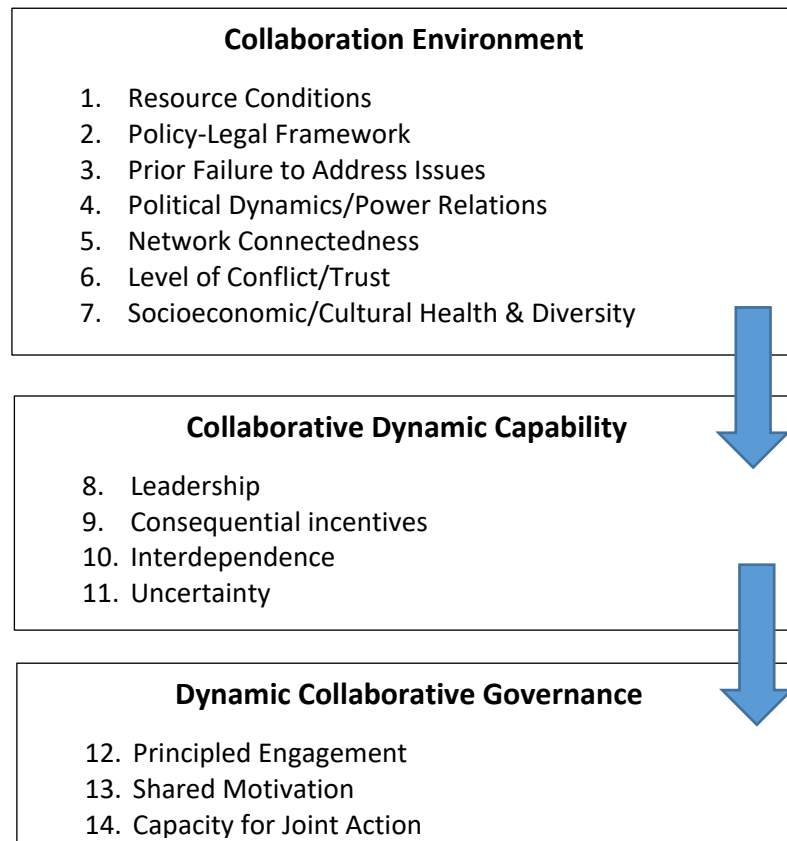
The variables modeled in this study consisted of one exogenous variable, one mediation variable (intervening), and one endogenous variable, plus one moderation variable (City and

Regency). The research subjects or units of analysis in this study were all 27 cities/regencies in West Java, plus one provincial government. The observation unit (respondent) was the Regency/City Poverty Reduction Coordination Team in West Java Province as the respondent who filled out the distributed questionnaire.

Dynamic-collaborative governance is the core of the entire collaborative governance process, which consists of three interrelated components: (1) principled engagement, (2) shared motivation, and (3) capacity for joint action (Emerson and Nabatchi, 2015a). The three components of dynamic-collaborative governance work together interactively and iteratively in producing collaborative actions or steps taken in implementing the common goals of a policy or program. These actions can lead to outcomes that are both internal and external. These actions' impact and potential adaptation apply to a collaboration environment, collaborative dynamic-capability, and dynamic collaborative-governance.

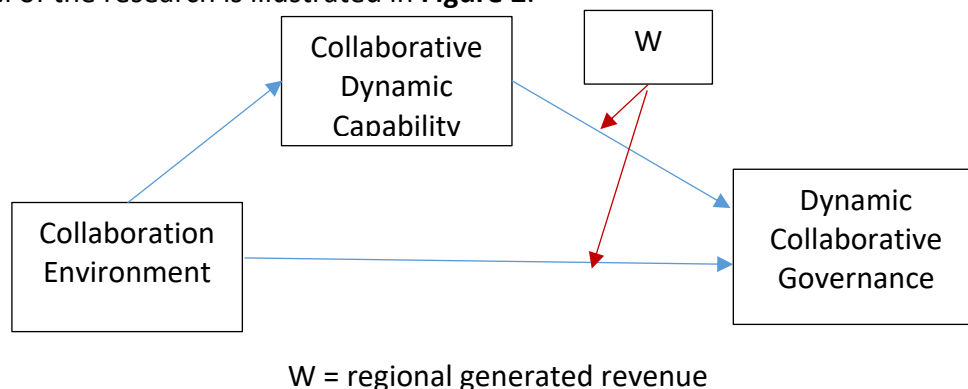
Collaboration environment basically refers to the external environment as well as the internal environment or internal environment in the concept of strategic management. This collaborative environment is an antecedent that can influence other variables in the framework of dynamic-collaborative governance and the actions and outcomes of a policy or program. In the model, the collaboration environment is at the outermost. The external environment in the collaboration environment that influences and is influenced here may refer to political, economic, sociocultural, technological, environmental, and legal factors (Indris and Primiana, 2015). This collaboration environment creates opportunities and constraints that shape the dynamics and performance of the collaboration process at the beginning and over time (Suddaby et al., 2015). From here, the collaboration environment can give rise to several drivers (collaborative dynamic-capability) that include uncertainty, interdependence, consequential incentives, and leadership, which can help initiate and determine the direction of dynamic-collaborative governance as a whole. Referring to the model of Emerson and Nabatchi (2015b), several dimensions related to the collaboration environment within the framework of dynamic-collaborative governance can be identified, namely: (1) Resource Conditions; (2) Policy Legal Frameworks, (3) Prior Failure to Address Issues, (4) Political Dynamics/Power Relations; (5) Network Connectedness, (6) Levels of Conflict/Trust, and (7) Socioeconomic/Cultural Health and Diversity.

The conditions that arise at the beginning of collaboration can support or vice versa hinder cooperation between stakeholders and between external parties and stakeholders. These obstacles can arise due to vagueness so as to disrupt the system context and conditions specifically related to the Collaborative Dynamic-Capability of the collaboration (Ansell and Gash, 2008). Collaborative dynamic capability does appear along with contextual environment variables (collaboration environment) so that the urge to collaborate can arise to achieve its goals. In this study, collaborative dynamic capability here includes the following dimensions: (1) leadership, (2) consequential incentives, (3) interdependence, and (4) uncertainty. So, it can be concluded here that collaborative leadership is essentially a collaborative dynamic capability that gives rise to a further impetus so that interdependence is formed in overcoming the problems of internal and external environmental uncertainty. Assuming that the collaborative dynamic-capability arises and can be understood by all parties, then dynamic collaborative governance as an effort to implement a program can be started. The research framework can be presented in **Figure 1**.



**Figure 1.** Research Framework.

The model of the research is illustrated in **Figure 2**.



**Figure 2.** Research Model.

The proposed of research hypotheses are:

1. Collaboration environment affects collaborative dynamic capability in poverty reduction programs.
2. Collaboration environment affects dynamic collaborative governance directly and through collaborative dynamic capability in poverty reduction programs.
3. Collaborative dynamic capability affects dynamic collaborative governance in poverty reduction programs.
4. The amount of regional generated revenue for local governments (city and regency) can moderate the relationship between collaboration environment, collaborative dynamic capability and dynamic collaborative governance.

### 3. RESULTS AND DISCUSSION

#### 3.1. Measurement and Structural Model

Based on the results of the measurement model, a descriptive analysis can be carried out for each of the variables studied, namely collaboration environment, collaborative dynamic capability, and dynamic collaborative governance. Descriptive analysis here refers to the achievement of mean values, standard deviations, and categories. The ideal average value is 5 while the minimum value is 1. The categories are divided into four: Low, Adequately Low, Adequately High, and High. A recapitulation of descriptive analysis for each variable can be summarized in **Table 1**.

**Table 1.** Recapitulation of descriptive analysis

Dimension	Mean	SD	Category
Resource Conditions	3,869	0,882	Adequately High
Policy-Legal Framework	3,840	0,854	Adequately High
Prior Failure to Address Issues	3,763	0,911	Adequately High
Political Dynamics/Power Relations	4,002	0,852	High
Network Connectedness	3,825	0,888	Adequately High
Level of Conflict/Trust	3,743	0,897	Adequately High
Socioeconomic/Cultural Health and Diversity	3,659	0,905	Adequately High
<b>Collaboration Environment (X1)</b>	<b>3,814</b>	<b>0,889</b>	<b>Adequately High</b>
Leadership	3,916	0,849	Adequately High
Consequential incentives	3,891	0,861	Adequately High
Interdependence	3,773	0,922	Adequately High
Uncertainty	3,753	0,895	Adequately High
<b>Collaborative Dynamic Capability (X2)</b>	<b>3,833</b>	<b>0,884</b>	<b>Adequately High</b>
Principled Engagement	3,876	0,836	Adequately High
Shared Motivation	3,837	0,850	Adequately High
Capacity for Joint Action	3,831	0,909	Adequately High
<b>Dynamic Collaborative Governance (X3)</b>	<b>3,848</b>	<b>0,865</b>	<b>Adequately High</b>

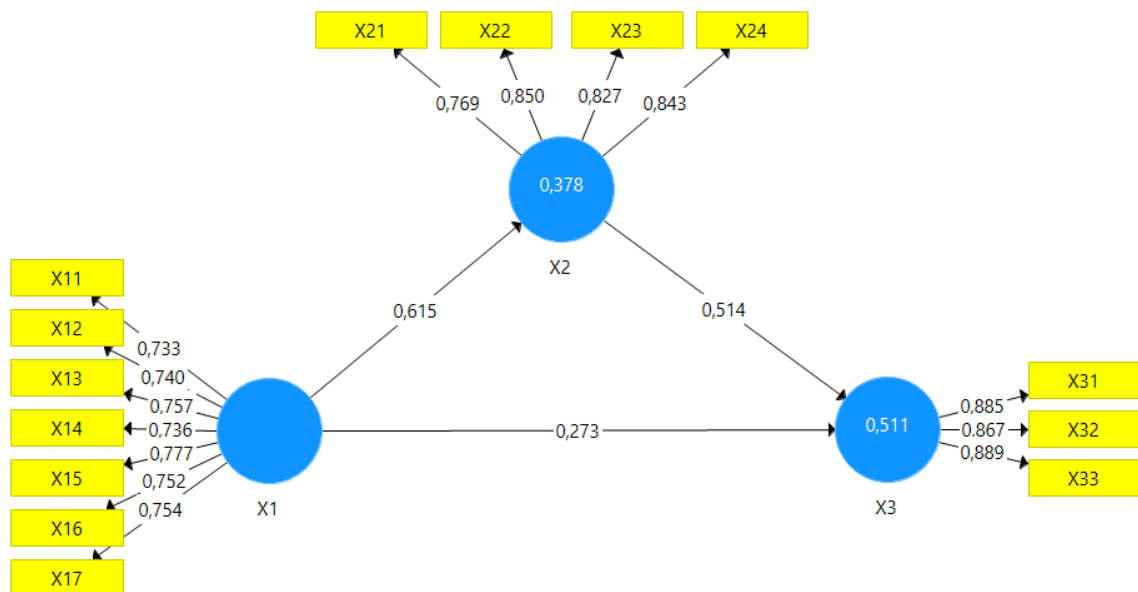
The results of hypothesis testing in this dissertation refer to the analysis of measurement model (first-order) and the analysis of structural model with SEM-PLS. Analysis of a measurement model is an analysis of the relationship between one construct of the variable under study and each of its dimensions. The analysis of structural models is related to the interrelation and analysis of each exogenous, mediated, and endogenous construct. **Table 2** presents the summary of loading factor of each construct and the value of construct reliability and validity.

**Tabel 2.** Summary of loading factor

Path	LX1	LX2	LX3	CA	CR	AVE
X11	0.733			0.870	0.900	0.563
X12	0.740					
X13	0.757					
X14	0.736					
X15	0.777					
X16	0.752					
X17	0.754					
X21		0.769		0.841	0.894	0.678
X22		0.850				
X23		0.827				
X24		0.843				
X31			0.885	0.855	0.912	0.775
X32			0.867			
X33			0.889			

The measurement model for all constructs shows that all loadings values for each of its dimensions have values greater than 0.7 so that they meet the criteria for good factor loadings (valid and reliable). Similarly, each variable has CA and CR values > 0.7 and AVE values > 0.5. In this case, the condition indicates that each dimension can reflect its variables as a construct of its latent variables.

Referring to the criterion, it can be stated that all constructs can be used for descriptive analysis and structural model analysis in hypothesis testing. The structural model for dynamic collaborative governance influenced by collaboration environment and collaborative dynamic capability can be described in **Figure 3**.



**Figure 3.** Structural Model

The structural equation of the model can be formulated into the following equation:

$$X2 = 0.615 X1 \quad (R^2 = 0.378)$$

$$X3 = 0.273 X1 + 0.514 X2 \quad (R^2 = 0.511)$$

The equations of this structural model can be used as a reference to estimate the relationship and influence of one construct with another. The determination of structural models usually includes several calculations relating to the inter-construct correlation matrix, the coefficient of determination ( $R^2$ ), the path coefficient (direct influence), including the magnitude of the indirect effect (through the mediation variable) and its total effect, as well as the value of  $f^2$ . Referring to the proposed model, there are two constructs with a value of coefficient of determination ( $R^2$ ), namely Collaborative Dynamic Capability and Dynamic Collaborative Governance.

The value of  $R^2$  for the collaborative-dynamic capability model is 0.378, which means the collaboration environment can explain 37.8% of the variance. In contrast, the remaining 0.622 or 62.2% can be explained by other factors outside this model. The value of  $R^2$  for the dynamic-collaborative governance model is 0.551, which means the collaboration environment and collaborative-dynamic capability can explain 55.1% of the variance. In contrast, other factors outside this model can explain the remaining 0.489 or 48.9%.

Referring to the PLS calculation results, a summary of the acceptance and rejection of the hypothesis, including the direct effect, indirect effect, total effect, and mediation effect, can be explained in **Table 3**.

**Tabel 3.** Summary of hypothesis testing

Path	Coef.	SE	t-stat	p-value	Sig.	Hypothesis
X1→X2	0.615	0.068	8.994	0.000	Significant	Accepted
X1→X3	0.273	0.077	3.534	0.000	Significant	Accepted
X2→X3	0.514	0.077	6.663	0.000	Significant	Accepted
X1→X2→X3	0.316	0.073	5.354	0.000	Mediated	Full Mediated

**Table 3** conveys that all hypotheses are accepted. It means that collaboration environment has a positive effect on collaborative dynamic capability, supporting hypothesis 1. It also means that collaboration environment has a positive effect on dynamic collaborative governance, that supports hypothesis 2. Finally, collaborative dynamic capability has a positive effect on dynamic collaborative governance, support hypothesis 3. The collaborative dynamic capability has a full mediation effect of the influence of collaboration environment on dynamic collaborative governance.

The moderating effect of regional generated revenue on the relationship between collaboration environment and collaborative dynamic capability and dynamic collaborative governance can be summarized in **Table 4**, to show the supporting of hypothesis 4.

**Table 4.** Summary of moderation effect

Path	Coefficient t	Bootstrap p	Standard Deviation n	t-statistic	P Values	Effect
X1→X2	0,615	0,623	0,045	13,593	0,000	
X1→ X3	0,222	0,229	0,073	3,036	0,003	
X2→X3	0,543	0,540	0,077	7,066	0,000	
rev→X3	0,041	0,036	0,077	0,538	0,591	
Moderating Effect X1 → X3	-0,194	-0,193	0,073	2,661	0,008	Moderate d
Moderating Effect X2 → X3	0,194	0,195	0,075	2,571	0,010	Moderate d

**Table 4** shows that the moderating effect of revenue on the relationship between the collaboration environment and dynamic collaborative governance is significant. It means that regional generated revenue can strengthen the effect of collaboration environment on dynamic collaborative governance. Nevertheless, the direction of the interaction is negative which means the local government with lower revenue will contribute more to dynamic collaborative governance than the local government with higher revenue. **Table 4** also indicates a significant moderating effect of revenue on the relationship of collaborative dynamic capability and dynamic collaborative governance. Thus, regional revenue can enhance the effect of collaborative dynamic capability on dynamic collaborative governance. The positive direction of the interaction means the local government with higher revenue will contribute more to dynamic collaborative governance than the local government with lower revenue.



### 3.2. Analysis of the Structural Model

Referring to the results of the study, it can be argued that all dimensions on each construct can reflect all these constructs. In the construct of collaboration environment, the dimension of resource conditions reflects the human/social resource readiness, natural/environmental resource support, and economic/fund resource support in implementing current poverty alleviation programs. The resource condition can run efficiently by managing the necessary resources thoroughly (Abramson et al., 2015). The policy-legal framework depends on current political stability in implementing poverty alleviation programs, policy support from the central/provincial in implementing poverty alleviation programs, and alignment of this poverty alleviation program with other policies (Jeffery and He, 2012). The dimension of Prior Failure to Address Issues is reflected from the condition that team learned from previous policy/program failures, clearly understood the limits of authority in implementing poverty reduction programs, and had clear roles/functions in implementing poverty reduction programs (Widianingsih, 2014).

The dimension of Political Dynamics/Power Relations has to do with level of acceptance, support, and coordination of stakeholders (government, partners, community, academics, and media) in the current implementation of poverty alleviation programs. The level of acceptance, support, and coordination of stakeholders are crucial factors in the current implementation of poverty alleviation programs (Eyben, 2013). The dimension of Network Connectedness has to do with the level of relationship with the center, between regions, and among stakeholders in the implementation of the poverty alleviation programs. Fostering the network connectedness will support the poverty alleviation programs (Hung and Lau, 2019).

Talking about the Level of Conflict/Trust, previous conflicts can serve as lessons for improving the current poverty alleviation program, the conflict resolution process has been carried out to improve the current poverty alleviation program, and efforts to build stakeholder trust have been intensively implemented in the implementation of the current poverty alleviation program. Managing the conflict and building trust may enhance the possibility of the poverty alleviation program's success (Badiuzzaman and Murshed, 2015). The dimension of Socioeconomic/Cultural Health and Diversity is characterized by the level of complexity of differences in the implementation of current poverty alleviation programs can be controlled; the tier of accommodation of various interests has been carried out in the enactment of the current poverty alleviation program; and collaborative culture has become a feature in the performance of current poverty alleviation programs (Muttarak and Lutz, 2014).

In the construct of collaborative dynamic capability, the dimension of leadership is related to leadership ability in directing team members and managing existing resources and leadership commitment in implementing the current poverty alleviation programs. Without suitable leadership, the agenda of poverty alleviation cannot work well (Beegle and Christiaensen, 2019). Besides that, in the consequential incentive, the team needs to anticipate internal and external problems to establish an internal-external balance in implementing the current poverty alleviation programs (Hannan, 2014). The current poverty alleviation program implementation team needs to rely on one another (interdependence) to optimize their strengths in carrying out their tasks and improve the coordination of the current poverty alleviation program implementation team. Collaboration in poverty alleviation programs with various parties required deep coordination (Larantika et al., 2017). The team also needs to anticipate internal and external environmental uncertainties, as well as have the ability to share information regarding internal-external serendipity. Handling the internal and external environmental uncertainties ensures the program's sustainability (Rodríguez et al., 2016).



Construct of Dynamic Collaborative Governance can be explained by dimension of Principled Engagement, Shared Motivation, and Capacity for Joint Action. Principled Engagement is related to the involvement of the team to identify and analyze information relevant to program implementation, establish joint criteria for assessing information and alternatives, conduct communication and deliberation in program implementation, and jointly determine agendas in implementing poverty alleviation programs (McKague et al., 2015). The dimension of Shared Motivation encompasses team efforts to build mutual trust, understand each other, develop the credibility of program implementation, and increase commitment to implementing poverty alleviation programs (Niki et al., 2020). In Capacity for Joint Action, it is necessary to have clarity in procedural/institutional agreements, leadership ability to empower teams, team knowledge in program implementation, and optimization of scarce resources in implementing poverty alleviation programs (Muslim et al., 2021).

This research confirms various previous studies related to the role of collaborative governance in the context of poverty alleviation, both in Indonesia (Lawelai and Nurmandi, 2022; Muslim et al., 2021; Niki et al., 2020; Trisniawan et al., 2022) and other countries (Florini and Pauli, 2018; Hannan, 2014; Vij, 2011; Zhang et al., 2020). This dynamic collaborative governance must be supported by collaboration environment and collaborative dynamic capability.

The collaboration environment of poverty alleviation in West Java should highlight the network connectedness. This network connectedness emphasizes that collaborative governance requires a strong and well-connected network to connect smoothly with all stakeholders. This network must be built vertically and horizontally (Yi et al., 2019). Referring to this explanation, the connectivity of this network must focus on the level of relationship with the center, the level of association between regions, and the level of connection with stakeholders. On the other hand, the resource condition in the collaboration environment is still low, a need to improve human/social resource readiness, natural/environmental resource support, and economic/fund resource.

The aspect of consequential incentives in collaborative dynamic capability is the most crucial aspect to improve through internal (problems, resource needs, interests, or opportunities) or external (situational or institutional crises, threats, or challenges) drives in collaborative action (Emerson and Nabatchi, 2015a). Nevertheless, the aspect of leadership must be reevaluated because leaders are not yet in an absolute position to initiate and help "secure" resources and support for collaboration dynamics at the core of collaboration governance. In this case, the main capital of leadership in collaborative governance is a commitment to collaborative problem-solving, a willingness not to impose specific solutions, and impartiality to certain parties' preferences (Stout et al., 2018).

In dynamic collaborative governance the dominant aspect is the capacity for joint action. The purpose of the collaboration is to achieve goals that cannot be achieved alone. Collaboration is a cooperative activity to increase the capacity of oneself and others to attain a common goal. In this case, dynamic collaborative governance must produce a new capacity for joint action that did not previously exist and maintain or grow this capacity as long as it is planned according to its purpose (Nawawi et al., 2020). This capacity is also the basis for empowerment, often the main principle in collaboration.

#### 4. CONCLUSION

The implementation of the poverty alleviation program in West Java faces various challenges in achieving its best performance. Dynamic-collaborative governance has proven to be a model for implementing this poverty alleviation program. The research results reveal that the

collaboration environment had a positive effect on collaborative dynamic capability, the collaboration environment had a positive effect on dynamic collaborative governance, and the collaborative dynamic capability positively affected dynamic-collaborative governance. The amount of regional generated revenue for local governments (city and regency) was able to moderate the relationship between collaboration environment, collaborative dynamic capability, and dynamic collaborative governance of poverty alleviation in West Java. The negative direction of the interaction means the local government with lower revenue will contribute more to dynamic collaborative governance than the local government with higher revenue. The positive direction of the interaction means the local government with higher income will contribute more to dynamic collaborative governance than the local government with lower revenue.

The collaboration environment must focus on network connectedness; the collaborative dynamic capability must highlight the consequential incentives; and dynamic collaborative governance must be intensive on the capacity for joint action. This research introduces a novel quantitative approach to analyzing the interplay between collaboration environment, collaborative-dynamic capability, and dynamic-collaborative governance in poverty alleviation, incorporating local government revenue as a moderating factor. The findings provide actionable insights for policymakers to design more targeted and data-driven collaborative governance strategies tailored to regional contexts, enhancing poverty reduction efforts.

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