

A New Model of Stakeholder Participation in Village Development Planning

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Abstract: This research aims to develop and evaluate a stakeholder engagement model in development planning in Bina Baru village, Sidenreng Rappang Regency through the 'Ladda-Ladda' approach. The model aims to improve community participation and coordination between the government and the community in the village development planning process. Qualitative research methods were used, with participant observation and in-depth interviews as the main data collection techniques. Data analysis was conducted through thematic coding to identify patterns and emerging themes related to stakeholder engagement. The research findings show that the implementation of the 'Ladda-Ladda' model has succeeded in increasing the active participation of the community, which is reflected in their increased involvement in expressing their aspirations and participating in village deliberations. This strengthens social relations and trust between the community and the government, resulting in a more relevant and inclusive development plan. Theoretically, this study contributes to the literature on village development by integrating the concepts of community participation and coordination theory into a model that can be applied in different villages. However, this study has limitations in generalizing the results because the study was conducted in only one village. In addition, the implementation of this model requires significant time and resources, especially in building community participation capacity. Further research is needed to test the effectiveness of this model in a broader context and to develop more efficient strategies for its implementation.

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INTRODUCTION

Village development is an important component of the national development strategy that aims to improve community welfare at the grassroots level (Chen et al., 2021; Li et al., 2022; Y. Zhang, 2022). However, even though the government has launched various village development programs, the effectiveness of their implementation often encounters obstacles. One of the main obstacles is the low level of community participation in the planning and implementation of village development (Choi et al., 2020; Kang et al., 2017). This condition not only hinders the achievement of development goals but can also cause a mismatch between the needs of the community and the policies implemented.

Community participation in village development should not be seen as just a complement, but as a key element that determines the success of development programs

(Roba Gamo et al., 2022). Without adequate participation, development programs designed by the government can lose their relevance in the eyes of the public, which will ultimately reduce their effectiveness (Hofer et al., 2024). In addition, community participation is also important to ensure that the development carried out is in accordance with the local context and can be accepted by the community as the main stakeholder (Nuttavuthisit et al., 2015).

In Bina Baru Village, Sidenreng Rappang Regency, the challenges in community participation are real. Although the village has great potential for development, the lack of community involvement in development planning causes the programs implemented to often not be in accordance with local needs (Sofyan et al., 2019). This is compounded by a lack of coordination between the village government and the community, resulting in a gap between the designed policies and the realities on the ground.

Against this background, a new approach is needed that can increase community involvement in the village development planning process. This approach must be able to accommodate local needs, strengthen coordination between the government and the community, and ensure that the development carried out is truly beneficial to the village community. In this context, the development of a stakeholder engagement model based on the '*Ladda-Ladda*' approach is very relevant to be discussed and applied.

In social reality, community participation in village development does not occur automatically. This participation is greatly influenced by various factors, including the level of education, access to information, and the level of social awareness of the community (Alfitri et al., 2023; M. Zhang et al., 2023). Rural communities with low levels of education and limited access to information tend to be less involved in the development process, as they may not understand the importance of participation or do not have the means to voice their opinions (Mbagwu et al., 2019). As a result, decisions taken by village governments often do not reflect the needs and aspirations of the community.

In addition, public distrust of the government is also an obstacle to participation. This mistrust often arises because of bad experiences in the past, where people felt that their opinions were ignored or that development programs only benefited a few (Campbell, 2023). In this context, efforts to increase public participation should include measures to rebuild trust between the community and the government (Mutiarin & Lawelai, 2023). This can be done through transparency in decision-making, information disclosure, and mechanisms that allow the community to participate directly in the development planning and implementation process.

Inadequate village infrastructure is also a significant social problem. Poor infrastructure, such as damaged roads or lack of access to public facilities, not only hinders people's mobility, but also hinders their access to the resources needed to improve their quality of life (Lawelai & Nurmandi, 2024). The lack of adequate infrastructure also reduces the attractiveness of villages as investment locations, which in turn limits economic opportunities for rural communities. Thus, good infrastructure development must be a priority in village development efforts, because adequate infrastructure will open opportunities for communities to improve their welfare.

In a broader social framework, community participation in village development is also related to the concept of empowerment. Community empowerment includes a process in which people are provided with skills, knowledge, and opportunities to actively participate in decision-making that affects their lives. Without adequate empowerment, community participation will remain low, and village development will be difficult to achieve its goals. Therefore, empowerment efforts must be an integral part of every village development program.

The existing literature suggests that development effectiveness can be measured through several key indicators, including goal achievement, integration, and adaptation (Gray, 2014). Goal achievement is the clearest indicator, where the success of a development program is measured based on how close the results achieved are to the goals that have been set previously (Shao et al., 2012). However, the achievement of this goal cannot be achieved without good integration between various stakeholders involved in the development process. This integration includes the organization's ability to conduct socialization, communication, and consensus building among all interested parties.

Adaptation is also an important indicator in measuring the effectiveness of development. Adaptation refers to an organization's ability to adapt to changes in the environment, be it in social, economic, or political contexts. In the context of village development, adaptation means the ability of village governments and communities to adapt development plans to dynamic field conditions. This adaptability is essential to ensure that planned development programs can remain relevant and effective despite changing conditions on the ground.

The '*Ladda-Ladda*' approach proposed in this study offers a framework for improving integration and adaptation in village development planning. Through this approach, it is hoped that synergy can be created between the government and the community, which allows them to work together in formulating and implementing development plans that are in accordance with local needs. This approach also emphasizes the importance of community involvement in every stage of planning, from the identification of needs to the evaluation of development outcomes.

The literature also shows that community participation in village development is not only a technical aspect, but also related to social and psychological aspects (Damayanti & Syarifuddin, 2020). Effective participation requires a sense of ownership among the community towards the development programs implemented (Ambuehl et al., 2022). To achieve this, village governments need to adopt an inclusive and participatory approach, in which the community is actively involved in every stage of development. Thus, community participation not only increases the effectiveness of development, but also strengthens social cohesion and a sense of shared responsibility in advancing the village.

This research is very important because village development is one of the main pillars in the national development strategy. However, despite various development programs that have been implemented, there are still many villages that are lagging in terms of welfare and quality of life of their people. Low community participation and lack

of coordination between the government and the community are the two main factors that hinder the effectiveness of village development. Therefore, in-depth research is needed to identify the factors that affect community participation and develop a more effective model of stakeholder engagement.

The urgency of this research is also related to the need to improve the quality of village development planning. Quality planning not only considers technical aspects, but also considers the local social, economic, and cultural context. Without good planning, development programs can fail to achieve their goals, and can even have a negative impact on village communities. Thus, this research is expected to make an important contribution in efforts to improve the quality of village development planning, so that it can be more in line with the needs and aspirations of the local community.

In addition, this research is also important to overcome infrastructure problems that are often an obstacle in village development. Poor infrastructure not only limits people's access to economic resources, but also reduces the attractiveness of villages as investment locations. This research is expected to provide concrete recommendations on how to improve village infrastructure and increase community participation in the planning process. Thus, better infrastructure development can be a catalyst for improving the welfare of village communities.

This research also has a high urgency in the context of community empowerment. Without adequate empowerment, rural communities will remain in a passive position and will not be able to participate effectively in development. Therefore, this research aims to develop empowerment strategies that can increase community participation, so that they can take an active role in village development. With greater participation, it is hoped that village development can run more effectively and provide greater benefits to the community.

This research aims to create a more effective, inclusive, and sustainable model for stakeholder involvement in village development planning. The study will identify the factors influencing community participation, develop a model based on the '*Ladda-Ladda*' approach, and evaluate its effectiveness using indicators of goal achievement, integration, and adaptation. The results will provide valuable input for further development and empirical evidence regarding the effectiveness of the '*Ladda-Ladda*' approach. This research will also provide policy recommendations for village governments to increase community participation, including community empowerment strategies, improved coordination between the government and the community, and improvement of village infrastructure.

RESEARCH METHOD

This research used qualitative methods (Creswell & Creswell, 2023), to explore and understand the dynamics of stakeholder involvement in development planning in Bina Baru Village, Sidenreng Rappang Regency. The qualitative approach was chosen because this method allows researchers to explore complex social and environmental interactions and understand the process and context behind stakeholder involvement in village development (Ilami et al., 2024). The first step in this research was to conduct

participatory observation, where the researcher was directly involved in the daily lives of the villagers to observe and understand their needs, aspirations and challenges in development. These observations provided deep insights into the local context that formed the basis for further analysis.

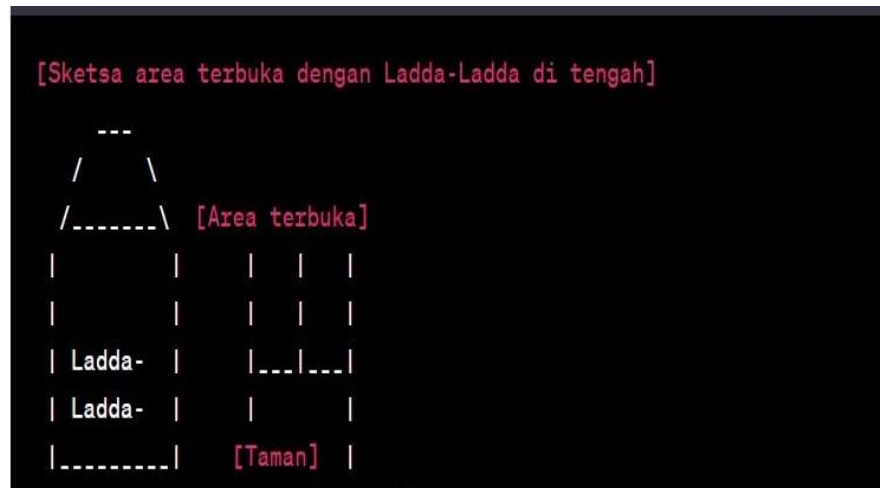
The next stage was in-depth interviews with various parties involved in the village development planning process. Interviews were conducted with community leaders, local leaders, government representatives, and NGOs that have important roles in village development. The interviews were designed to explore the views, experiences, and perspectives of each stakeholder regarding their involvement in development planning. Data obtained from the interviews were analyzed using thematic coding techniques, where information from interviews and observations were categorized based on emerging themes and patterns. This process helped in identifying key issues and challenges faced in stakeholder engagement.

To ensure the validity and reliability of the findings, a triangulation approach was applied by comparing data obtained from different sources. This approach involves integrating results from observations, interviews, and document analysis to provide a more comprehensive and accurate picture of stakeholder engagement in development planning in Bina Baru Village. As such, this research aims not only to describe the current state of stakeholder engagement, but also to identify strategies that can improve the participation and effectiveness of their involvement in the village development process.

RESULTS AND DISCUSSION

The government has implemented a series of strategic measures to allow every member of the community to participate in the village development planning process. One such initiative is creating a designated space for informal dialogue between the community and the government. This concept is designed to diverge from the conventional village office environment to circumvent the constraints of the Development Planning Meeting. In this context, the restricted invitation list has the potential to impede the full and effective expression of ideas and expectations. This semi-formal location is anticipated to facilitate a more open expression of the community's aspirations.

The concept of 'Ladda-Ladda' is a unique venue to facilitate the community's aspirations both before and after the implementation of the Development Planning Meeting. This location is designed to facilitate the collection and organization of ideas and expectations from the community by the village government. The government will then use the input to formulate more inclusive and effective development plans. Figure 1 provides a preliminary sketch of the venue, which illustrates the design of the interaction space between the community and the government in a more open and participatory atmosphere.



Gambar 1. Early sketch 'Ladda-Ladda'

Figure 1 depicts a preliminary conceptualization of a site designed to be situated in an open area with a cool and shady atmosphere, thereby creating a comfortable and aesthetically pleasing environment. Following this planning phase, the development process continued with the completion of the building, which is depicted in greater detail in Figure 2 below. These steps reflect a meticulous approach to planning, from the initial conceptualization to the physical implementation, thereby ensuring that the final result aligns with the vision set forth in the initial sketches.



Gambar 2. The process of working on 'Ladda-Ladda'

Figure 2 shows that the process of making a 'Ladda-Ladda' in Bina Baru Village, Sidenreng Rappang Regency, is not only a physical development initiative, but also contains a deep cultural philosophy. The 'Ladda-Ladda' is a traditional Bugis structure that serves as a place to sit and gather, which has been an integral part of Bugis daily life since ancient times. Every Bugis house generally has a Ladda-Ladda, and its presence in the village public hall is a powerful cultural symbol. The process of site selection, construction and completion of the Ladda-Ladda illustrates an effort to preserve and integrate cultural values into the modern life of the village community, while attracting community interest and involvement in village development.

In addition to the Ladda-Ladda, the research also identified the important role of the *baruga* or main gate in traditional Bugis buildings. The *baruga* is not only a physical marker for the building, but also contains a deep philosophy of unity and resistance to injustice. With four poles joined together, the *baruga* symbolizes the readiness of the village government to unite with the community in realizing sustainable development. Its pointed tip symbolizes resistance to all forms of oppression and injustice. The use of bamboo as a durable and environmentally friendly main material, both for the Ladda-Ladda and the *baruga*, demonstrates an effort to preserve the environment in the development process. This finding strengthens the understanding of how traditional cultural elements can be integrated into more modern village development efforts.

The implementation of this 'Ladda-Ladda'-based approach has successfully created an inclusive and collaborative communication platform between various stakeholders involved in village development. Through a series of regular and structured community meetings, both in person and using technology, the approach has successfully garnered active participation from the government, local communities, business stakeholders, non-governmental organizations, and other relevant institutions. This broad and active participation becomes a key cornerstone in the process of planning, implementing, and evaluating development programs. The result is more holistic and comprehensive planning, which not only considers the real needs of the community, but also considers the aspirations and concerns of all parties involved.

This research emphasizes the importance of effective collaboration between the government, community, and various related entities in improving the quality of life and sustainable development in Bina Baru Village. The 'Ladda-Ladda' approach applied has proven capable of creating an environment conducive to inclusive and participatory development planning. Every voice within the community is valued and considered in decision-making, which results in development plans that are more relevant and appropriate to the local context. The findings make a significant contribution to the understanding of how the integration of cultural values and community participation can improve the quality and sustainability of village development.

This research examines the application of coordination theory in the context of development planning in Bina Baru Village, Sidenreng Rappang Regency, focusing on the seven conditions of coordination. The findings emphasize the importance of unity of vision and mission among all stakeholders involved as the main foundation for effective coordination efforts. In the context of Bina Baru Village, this unity translates into a shared

vision for sustainable and inclusive village development. This vision not only binds the village government and local communities, but also involves various other stakeholders such as NGOs, local entrepreneurs, and academics. This unity becomes a strong foothold to ensure that all parties have the same direction and commitment to achieve the agreed development goals.

Furthermore, this study found that agreement on priority activities is a crucial step in village development planning. In the application of coordination theory in Bina Baru Village, this agreement is reached through an inclusive and participatory deliberation process, where all stakeholders are given the opportunity to express their views and aspirations. This agreement not only covers the activities to be undertaken, but also includes the allocation of resources and the division of responsibilities. Thus, each planned activity reflects the real needs of the community and has the full support of all parties involved. The agreement also strengthens a sense of belonging and shared commitment, which is important for maintaining the sustainability and effectiveness of village development programs.

In addition, this research highlights the importance of compliance or loyalty as a key factor in maintaining the integrity and sustainability of development plans. This adherence reflects the commitment of all parties to carry out their roles in accordance with the agreements that have been reached, as well as the willingness to take responsibility for the implementation of their respective tasks. In the context of Bina Baru Village, this loyalty is strengthened by the continuous exchange of information between the government and the community. The research found that transparency and good communication are vital elements in ensuring that all decisions are based on accurate and up-to-date information. Effective coordinators play a central role in managing this flow of information and ensuring that each party has the information they need to perform their duties properly.

The findings also emphasize the importance of mutual respect in interactions between stakeholders as a cornerstone of ethics in village development cooperation (Esengulova et al., 2023). Respecting each party's point of view, interests and contributions is a prerequisite for building healthy and productive cooperation (Santoso et al., 2023). In the stakeholder engagement model in Bina Baru Village, the 'Ladda-Ladda' approach becomes an important tool to realize these coordination principles. 'Ladda-Ladda' not only reflects an agreement to work together and respect the roles of each party, but also serves as a symbol of commitment to achieving shared prosperity through synergy between the community and local government. As such, this approach is expected to be an effective guide for more holistic, inclusive and sustainable village development planning, in accordance with the seven identified coordination requirements.

This research identifies the importance of the theory of effectiveness indicators in evaluating the Stakeholder Engagement Model in development planning in Bina Baru Village, Sidenreng Rappang Regency. This theory emphasizes three main indicators, namely goal achievement, integration, and adaptation (Mursyidin et al., 2019), which form the basis for assessing the success of a development program. In the context of Bina

Baru Village, goal achievement is the main indicator to assess the extent to which the planned development program can achieve the targets agreed upon by the government and the community. The 'Ladda-Ladda' based Stakeholder Engagement Model prototype plays a role in ensuring that the goals that have been set together can be achieved with the active participation of all stakeholders, as well as evaluating the contribution of each party in achieving the desired results. This achievement becomes a key benchmark in assessing the effectiveness of the overall development process.

Furthermore, this research also highlights the importance of integration as a key indicator in evaluating the effectiveness of stakeholder engagement. Integration refers to the ability of the various parties involved in development planning to work synergistically and collaboratively, combining ideas, resources and expertise to achieve optimal results. The 'Ladda-Ladda' model should be designed in such a way that it is able to create a framework that supports this integration, ensuring that each party feels involved and can contribute effectively to the development planning and implementation process. In the context of Bina Baru Village, good integration between the government, community, and other stakeholders will increase development effectiveness, accelerate the achievement of goals, and ensure that the final results of development programs are more in line with the needs and expectations of the community.

Adaptation is the third indicator identified in this study as an important element in assessing the effectiveness of the Stakeholder Engagement Model. Adaptability emphasizes the model's ability to adjust to changes in the external environment, such as changes in social, economic, cultural, and environmental conditions that may occur during the development process. In the context of Bina Baru Village, the adaptive ability of the 'Ladda-Ladda' model is crucial to ensure that development planning remains relevant and sustainable amidst the dynamics of change that may occur. The ability of this model to adapt to unforeseen changes will help maintain the relevance of development programs and ensure that the efforts undertaken remain in line with community needs and actual conditions on the ground. This adaptation, along with goal achievement and integration, is a crucial cornerstone in assessing the effectiveness and success of the Stakeholder Engagement Model in development planning in Bina Baru Village.

CONCLUSION

The research on the Stakeholder Engagement Model in Development Planning in Bina Baru Village, Sidenreng Rappang Regency, yielded significant findings that contribute to our understanding of the role of community participation in village development. The implementation of the 'Ladda-Ladda' model resulted in a notable increase in community participation, with the community demonstrating heightened levels of engagement in articulating their aspirations. This enables the village government to conduct a more comprehensive analysis of the needs and challenges faced by the community, ensuring that the decisions made during the advanced deliberation are more aligned with the actual circumstances on the ground. The findings of this study substantiate the assertion that active community involvement in development planning

not only enhances the relevance and efficiency of development programs but also fortifies social relations and trust between the community and the government.

Theoretically, this research contributes to the existing literature on village development by introducing the 'Ladda-Ladda' model as a novel approach to stakeholder engagement. The model combines the concept of community participation with the theory of development coordination, suggesting that close collaboration between government and community can result in more inclusive and sustainable development. The practical implication of this research is that the 'Ladda-Ladda' model can be adopted by other villages that face similar challenges in engaging communities in development planning. By improving transparency, communication, and coordination among stakeholders, this model has the potential to be applied in various village development contexts in Indonesia.

However, this study is not without limitations, which must be considered when interpreting the findings. Firstly, it should be noted that the present study was conducted in a single village, and therefore the results may not be fully generalizable to other villages with different social and economic characteristics. Secondly, although the 'Ladda-Ladda' model demonstrated positive outcomes, its implementation still requires considerable time and resources, particularly in terms of building community capacity to participate effectively. Consequently, further research is required to test this model in a broader context and to develop more efficient strategies for implementing this model in different villages.

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