

Internal Engagement, Governance Effectiveness, and Traditional Arts Sustainability: A Case Study of the Palembang City Arts Council

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ABSTRACT

The sustainability of traditional arts is not only determined by artistic preservation efforts but also by the effectiveness of cultural institutions that manage and develop them. This study aims to analyze the dynamics of internal engagement among members of the Palembang City Arts Council (DKP) and its implications for governance effectiveness and the sustainability of traditional arts. The study employed a qualitative approach using a case study design. Data were collected through in-depth interviews, participatory observation, and document analysis involving DKP administrators and members. Data were analyzed using thematic analysis to identify patterns of emotional, cognitive, creative, and organizational engagement. The findings reveal that emotional engagement serves as the foundation for members' commitment to cultural preservation, which subsequently encourages cognitive engagement in organizational decision-making. Cognitive engagement fosters creative engagement through program innovation and cultural initiatives, while creative engagement strengthens organizational engagement through active participation and collaboration. These interconnected dimensions contribute to governance effectiveness, reflected in improved coordination, communication, and program implementation. Effective governance further supports the sustainability of traditional arts through cultural regeneration, knowledge transfer, and adaptive cultural programs. This study proposes a conceptual model linking internal engagement, governance effectiveness, and traditional arts sustainability, thereby extending engagement theory within the context of cultural governance and arts management.

Informasi Artikel

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ABSTRAK

Keberlanjutan seni tradisional tidak hanya ditentukan oleh upaya pelestarian bentuk kesenian, tetapi juga oleh efektivitas lembaga budaya yang mengelola dan mengembangkannya. Penelitian ini bertujuan menganalisis dinamika *engagement* internal anggota Dewan Kesenian Kota Palembang (DKP) serta implikasinya terhadap efektivitas tata kelola dan keberlanjutan seni tradisional. Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus. Data dikumpulkan melalui wawancara mendalam, observasi partisipatif, dan studi dokumentasi yang melibatkan pengurus dan anggota DKP. Analisis data dilakukan menggunakan analisis tematik untuk mengidentifikasi pola *engagement* emosional, kognitif, kreatif, dan organisasional. Hasil penelitian menunjukkan bahwa *engagement* emosional menjadi fondasi keterikatan anggota terhadap pelestarian budaya yang kemudian mendorong *engagement* kognitif dalam proses perencanaan dan pengambilan keputusan. Keterlibatan kognitif menghasilkan *engagement* kreatif melalui berbagai inovasi program budaya, sedangkan *engagement* kreatif memperkuat *engagement* organisasional melalui partisipasi aktif dan kolaborasi antaranggota. Keempat dimensi tersebut berkontribusi terhadap efektivitas tata kelola yang ditandai oleh meningkatnya koordinasi, komunikasi, dan pelaksanaan program budaya. Tata kelola yang efektif selanjutnya mendukung keberlanjutan seni tradisional melalui regenerasi pelaku seni, transfer pengetahuan budaya, dan pengembangan program yang adaptif. Penelitian ini menawarkan model konseptual yang menghubungkan *engagement* internal, efektivitas tata kelola, dan keberlanjutan seni tradisional dalam perspektif *cultural governance*.

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1. INTRODUCTION

Traditional arts constitute an essential part of a community's cultural identity, encompassing historical, aesthetic, social, and educational values that have been transmitted across generations. Amid the rapid development of globalization, urbanization, and changing patterns of cultural consumption in modern society, traditional arts face increasingly complex challenges. As Hasan stated:

"Traditional arts must begin to utilize digital media. Today's younger generation is more closely connected to social media; therefore, the promotion of traditional arts should adapt to contemporary developments." (Interview with Hasan, 2026)

Younger generations tend to be more familiar with popular culture and digital media, resulting in reduced spaces for expression and declining public participation in traditional arts. Consequently, efforts to preserve traditional arts can no longer rely solely on artistic performances but require institutional governance capable of ensuring the sustainable transmission of cultural heritage in a systematic and continuous manner (Belfiore, 2015; Walmsley, 2019).

In the context of regional cultural management, arts institutions play a strategic role as mediators among artists, communities, government agencies, and other stakeholders. The Palembang City Arts Council (Dewan Kesenian Kota Palembang/DKP) serves as one of the key cultural institutions responsible for the development, preservation, and management of traditional arts in Palembang. DKP functions as a collective space that brings together artists, cultural practitioners, academics, and arts managers to formulate programs, organize cultural activities, and provide policy recommendations related to the development of traditional arts. The effectiveness of these functions depends not only on organizational structures and

work programs but also on the quality of internal engagement among its members in carrying out institutional responsibilities (Ansell & Gash, 2008; Emerson & Nabatchi, 2015).

Previous studies on traditional arts in Indonesia have primarily focused on performance forms, aesthetic values, socio-cultural functions, and preservation strategies. Research examining arts institutions as key actors in sustaining cultural continuity remains relatively limited. In fact, the success of cultural institutions in implementing preservation programs depends not only on the availability of resources but also on the level of engagement and participation of their members. Member involvement is crucial because arts institutions fundamentally operate as collective organizations that rely on collaboration, communication, and shared commitment to achieve cultural objectives (Putri et al., 2025; Nurmawati & Afriansyah, 2025).

The concept of engagement has been widely discussed in organizational studies as a form of attachment between individuals and their roles within an organization, reflected in emotional, cognitive, and behavioral involvement. Kahn (1990) defined engagement as the condition in which individuals invest their physical, cognitive, and emotional energies in role performance. Schaufeli, Bakker, and Salanova (2006) further developed the concept through the dimensions of vigor, dedication, and absorption, which represent an individual's level of involvement in organizational activities. Meanwhile, Saks (2006) conceptualized engagement as the outcome of reciprocal relationships between individuals and organizations built upon trust, support, and opportunities for participation. However, most engagement studies have concentrated on business organizations, educational institutions, and the public sector, while its application within arts and cultural institutions remains limited (Rich, Lepine, & Crawford, 2010;

Fletcher & Robinson, 2014).

Within arts institutions, engagement is not merely understood as participation in organizational tasks but also as a form of cultural commitment that supports the sustainability of traditional arts practices. Internal engagement among members of arts institutions can be understood through four primary dimensions: emotional engagement, cognitive engagement, creative engagement, and organizational engagement. Emotional engagement is reflected in members' sense of belonging, loyalty, and commitment to the vision of preserving traditional arts. Cognitive engagement relates to members' understanding of organizational goals, decision-making processes, and directions for cultural program development. Creative engagement is demonstrated through members' ability to generate ideas, innovations, and strategies for adapting traditional arts to contemporary changes. Organizational engagement, meanwhile, is associated with active participation in program implementation, institutional coordination, and collaboration among cultural actors (Kahn, 1990; Schaufeli et al., 2006).

These four dimensions of engagement shape the quality of governance within arts institutions. The higher the levels of emotional, cognitive, creative, and organizational engagement among members, the more effective the institution becomes in decision-making, program coordination, and the implementation of cultural activities. Conversely, low levels of engagement may result in weak coordination, limited innovation, reduced participation, and obstacles to the regeneration of artists. Therefore, internal engagement can be viewed as both social capital and cultural capital that influences the effectiveness of arts governance (Bourdieu, 1986; Bryson, Crosby, & Bloomberg, 2014).

Akbariansyah et al. (2026) found that internal engagement among members of the

Palembang City Arts Council remains uneven and highly dynamic. Member participation is still dominated by administrative and symbolic activities, while creative and collaborative involvement has yet to develop optimally. The study also identified internal communication patterns, role clarity, institutional structures, and resource limitations as factors influencing engagement quality. Nevertheless, the study primarily focused on identifying engagement dynamics and their implications for organizational effectiveness, without thoroughly examining the relationship between internal engagement, cultural governance, and the sustainability of traditional arts (Akbariansyah et al., 2026).

Based on the above discussion, a research gap remains regarding how internal engagement among members of arts institutions contributes to effective cultural governance and the sustainability of traditional arts. Previous studies have largely separated discussions of traditional arts preservation from the internal dynamics of the institutions responsible for managing such efforts. Yet, the sustainability of traditional arts depends not only on the quality of artistic products but also on the effectiveness of institutional governance that supports preservation, regeneration, and cultural development. Therefore, this study seeks to analyze the dynamics of internal engagement among members of the Palembang City Arts Council through the dimensions of emotional, cognitive, creative, and organizational engagement, as well as their implications for governance effectiveness and the sustainability of traditional arts.

This study offers a conceptual contribution by positioning internal engagement as a form of cultural capital that connects member involvement with governance effectiveness and the sustainability of traditional arts. The proposed conceptual framework suggests that emotional engagement fosters cognitive engagement, cognitive engagement

strengthens creative engagement, creative engagement enhances organizational engagement, organizational engagement contributes to governance effectiveness, and governance effectiveness ultimately supports the sustainability of traditional arts. Through this approach, the study is expected to contribute theoretically to the development of cultural governance studies while providing practical recommendations for strengthening arts institutions in preserving local cultural heritage.

2. RESEARCH METHODS

This study employed a qualitative approach with a case study design. A qualitative approach was selected because the study aimed to gain an in-depth understanding of the dynamics of internal engagement among members of the Palembang City Arts Council (Dewan Kesenian Kota Palembang/DKP) in the management of traditional arts, as well as its implications for the effectiveness of cultural governance and the sustainability of traditional arts. The case study design was utilized to explore the phenomenon of engagement within a specific institutional context, enabling the researchers to obtain a comprehensive understanding of the processes, interactions, and practices involved in the management of traditional arts within DKP.

The research was conducted at the Palembang City Arts Council (DKP), South Sumatra, Indonesia. DKP was selected as the research site because it serves as a strategic cultural institution responsible for the development, preservation, and management of traditional arts at the municipal level. Furthermore, DKP functions as a collective platform that brings together artists, cultural practitioners, academics, and arts managers in planning, implementing, and evaluating cultural programs.

Research informants were selected using purposive sampling based on their active involvement in the organizational structure and

traditional arts management activities. The informants included the chairperson and executive board members of DKP, heads of arts committees, active members, and individuals directly involved in the planning and implementation of traditional arts programs. Informant selection continued until data saturation was achieved, meaning that the collected information had become repetitive and no significant new insights emerged.

Data were collected through three primary techniques: in-depth interviews, participant observation, and document analysis. Semi-structured in-depth interviews were conducted to explore participants' experiences, perceptions, and forms of involvement in traditional arts management. Participant observation was carried out during various institutional activities, including coordination meetings, program planning sessions, cultural discussions, and traditional arts events, in order to capture patterns of interaction, communication, and decision-making processes within the organization. Document analysis was conducted on organizational records, work programs, meeting minutes, activity reports, policy archives, and other documents relevant to traditional arts management.

The study focused on four dimensions of internal engagement: emotional engagement, cognitive engagement, creative engagement, and organizational engagement. Emotional engagement was identified through members' sense of belonging, loyalty, commitment, and concern for the sustainability of the institution. Cognitive engagement was examined through members' understanding of the organizational vision, program objectives, and decision-making processes. Creative engagement was observed through members' ability to generate ideas, develop innovative programs, and formulate strategies for traditional arts development. Organizational engagement was analyzed through members' participation in program implementation,

institutional coordination, and collaboration among organizational members.

Data analysis was conducted using thematic analysis following the procedures proposed by Nowell et al. (2017), including data familiarization, initial coding, theme searching, theme reviewing, theme defining, and report writing. Data obtained from interviews, observations, and documents were analyzed iteratively to identify patterns of internal engagement and their relationships with cultural governance effectiveness and the sustainability of traditional arts.

The trustworthiness of the data was ensured through source triangulation, method triangulation, and member checking. Source triangulation was conducted by comparing information obtained from different informants, while method triangulation involved comparing findings from interviews, observations, and document analysis. Member checking was performed by confirming the researchers' interpretations with key informants to ensure the accuracy and credibility of the findings. Based on the study's conceptual framework, the analysis was directed toward understanding how emotional engagement fosters cognitive engagement, how cognitive engagement strengthens creative engagement, how creative engagement contributes to organizational engagement, and how organizational engagement influences the governance effectiveness of the Palembang City Arts Council, which ultimately affects the sustainability of traditional arts. Through this approach, the study not only identifies forms of member engagement but also explains the mechanisms linking internal engagement, cultural governance, and the sustainability of traditional arts.

3. RESULTS AND DISCUSSION

3.1 RESEARCH FINDINGS

3.1.1 Profile of Member Engagement in the Palembang City Arts Council

The findings indicate that the involvement of

members of the Palembang City Arts Council (Dewan Kesenian Kota Palembang/DKP) in the management of traditional arts demonstrates diverse characteristics. Member engagement is reflected not only in the implementation of arts and cultural programs but also in program planning, decision-making processes, idea generation, and organizational coordination. Based on data obtained through interviews, observations, and document analysis, the internal engagement of DKP members can be categorized into four main dimensions: emotional engagement, cognitive engagement, creative engagement, and organizational engagement.

Each dimension reflects varying levels of involvement among members. Some members demonstrate a high level of engagement across all dimensions, while others are more actively involved in specific aspects depending on their responsibilities, organizational experience, and participation in traditional arts activities. These variations indicate that member engagement is influenced by individual backgrounds, organizational roles, and the intensity of involvement in cultural programs and institutional activities.

The findings further reveal that engagement within DKP extends beyond formal organizational duties. Members actively contribute to the preservation and development of traditional arts through various forms of participation, including cultural discussions, program development, artistic collaborations, and community outreach initiatives. This suggests that internal engagement functions not only as an organizational mechanism but also as a form of cultural commitment that supports the continuity of traditional arts.

Overall, the profile of member engagement demonstrates that the effectiveness of traditional arts management within DKP is closely related to the quality of internal participation among its members. The interaction among emotional, cognitive,

creative, and organizational engagement dimensions forms the foundation for effective cultural governance and contributes to the sustainability of traditional arts in Palembang.

3.1.2 Emotional Engagement of DKP Members

The findings reveal that most members of the Palembang City Arts Council (DKP) demonstrate a strong emotional attachment to both the organization and traditional arts. This attachment is reflected in their sense of belonging to the institution, concern for the sustainability of traditional arts, and commitment to supporting various cultural activities organized by DKP. Based on an interview with one of the DKP administrators, Irfan Kurniawan explained: *“The sustainability of traditional arts cannot rely solely on artists. There must be an institution capable of organizing activities, fostering regeneration, and bridging relationships with the community.”* (Interview with Kurniawan, 2026)

This statement indicates that members’ involvement is not solely driven by organizational responsibilities but is also influenced by cultural values and a moral commitment to preserving traditional arts.

However, observational findings indicate that the level of emotional attachment among members is not entirely uniform. Some members demonstrate a high degree of involvement and commitment, while others participate only in specific activities related to the artistic fields or cultural communities they represent.

3.1.3 Cognitive Engagement in Traditional Arts Management

The dimension of cognitive engagement is reflected in members’ involvement in program planning, organizational discussions, and decision-making processes related to the development of traditional arts.

Interview findings indicate that active

members possess a strong understanding of DKP’s vision, mission, and policy directions. They regularly participate in discussion forums and contribute ideas and recommendations for future programs. The Chairman of DKP, Nasir, stated:

“We always strive to understand the needs of artists and the current cultural conditions before determining which programs should be implemented.” (Interview with Nasir, 2026)

This finding suggests that members’ understanding of organizational objectives plays an important role in shaping their participation in cultural governance and program development.

Nevertheless, the study also found variations in members’ levels of understanding regarding the organization’s development strategies. Some members were primarily involved in implementing activities rather than participating in decision-making processes or program formulation. This indicates that cognitive engagement among members remains uneven and is influenced by differences in organizational roles and levels of participation.

3.1.4 Creative Engagement in Cultural Program Development

Creative engagement emerged through members’ contributions to idea generation, program innovation, and strategies for the development of traditional arts.

Based on interview data, DKP members proposed various innovative initiatives, including traditional arts festivals, youth training programs, collaborations with schools and universities, digital documentation of local cultural heritage, and the use of social media as a platform for cultural promotion. These initiatives reflect members’ efforts to adapt traditional arts to contemporary social and technological developments.

Observational findings further revealed that several innovative ideas have been successfully implemented through cultural activities and

programs. However, other initiatives have not been fully realized due to limitations in resources, budget support, and institutional capacity. As a result, while members demonstrate considerable creative potential, the effectiveness of creative engagement depends largely on the availability of organizational support and resources necessary to transform ideas into sustainable cultural programs.

3.1.5 Organizational Engagement in Program Implementation

Organizational engagement was reflected in members' participation in program implementation, activity coordination, and collaboration across different divisions within the organization.

The findings indicate that the success of cultural programs is strongly influenced by the quality of communication and coordination among members. Members who have clearly defined roles within the organization tend to demonstrate higher levels of participation than those whose responsibilities are not specifically assigned. Clear role distribution enables members to contribute more effectively to organizational activities and facilitates smoother coordination during program implementation.

In addition, active participation in meetings, cultural events, and collaborative projects demonstrates members' commitment to achieving organizational goals. The findings suggest that organizational engagement serves as an important mechanism for translating members' emotional, cognitive, and creative involvement into concrete actions that support the implementation of cultural programs.

3.1.6 Governance Effectiveness of the Palembang City Arts Council

The findings reveal that the level of internal engagement among members is closely associated with the effectiveness of organizational governance.

Programs supported by active member participation tend to be more structured, better coordinated, and capable of involving a wider range of arts communities.

Governance effectiveness is reflected in the organization's ability to design cultural programs, establish collaborations with various stakeholders, manage cultural activities, and conduct continuous program evaluations. Effective governance enables DKP to optimize its organizational resources and strengthen its role as a cultural institution responsible for preserving and developing traditional arts.

The study further indicates that the quality of internal communication, role clarity, and member participation are key factors influencing the effectiveness of DKP's governance. Organizations characterized by strong communication networks and active member involvement are better positioned to respond to challenges and implement cultural programs successfully.

3.1.7 Implications for the Sustainability of Traditional Arts

The findings demonstrate that the sustainability of traditional arts is significantly influenced by the quality of governance within cultural institutions. Member involvement in the planning, implementation, and development of cultural programs contributes to the creation of opportunities for cultural regeneration, knowledge transfer, and innovation in traditional arts.

Programs involving younger generations, arts communities, schools, and universities represent important strategies for sustaining traditional arts in Palembang. These initiatives facilitate the transmission of cultural knowledge and encourage greater participation among younger audiences. Furthermore, the utilization of digital media and collaborative activities provides traditional arts with opportunities to reach broader audiences and remain relevant in contemporary society.

Overall, the findings indicate that the internal engagement of DKP members serves as a crucial foundation for supporting governance effectiveness and the sustainability of traditional arts. The higher the levels of emotional, cognitive, creative, and organizational engagement among members, the greater the organization's capacity to carry out its functions of preserving, developing, and sustaining traditional arts over time.

3.2 DISCUSSION

The findings of this study indicate that the involvement of members of the Palembang City Arts Council (Dewan Kesenian Kota Palembang/DKP) in the management of traditional arts is influenced not only by their formal positions within the organization but also by their emotional attachment to local arts and culture. This attachment is reflected in members' sense of belonging, loyalty, concern, and commitment to the preservation of traditional arts. These findings suggest that traditional arts management is not merely an administrative activity but also a form of cultural responsibility embedded within the members of the institution. This condition is consistent with Kahn's (1990) perspective, which argues that engagement emerges when individuals perceive their activities as meaningful. In the context of DKP, traditional arts are regarded as an essential component of cultural identity that must be preserved, thereby fostering strong emotional attachment among organizational members.

This emotional attachment subsequently encourages members' cognitive engagement. Individuals who possess a strong sense of belonging to the organization tend to pay greater attention to the vision, mission, and strategic direction of traditional arts development programs. They are more actively involved in organizational discussions, contribute ideas to program planning, and participate in decision-making processes. Nevertheless, the findings also reveal varying levels of understanding

among members regarding organizational goals. While some members possess a comprehensive understanding of organizational policies and strategies, others are primarily involved in the implementation stage of activities. These findings indicate that emotional engagement does not automatically lead to strong cognitive engagement unless supported by effective organizational communication systems. Therefore, information transparency, internal communication, and opportunities for participation are critical factors in strengthening members' cognitive engagement.

A strong understanding of organizational goals subsequently becomes the foundation for the development of creative engagement. Members who understand both the challenges of preserving traditional arts and the conditions faced by the organization tend to be more active in generating new ideas for cultural program development. Various forms of innovation identified in this study include cultural festivals, arts training programs for younger generations, collaborations with schools and universities, the utilization of social media platforms, and the digitalization of traditional arts documentation. These findings suggest that members' creativity functions not only as a means of organizational program development but also as an adaptive strategy for responding to ongoing social and cultural changes. From a cultural governance perspective, creativity represents a strategic resource that enables cultural institutions to respond to environmental changes while maintaining the relevance of traditional arts in an era increasingly dominated by popular culture and digital technology.

Although numerous innovative ideas have emerged, the findings reveal that not all initiatives can be implemented effectively. Limitations in resources, financial support, and organizational capacity significantly influence the realization of these innovations. This condition demonstrates that members' creativity requires adequate institutional

support to be transformed into concrete programs and activities. In other words, creative engagement contributes more significantly when supported by organizational structures capable of accommodating and facilitating members' participation effectively.

The findings further demonstrate that members' creative involvement contributes to the development of organizational engagement. Organizational engagement is reflected in active participation in program implementation, activity coordination, interdepartmental collaboration, and involvement in various institutional activities. Members who are given opportunities to contribute to program planning and development tend to demonstrate higher levels of participation during implementation.

Conversely, unclear role assignments and ineffective organizational communication often limit members' involvement. These findings support Saks' (2006) argument that engagement develops through reciprocal relationships between individuals and organizations.

When organizations provide opportunities for participation and recognize members' contributions, members are more likely to demonstrate stronger engagement in supporting organizational objectives. High levels of organizational engagement were found to significantly influence the effectiveness of DKP's governance.

Organizations supported by active and engaged members demonstrate better coordination, more participatory decision-making processes, and stronger capabilities in managing cultural programs. Conversely, low levels of engagement may result in various organizational challenges, including weak coordination, limited participation, and reduced program innovation. These findings reinforce the concept of collaborative governance proposed by Ansell and Gash (2008), which emphasizes that governance effectiveness is highly dependent on the

quality of communication, participation, and trust among organizational actors.

The governance effectiveness resulting from strong internal engagement ultimately contributes to the sustainability of traditional arts. The findings indicate that organizations with effective governance systems are more capable of developing sustainable cultural preservation programs, expanding collaborative networks, and creating opportunities for youth regeneration. The sustainability of traditional arts depends not only on the existence of artists and cultural practitioners but also on the ability of cultural institutions to establish management systems that ensure program continuity, knowledge transfer, and cultural innovation. In this regard, DKP functions as an institution that connects various cultural actors within an ecosystem that supports the preservation and development of traditional arts.

The findings demonstrate that the sustainability of traditional arts is the outcome of an interconnected process involving emotional engagement, cognitive engagement, creative engagement, organizational engagement, governance effectiveness, and cultural sustainability itself. Emotional engagement serves as the foundation for developing members' cultural awareness. This awareness evolves into cognitive engagement through an understanding of organizational goals and objectives. Such understanding subsequently generates creativity in the form of ideas and program innovations. The development of creative engagement strengthens organizational engagement, which in turn enhances governance effectiveness. Effective governance ultimately supports the sustainability of traditional arts through the promotion of cultural regeneration, program development, and broader community participation.

Therefore, this study demonstrates that internal engagement should not be understood solely as an organizational concept but also as a form of cultural capital that contributes to the preservation of

traditional arts. The novelty of this research lies in the integration of engagement theory with a cultural governance perspective to explain how the quality of member involvement within arts institutions influences organizational effectiveness and cultural sustainability. These findings extend the application of engagement theory, which has predominantly been examined in business and educational settings, to the context of arts and cultural institutions. Furthermore, the study provides a conceptual contribution to the development of cultural governance research in Indonesia.

4. CONCLUSION

Based on the findings of this study, it can be concluded that the internal engagement of members of the Palembang City Arts Council (Dewan Kesenian Kota Palembang/DKP) plays a significant role in supporting governance effectiveness and the sustainability of traditional arts. Internal engagement is manifested through four main dimensions: emotional engagement, cognitive engagement, creative engagement, and organizational engagement. Emotional engagement is reflected in members' sense of belonging, loyalty, and commitment to the preservation of traditional arts. This emotional attachment encourages the development of cognitive engagement, which is demonstrated through members' understanding of the organization's vision, program objectives, and decision-making processes related to traditional arts management.

Cognitive engagement subsequently serves as the foundation for creative engagement, which is expressed through ideas, innovations, and strategies for traditional arts development that respond to social change and technological advancement. Members' creativity further contributes to strengthening organizational engagement through active participation in the planning, implementation, coordination, and evaluation of cultural programs.

Strong organizational engagement was found to support the governance effectiveness of the Palembang City Arts Council, particularly in enhancing coordination, collaboration, decision-making quality, and the implementation of cultural programs.

The study also demonstrates that governance effectiveness functions as a critical link between internal engagement and the sustainability of traditional arts. Effective governance creates opportunities for collaboration among cultural actors, strengthens artist regeneration processes, facilitates the transfer of cultural knowledge, and encourages program innovations that support the continuity of traditional arts amid ongoing social change. Therefore, the sustainability of traditional arts is determined not only by the presence of artists and cultural performances but also by the quality of member engagement within the cultural institutions responsible for managing them.

From a theoretical perspective, this study extends engagement research by situating it within the framework of cultural governance. Internal engagement is understood not merely as a form of individual involvement in an organization but also as a form of cultural capital that contributes to institutional effectiveness and the sustainability of traditional arts. The findings propose a conceptual model in which emotional engagement fosters cognitive engagement, cognitive engagement strengthens creative engagement, creative engagement enhances organizational engagement, organizational engagement supports governance effectiveness, and governance effectiveness contributes to the sustainability of traditional arts. This model offers a new perspective for understanding the relationship between the internal dynamics of arts institutions and cultural preservation efforts at the local level.

From a practical perspective, the Palembang City Arts Council should strengthen its internal

communication mechanisms, clarify organizational roles and responsibilities, expand opportunities for member participation in decision-making processes, and encourage the development of innovative programs involving younger generations. These efforts are essential for enhancing the quality of internal engagement, thereby enabling cultural institutions to carry out their functions of preserving, developing, and transmitting traditional arts more effectively and sustainably.

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