



Women's Empowerment Through PKK Dawis 2 Group RT 37 RW 009 Surodinawan Village, Prajurit Kulon District, Mojokerto City in Orderly Administration and Financial Bookkeeping

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Abstract

Women's empowerment at the grassroots level is often constrained by weak administrative practices and the absence of transparent financial management systems. This research aims to analyze how orderly administration and financial bookkeeping can strengthen women's empowerment within the PKK Dawis 2 group in Surodinawan Village, Mojokerto City. Using a descriptive qualitative method with a case study approach, data were obtained through interviews, observations, and document analysis. The implementation of structured administrative procedures, including agenda preparation, attendance recording, and systematic documentation, resulted in increased participation, clearer decision-making processes, and stronger organizational coordination. Likewise, the adoption of basic financial bookkeeping enabled members to record income and expenditures accurately, prepare monthly financial reports, and improve accountability in managing community funds. The findings show that training and guided practice helped members build confidence, develop financial literacy, and contribute more actively to organizational activities. Overall, the study concludes that strengthening administrative discipline and transparent bookkeeping significantly enhances women's agency and organizational resilience, offering a practical model for similar community groups.

Keywords : Women's Empowerment, Administration, Bookkeeping, Community Organization, PKK Dawis 2

INTRODUCTION

Women's empowerment has become a central focus in sustainable development discourse, particularly in low- and middle-income countries. Defined as the process through which women gain power and control over their own lives, empowerment encompasses various dimensions including economic participation, political voice, decision-making capacity, and access to resources (Kabeer, 2021). Empowered women tend to have greater influence in their households and communities, leading to better health outcomes, improved education, and economic growth (Krause et al., 2021). Recent studies underscore that women's empowerment is positively correlated with community resilience and poverty reduction (Yount et al., 2020). Despite global progress, localized barriers such as limited financial literacy, patriarchal norms, and inadequate institutional support continue to hinder women's empowerment in rural and semi-urban settings (Mahmud et al., 2022). This suggests that community-based initiatives tailored to specific local dynamics are critical for fostering sustainable empowerment processes.

In the Indonesian context, especially within village-level organizations such as PKK (Pembinaan Kesejahteraan Keluarga), women's empowerment has shown great potential but remains inconsistently implemented due to weak administrative and financial practices. The PKK Dawis 2 group in RT 37 RW 009 Surodinawan Village exemplifies a grassroots effort to engage women in collective action, aiming to enhance their roles through structured community participation. However, disorganized record keeping and fragmented administrative procedures limit the group's impact and sustainability. Previous studies have emphasized that administrative order and transparency significantly influence organizational effectiveness and individual empowerment (Fadillah & Hartati, 2023; Suryani et al., 2022). Hence, the urgency to investigate the role of orderly administration and financial management in enabling women's empowerment becomes evident, particularly in contexts where formal structures are absent or weak.

Orderly administration is a crucial determinant of organizational efficacy, particularly in community based groups that rely heavily on voluntary engagement. It involves the structured management of activities, accurate documentation, and clear communication channels (Putri et al., 2023). In the case of women's groups, administrative order supports transparency, accountability, and participation, which in turn enhances members' trust and engagement (Puspitasari & Widiastuti, 2020). Well organized administrative systems also facilitate access to external support, such as government funding or NGO assistance, which often requires proper documentation and reporting (Rachmawati et al., 2021). Empirical evidence indicates that women led organizations with structured administrative systems are more effective in achieving social and economic goals (Utami et al., 2021). Therefore, examining the influence of orderly administration on women's empowerment offers valuable insights into building more resilient and inclusive community structures.

Financial bookkeeping, as a second independent variable, also plays a pivotal role in supporting the empowerment of women within local organizations. Accurate and transparent financial management ensures that funds are used responsibly and that members are informed about financial decisions, which promotes mutual trust and accountability (Iskandar et al., 2022). For many community based women's groups, financial literacy and bookkeeping skills represent both a practical necessity and a path toward economic self-sufficiency (Nurhasanah & Sari, 2020). Research has shown that when women are trained in financial management, their self-confidence, economic participation, and leadership capabilities significantly improve (Wulandari et al., 2023). In particular, financial transparency can increase members' willingness to contribute time and resources, thereby strengthening the organization's capacity to meet its objectives (Rahmawati et al., 2021). Hence, the integration of sound financial bookkeeping practices is essential not only for operational efficiency but also for fostering a culture of empowerment and sustainability.

This research aims to analyze the influence of orderly administration and financial bookkeeping on women's empowerment through the case of the PKK Dawis 2 group in Surodinawan Village. The study contributes theoretically by enriching the literature on grassroots women's empowerment with a focus on administrative and financial factors, which are often overlooked in macro-level studies. Empirically, it offers practical insights for policymakers, community leaders, and development practitioners on how to design more effective empowerment programs by strengthening internal organizational systems. Through this research, it is hoped that similar women's groups can adopt structured management practices to enhance their impact, sustainability, and inclusiveness.

Although women's empowerment has been widely studied across various disciplines, most existing research tends to focus on macro-level factors such as education, access to finance, or health interventions, while overlooking the internal organizational mechanisms that influence empowerment outcomes at the grassroots level. Specifically, there is a lack of empirical studies that examine how structured administration and financial bookkeeping within small community based women's groups such as PKK (Family Welfare Movement) units contribute to strengthening women's agency. Moreover, much of the literature has centered on externally driven interventions from governments or NGOs, with limited attention given to the internal capacities of local women's collectives to manage their own empowerment processes. This gap highlights the need to explore how internal administrative order and transparent financial management can act as catalysts for sustainable empowerment, particularly in micro-local contexts where formal institutional support is minimal or inconsistent.

This study offers novelty by focusing on the micro level dynamics of women's empowerment through internal organizational variables orderly administration and financial bookkeeping within a PKK group operating at the neighborhood (RT/RW) level in Indonesia. Unlike prior studies that prioritize socio economic or cultural determinants, this research introduces an organizational management perspective to women's empowerment in community settings. Additionally, it contributes to the scarce body of knowledge on PKK as a strategic grassroots institution with the potential to facilitate inclusive development. By analyzing how improved documentation and financial practices impact member participation and decision-making, the study not only fills a theoretical gap but also provides a practical framework that can be replicated across similar women led groups nationwide.

METHOD

This study adopts a descriptive qualitative design with a case study approach, to explore how structured administration and financial bookkeeping support women's empowerment within the PKK Dawis 2 group in RT 37 RW 009, Surodinawan Village, Prajurit Kulon District, Mojokerto City. The case study method is suitable for examining organizational practices within a specific socio-cultural setting, allowing for an in-depth understanding of empowerment processes in real life community contexts (Ridder, 2021).

The focus of the research is the internal organizational dynamics of the PKK group, specifically related to administrative order and financial management. Purposive sampling was used to select key informants primarily the group's leaders and active members responsible for bookkeeping and administrative tasks. Data were collected through semi-structured interviews, participant observation, and document analysis, in accordance with qualitative research best practices (Nowell et al., 2022).

To ensure data trustworthiness, the study employed methodological and source triangulation, enhancing both credibility and dependability of the findings (Flick, 2022). The data were analyzed using reflexive thematic analysis, involving a six-phase process: familiarization, initial coding, theme development, theme review, defining themes, and writing the report (Terry et al., 2021). This method enabled the identification of meaningful patterns regarding how administrative discipline and transparent bookkeeping shape participation, trust, and leadership among women in grassroots settings.

To maintain ethical standards throughout the study, informed consent was obtained from all participants. They were briefed about the purpose of the research, their right to withdraw at any time, and the measures taken to ensure anonymity and confidentiality. Ethical approval was not formally required due to the non-invasive nature of the study and the voluntary participation of adult informants. Nonetheless, the research adhered to the ethical guidelines outlined by the British Educational Research Association (BERA, 2022), ensuring responsible conduct and respect for the community context.

The use of participant observation allowed the researcher to directly observe the administrative routines, meeting dynamics, and financial management practices within the PKK Dawis 2 group. This approach enriched the data with

real-time insights into how group members interact, make decisions, and manage their resources collectively. Observational notes were integrated with interview transcripts and document reviews to construct a comprehensive picture of the internal mechanisms facilitating women's agency (Hall et al., 2023).

Furthermore, document analysis played a vital role in triangulating findings. Internal records such as meeting minutes, financial reports, and activity logs were analyzed to assess consistency, accuracy, and transparency in administrative and financial operations. These records provided evidence of both challenges and progress within the group's governance structure. By integrating multiple data sources, the study enhanced its analytic depth and reliability, offering nuanced insights into how grassroots organizational practices foster sustainable empowerment outcomes for women (Sandelowski, 2021).

RESULTS AND DISCUSSION

This study set out to explore how orderly administration and financial bookkeeping could strengthen women's empowerment in grassroots organizations, using PKK Dawis 2 RT 37 RW 009 in Surodinawan Village as a case study. Empowerment in this context was measured through increased participation, improved organizational management, and financial transparency. Through a combination of interviews, observations, and documentation review, three main themes emerged: (1) community engagement and training facilitation, (2) institutionalization of administrative procedures, and (3) application of financial bookkeeping practices. These themes are closely connected to the empirical visual evidence collected during the program implementation, and each reflects a phase of transformation toward more structured and empowered collective action by the women in the group.

Consistent with the framework proposed by Kabeer (2021) and Iskandar et al. (2022), empowerment is not only about access to external resources but also about internal capacities specifically the ability of women to organize, manage, and sustain their group activities with autonomy and accountability. This section discusses how the integration of training, routine administration, and financial record keeping practices functioned as key drivers in enhancing both individual agency and collective organization within PKK Dawis 2. Visual documentation supported the data interpretation and showed how concepts of transparency, participation, and structured planning were gradually embedded into the group's practices.

Institutionalizing Routine Administrative Practices

The second stage of development is evidenced in Figure, which depicts an internal group meeting conducted under improved administrative conditions. Unlike previous ad-hoc gatherings, this meeting followed a pre-set agenda, with attendance tracked and minutes taken by a designated secretary. This evolution signifies the group's transition from informal, memory based operations to formal, documentation driven governance. According to institutional theory (Ridder, 2021), the survival and effectiveness of community based organizations depend heavily on the standardization of routines and accountability systems. By normalizing administrative protocols such as scheduling, attendance logs, and recordkeeping, the PKK Dawis 2 group enhanced not only its internal coherence but also its eligibility for external support and funding.



Figure 1. Structured Group Discussion during Routine PKK Administrative Meeting

This figure illustrates a routine PKK meeting conducted using a structured administrative approach, including agenda preparation, attendance recording, and minute taking. The image reflects the institutionalization of administrative practices within the group, leading to improved participation, shared decision-making, and organizational accountability.

Beyond the structured administrative practices highlighted earlier, Figure 1 also reveals deeper organizational dynamics that signify a shift toward *participatory governance*. The seating arrangement and the active involvement of multiple members suggest that decision-making has become more decentralized, moving away from leader centric processes typical in many informal community groups. This structural shift aligns with governance theories emphasizing that participatory structures create more responsive and adaptive organizations (Suryani et al., 2022). By allowing every member to voice opinions and engage in agenda setting, the group is not only improving administrative order but also strengthening democratic norms within its operations. This transformation is especially meaningful in the context of women's organizations, where the opportunity to participate in governance directly contributes to increased self efficacy and confidence in public roles.

Additionally, the scene in Figure 1 demonstrates the emergence of what organizational scholars refer to as *procedural justice* the perception that processes within a group are fair, transparent, and inclusive. The existence of meeting documentation, attendance tracking, and open discussion creates clearer expectations and reduces ambiguity regarding roles and responsibilities. Research by Puspitasari & Widiastuti (2020) shows that procedural justice significantly enhances members' trust and long-term commitment to community organizations. In PKK Dawis 2, such practices help to build institutional memory, ensuring that decisions are not lost and that new members can easily integrate into the group. Therefore, the significance of Figure 2 extends beyond administrative improvement; it reflects the development of governance structures that promote accountability, collective ownership, and continuity.

This administrative shift also led to a noticeable increase in member participation and engagement in group decision-making. Interview data revealed that members now felt more involved and informed, as meeting outcomes and financial plans were shared openly. The practice of rotating secretarial duties and making documentation publicly accessible fostered a stronger sense of collective ownership. These findings align with Puspitasari and Widiastuti (2020), who highlight that transparent documentation practices in women led organizations build mutual trust and institutional credibility. Ultimately, institutionalizing these routines transformed the group's operational culture, providing a foundation for sustainable community leadership and long term impact.

Applying Financial Bookkeeping for Accountability and Empowerment

The most transformative operational improvement observed was the implementation of basic financial bookkeeping, as shown in Figure. This photo depicts a facilitator guiding a PKK member through a practical financial entry in a cash ledger. Before the intervention, financial management was conducted informally, often by one individual without documentation or oversight. The introduction of structured income and expenditure logs, categorized funds, and regular reporting schedules represented a significant departure from previous practices. These improvements are consistent with Iskandar et al. (2022), who emphasize that financial literacy is a critical enabler of organizational accountability, especially in women led community groups. Bookkeeping, in this context, became more than a technical tool it became a platform for economic transparency and inclusion.



Figure 2. Practical Demonstration of Basic Financial Bookkeeping for PKK Members

This figure shows a hands on demonstration of financial bookkeeping, where a facilitator guides a member through logging financial transactions in a cash ledger. The activity signifies the implementation of transparent and systematic financial management practices, which contribute to enhanced financial literacy and collective empowerment within the PKK Dawis 2 group.

The bookkeeping demonstration in Figure 2 also signifies a crucial shift in the economic literacy landscape of the group. Unlike the previous analysis, which focused on transparency and empowerment, this extended discussion explores how the introduction of bookkeeping practices encourages *financial autonomy*. By learning to categorize

expenses, record income, and track balances over time, members of PKK Dawis 2 gain the ability to make informed financial decisions that previously fell outside their control. This transformation is consistent with findings from Wulandari et al. (2023), who argue that financial autonomy significantly increases women's ability to negotiate resources both within the household and within community structures. As members learn analytical aspects of financial data such as identifying trends or predicting future fund shortages they develop competencies associated with financial leadership, thereby positioning themselves as more influential actors in community development.

In addition, Figure 2 reflects the emergence of *collective financial governance*, an important dimension of sustainable community-based organizations. The shared learning and practice of bookkeeping reduce the risk of financial mismanagement because knowledge is distributed rather than centralized in a single treasurer. This decentralization aligns with principles of financial resilience highlighted by Iskandar et al. (2022), which emphasize that organizations with shared financial knowledge are more capable of adapting to financial shocks and ensuring continuity of operations. The visual evidence of facilitators guiding participants indicates a deliberate process of embedding financial skills within the group's collective capability. Over time, this supports the evolution of PKK Dawis 2 from a group reliant on external guidance toward a financially self governing entity capable of producing credible reports, managing community funds, and even initiating income generating programs.

The impact of this intervention extended beyond operational efficiency to social empowerment. Members reported that access to clear financial records increased their willingness to contribute resources and engage in planning processes. Monthly financial reports were presented and discussed during meetings, creating an environment of open financial dialogue. These practices reflect the conclusions of Rahmawati et al. (2021), who argue that transparent financial systems in women's organizations encourage shared responsibility and foster economic participation. Furthermore, this new financial structure enabled the group to create data driven funding proposals and plan community economic activities, such as micro enterprise initiatives. In sum, bookkeeping became a practical tool that reinforced group cohesion, improved financial governance, and expanded the economic agency of the women involved.

Training and Community Facilitation as a Catalyst for Change

The initial phase of transformation within the PKK Dawis 2 group was marked by a structured training session facilitated by students from Universitas Mayjen Sungkono, as captured in Figure. The image illustrates high engagement among women participants as they actively interact with the facilitators during a community based training session. The training employed a participatory, locally grounded approach, incorporating demonstrations, group discussions, and simulation exercises. The content delivered focused on fundamental skills such as financial recording, meeting documentation, and structured agenda creation. This approach reflects the principles of experiential learning, where knowledge is constructed through direct interaction and reflection, aligning with the empowerment model proposed by Terry et al. (2021), which emphasizes hands-on experience as key to grassroots organizational development.



Figure 3. Training Session on Administrative and Financial Management with PKK Dawis 2 Members

This figure captures the introductory training session facilitated by university students for the women of PKK Dawis 2 RT 37 RW 009. The session focused on strengthening administrative capacity and financial documentation skills through participatory learning methods, including demonstrations and guided practice. The activity marks the starting point of the group's transition toward more structured organizational management.

The training session shown in Figure 3 can also be interpreted as an important mechanism for cultivating *collective agency* among the PKK Dawis 2 members. While the initial analysis in the article emphasizes skill building, a deeper reading of this moment reveals that training served to redistribute knowledge power relations within the group. Before

the intervention, administrative and financial tasks were typically handled by a few individuals, creating a dependency structure. The presence of facilitators who treated all participants as equally capable learners helped to dismantle hierarchical knowledge patterns and foster a more egalitarian organizational culture. This aligns with Kabeer's (2021) conceptualization of empowerment as the expansion of people's ability to make strategic life choices, which is highly dependent on access to information and the capacity to act upon it. By democratizing knowledge, the training positioned every member not merely as a participant, but as a potential administrator and decision maker within the PKK structure.

Moreover, the training session played a catalytic role in strengthening *collective identity* among the women, which is a foundational element in many successful empowerment initiatives. The shared learning experience created a sense of solidarity, enabling the group to develop a shared purpose around administrative improvement and financial transparency. Literature on women's grassroots movements suggests that such shared experiences often lead to increased resilience and higher motivation to sustain organizational reforms (Krause et al., 2021). As observed from participant testimonies, many women expressed a renewed sense of belonging to the group, which indicates that training also functioned as a social intervention reinforcing emotional and motivational dimensions of empowerment. This perspective expands the significance of the training beyond technical capacity building, positioning it as a transformative social process that strengthens internal cohesion and readiness for collective action.

Beyond knowledge transfer, the training sparked a collective awareness among participants about the strategic role they could play in managing their organization. Prior to the training, many members reported limited understanding of the importance of systematic documentation. Post training, the group began drafting internal action plans, designating secretarial roles, and scheduling regular activities. These changes resonate with the findings of Putri et al. (2023), who assert that localized, interactive training not only builds technical capacity but also fosters confidence and civic engagement among women. Thus, the training served as more than a skills workshop it became a critical reflection point that catalyzed inclusive governance and the emergence of empowered female leadership within the community.

Implementation

The implementation of the structured administrative and financial management methods within the PKK Dawis 2 group demonstrated substantial progress in strengthening organizational governance and women's empowerment at the community level. Following the training and capacity building sessions, the group succeeded in applying several key components of the intervention, including the establishment of a standardized meeting schedule, systematic documentation procedures, and a functional financial bookkeeping system. These implementations were not merely symbolic but resulted in observable changes in daily organizational operations. For instance, the group began conducting regular weekly meetings that adhered to formal procedures, such as the preparation of agendas, recording of attendance, and the production of written minutes. This consistent practice enhanced organizational discipline, provided continuity across activities, and ensured that all decisions were recorded and accessible for future reference. Moreover, the introduction of a structured administrative system allowed members to better understand their roles, coordinate activities more efficiently, and maintain transparency in communication factors that collectively contributed to improving organizational stability. Direct observations during field visits further reinforced that the women had internalized these administrative practices, displaying greater confidence and responsibility when leading discussions, recording decisions, or summarizing outcomes during meetings.

In addition to administrative advances, the implementation of a financial bookkeeping system significantly improved the group's financial management capabilities. Members were trained to record income, expenditures, and balances using a standardized cash ledger, which became a central tool for managing community funds. This system, once adopted, enabled the group to generate monthly financial reports, conduct internal financial reviews, and monitor fund utilization with a level of accuracy that was previously absent. As a result, the group experienced increased financial transparency and accountability, reflected in members' heightened willingness to contribute financially and participate in budget planning. The bookkeeping system also provided a reliable data foundation that strengthened the group's capacity to prepare proposals for external funding, particularly from local government programs or community grant schemes. Several members indicated that, for the first time, they understood how to calculate financial trends, track savings, and evaluate the feasibility of planned activities. Such achievements demonstrate that the implementation of bookkeeping practices not only improved technical competencies but also expanded the women's strategic decision making abilities. Overall, the implementation phase affirmed that structured administration and transparent financial management serve as effective mechanisms for building sustainable empowerment within women's grassroots organizations.

CONCLUSION

The findings of this study demonstrate that orderly administration and transparent financial bookkeeping play a critical and mutually reinforcing role in advancing women's empowerment within grassroots community organizations such as PKK Dawis 2 in Surodinawan Village. Through the implementation of structured administrative practices including meeting agendas, attendance tracking, and written documentation the group experienced significant improvements in organizational coordination, procedural clarity, and member participation. These enhanced administrative routines enabled women to engage more confidently in collective decision-making processes, fostering a culture of shared responsibility and participatory governance. The training and facilitation efforts further contributed to expanding members' awareness of their strategic roles within the organization, ultimately strengthening their capacity to manage, evaluate, and sustain community activities.

Equally important, the adoption of basic financial bookkeeping transformed the group's financial governance from informal, undocumented practices into a system that supports accountability, transparency, and informed planning. By mastering simple yet systematic financial recording techniques, members gained greater control over community funds, increased their willingness to contribute resources, and demonstrated improved competence in preparing financial reports and funding proposals. These outcomes indicate that financial literacy directly enhances women's agency by equipping them with the skills to manage economic resources and advocate for program development. Overall, the study concludes that strengthening administrative discipline and financial management is essential for creating sustainable empowerment pathways at the neighborhood level. The experience of PKK Dawis 2 suggests that similar women's groups can achieve durable organizational resilience and meaningful empowerment when provided with targeted, context sensitive capacity building interventions.

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