

The Influence of Collaborative Governance on Bridge Construction in Marinding Village

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Abstract

This study aims to analyze the influence of collaborative governance on bridge construction in Marinding Village, Bajo Barat District, Luwu Regency. Infrastructure development in rural areas often faces challenges such as limited funding, inadequate technical support, and a lack of stakeholder collaboration. The research employed a quantitative approach, using data collected through observation, closed-ended Likert-scale questionnaires, and literature review. A sample of 92 respondents was selected using a random sampling technique, and data analysis was conducted using simple linear regression with the aid of SPSS version 25. The findings reveal that the application of collaborative governance principles falls into the "good" category, with an average percentage score of 73.14%, while the bridge construction outcome was rated "very good" at 82%. The regression analysis yielded a coefficient of determination (R^2) of 0.356, indicating that 35.6% of the variation in bridge development is explained by the collaborative governance variable, while the remaining 64.4% is influenced by other factors. This result is supported by a t-value of 7.057 and a significance level of 0.000 (< 0.05), confirming a positive and significant relationship between collaborative governance and bridge development. The study highlights the critical role of participatory, transparent, and sustainable collaborative governance in supporting infrastructure development in rural areas.

Keywords: Collaborative governance, infrastructure rural development

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh collaborative governance terhadap pembangunan jembatan di Desa Marinding, Kecamatan Bajo Barat, Kabupaten Luwu. Pembangunan infrastruktur jembatan di wilayah pedesaan sering terkendala oleh keterbatasan anggaran, minimnya dukungan teknis, serta kurangnya kolaborasi antar pemangku kepentingan. Metode penelitian yang digunakan adalah pendekatan kuantitatif dengan teknik pengumpulan data melalui observasi, angket tertutup berskala Likert, dan studi pustaka. Sampel sebanyak 92 responden ditentukan melalui teknik random sampling, dan data dianalisis menggunakan uji regresi linear sederhana dengan bantuan SPSS versi 25. Hasil penelitian menunjukkan bahwa penerapan prinsip collaborative governance berada pada kategori "baik" dengan nilai rata-rata persentase sebesar 73,14%, sementara pembangunan jembatan mendapat penilaian "sangat baik" sebesar 82%. Uji regresi menghasilkan nilai koefisien determinasi (R^2) sebesar 0,356, yang mengindikasikan bahwa 35,6% variasi dalam pembangunan jembatan dapat dijelaskan oleh variabel collaborative governance, sementara sisanya dipengaruhi oleh faktor lain. Temuan ini diperkuat dengan nilai t hitung sebesar 7,057 dan significance value 0,000 ($< 0,05$), yang berarti terdapat pengaruh positif dan signifikan antara collaborative governance terhadap pembangunan jembatan. Penelitian ini menegaskan pentingnya tata kelola kolaboratif yang partisipatif, transparan, dan berkelanjutan dalam menunjang pembangunan infrastruktur desa.

Kata kunci: Collaborative governance, pembangunan infrastruktur desa.

INTRODUCTION

Bridge infrastructure is an important part of the transportation system that supports regional connectivity and economic activities of the community, especially in rural areas. Marinding Village in Bajo Barat District, Luwu Regency, South Sulawesi, is one of the areas that depends on the bridge connecting the village center and Kanan Hamlet. This bridge functions as the main access for residents to agricultural land and basic service facilities. Its damage has serious impacts on mobility, efficiency of agricultural product distribution, and access to education and health.

Law Number 6 of 2014 Article 78 emphasizes that village development aims to improve community welfare through the development of facilities and infrastructure, as well as sustainable utilization of resources. However, its implementation is often constrained by budget constraints, technical capabilities, and minimal synergy between actors. In this context, the collaborative governance approach is the right strategy to bridge these limitations through the involvement of various parties.

Research (Ansell, C., & Gash, 2008) refers to collaborative governance as a collective decision-making process that formally involves government and non-government actors in the creation and implementation of public policy. Meanwhile, (Islamy, L. O. S., & Andriani, 2022) found that collaboration in village fund management carried out through direct dialogue, trust building, and process commitment can create more sustainable results.

(Noor, M., Suaedi, F., & Mardiyanta, 2023) also emphasized that the active role of all stakeholders, from the government to civil society and the private sector, is needed to solve complex problems in the public sector.

Research (Wardani, A., 2022) revealed that the implementation of road construction in the regions can run more effectively if carried out through a collaborative approach involving multiple actors. The success of the program was achieved due to intensive coordination between local governments, communities, and the private sector in planning to project supervision.

However, there are still limited empirical studies that examine the application of collaborative governance in the construction of bridge infrastructure in remote village

areas. In fact, this context actually shows the most real challenges in the limited resources and institutional capacity of the village. Therefore, an in-depth study of collaborative practices is very relevant to answer these problems.

Based on the results of initial observations, the bridge that is the main access in Marinding Village is severely damaged and has not received proper treatment due to village fund constraints and limited assistance from the district government. Community mutual cooperation efforts have proven to be insufficient, especially since annual floods widen the river body and worsen the condition of the bridge. This condition shows the importance of a structured, measurable, and inclusive collaborative governance model.

Based on the complexity of the problems that have been described, an effective collaboration pattern is needed between the government, community, and private sector to answer the challenges in bridge construction in Marinding Village. This approach needs to integrate the roles of each actor through an inclusive, participatory, and sustainable governance mechanism. Through cross-sector synergy, it is hoped that repairs to damaged bridges can be realized immediately with the support of adequate resources, both in terms of technical, social, and financial aspects.

Departing from this urgency, this study was conducted to examine more deeply the collaborative governance practices in bridge construction at the village level, especially in Marinding Village. Therefore, the author raised the title, namely the Influence of Collaborative Governance on Bridge Construction in Marinding Village. This research is expected to contribute to the development of collaboration-based public policy literature, as well as being a reference for infrastructure development policies in rural areas.

LITERATURE REVIEW

Collaborative governance is an approach to public governance that emphasizes the importance of the involvement of various actors, both government, society, and the private sector in the decision-making process and policy implementation. (Ansell, C., & Gash, 2008) define this model as formal collective decision-making between public institutions and non-government stakeholders. This collaboration requires mutual trust,

open communication, and a strong commitment to achieving common goals. (Emerson, K., Nabatchi, T., & Balogh, 2012) added that collaborative governance consists of three main dimensions, namely the systemic context (resource conditions, policies, conflicts, and social networks), collaboration triggers (such as leadership, incentives, and dependencies), and collaborative dynamics (which include principal involvement, shared motivation, and collective action capacity). The principles of collaborative governance also include transparency, accountability, resource efficiency, implementation effectiveness, and fairness between parties (Noor, M., Suaedi, F., & Mardiyanta, 2022).

The success of implementing collaborative governance is greatly influenced by several factors, including the initial conditions of the relationship between actors, facilitative leadership that is able to mediate conflict, institutional design that supports participatory processes, and the sustainability of dialogue and trust between stakeholders (Syamsurizaldi, & Putri, 2019). A study (Saputra, A., Saidin, M., & Alputra, 2024) shows that the implementation of collaborative governance in managing local resources in Wakatobi Regency has a significant impact on increasing Regional Original Income because it has succeeded in uniting the interests of the community, government, and private sector in one effective cooperation forum. Meanwhile, other studies in the context of community-based tourism also prove that active community involvement in the collaboration process can increase program sustainability and a sense of ownership of development results (Wulandari, 2022). Meanwhile, infrastructure development is a process that not only focuses on physical changes, but also involves social dimensions and improving the quality of life of the community as a whole. (Afandi, 2022) emphasizes that infrastructure development that is designed in a participatory manner can accelerate social transformation and strengthen local community cohesion. In a different context, (Setiawan, 2020) sees development as a long-term development strategy that targets aspects of welfare, accessibility, and spatial justice in rural areas, especially areas with limited basic services.

Bridges as an important part of physical infrastructure have a strategic function in supporting economic activities and the distribution of goods and services. (Hariant,

2021) explains that the existence of bridges directly affects connectivity between regions, especially villages isolated by geographical conditions such as rivers or ravines. From a logistics perspective, (Najmuddin *et al.*, 2024) show that the existence of adequate bridge infrastructure can reduce the travel time for agricultural product distribution and increase the efficiency of local business actors' operational costs. Furthermore, Todaro and Smith in a study (Hariyani, D., & Agustin, 2023) emphasized that bridges that function optimally can create smoother trade flows, expand market access, and accelerate the process of economic development at the village level.

However, bridge damage is often a major obstacle to economic activity, especially in rural areas. This also applies in Marinding Village, where bridge damage has a direct impact on residents' access to agricultural land, service centers, and social mobility. Therefore, the construction of bridge infrastructure needs to be approached with a collaborative strategy that is able to unite resources from various parties. This collaboration is expected to not only accelerate the repair process, but also ensure sustainability and support for the needs of the local community. Although the concept of collaborative governance has been widely studied in the context of regional development in general, its specific application to bridge construction in remote villages is still rarely studied. This opens up space for in-depth exploration of the effectiveness of this model in the context of limited resources.

RESEARCH METHODS

This research was conducted in Marinding Village, Bajo Barat District, Luwu Regency, South Sulawesi Province. This location was chosen purposively because it has quite significant infrastructure problems, namely the damage to the bridge that functions as the main access between the village center and Kanan Hamlet. This research was conducted from January to March 2025.

The approach used in this study is quantitative. This method is used to analyze the influence between the variables of collaborative governance (as independent variables) and bridge construction (as dependent variables) based on numerical data obtained from respondents. Quantitative research was chosen because it is able to

provide an objective picture through statistical analysis and systematic hypothesis testing. The validity and reliability of the instrument are the main concerns in maintaining the accuracy of the research results, with the assumption that the results can be generalized to similar contexts.

The population in this study were all residents of Marinding Village, totaling 1,181 people in 2024. To determine the sample, a random sampling technique was used with the Slovin formula and an error rate of 10%, so that the number of respondents was 92 people. This method was chosen so that each individual in the population has an equal opportunity to be selected as a respondent, as well as ensuring even data representation.

Data collection techniques were carried out through three methods, namely observation, questionnaires, and literature studies. Observation was used to directly observe the condition of the bridge, community activities related to mobility and access to agricultural land, and supporting infrastructure around the location. Questionnaires were given to respondents with closed questions based on a Likert scale to explore community perceptions and attitudes towards the collaborative process and bridge construction conditions. Literature studies were conducted to strengthen the theoretical basis and compare findings with previous research. The data obtained were then analyzed descriptively quantitatively using SPSS version 25 software. The analysis was carried out through validity tests, reliability, simple linear regression, and hypothesis testing. The Likert scale was used to convert qualitative answers into quantitative forms so that they could be analyzed using frequency tabulation, average scores, and percentages. This technique allows researchers to draw conclusions based on response patterns to predetermined indicators.

RESULTS AND DISCUSSION

Overview of Research Location

Marinding Village is one of 227 villages in Luwu Regency, South Sulawesi Province, which is administratively under the Bajo Barat District. Based on the latest data in 2024, the population of Marinding Village was recorded at 1,181 people.

Geographically, this village is located between two sub-district government centers, namely Bajo City as the capital of Bajo District, and Bonelemo as the center of Bajo Barat District, each approximately 8 kilometers and 7 kilometers from Marinding Village.

The area of Marinding Village is approximately 9.2 km². This area has the following administrative boundaries: to the north it borders Sampeang Village, to the south it borders Tumbubara Village, to the west it borders Tettekang Village, and to the east it borders directly on Kadong-kadong Village. In the village government structure, Marinding is divided into four hamlets, namely Marinding Hamlet, Toko' Hamlet, Lengke Hamlet, and Kanan Hamlet.

In terms of topography and regional characteristics, Marinding Village is classified as a medium plain area located at an altitude of 200-700 meters above sea level. The landscape consists of lowlands and undulating hilly areas. Typologically, the economy of the village community depends on the rice field and plantation agriculture sectors, followed by livestock activities, class C mining (such as sand and stone), and the trade sector through kiosk activities and small community businesses.

Respondent Characteristics

This study uses a quantitative approach with data analyzed statistically using SPSS version 25 software. The main focus of this study is to examine the extent to which collaborative governance influences bridge construction in Marinding Village. Data were collected by distributing questionnaires to the community, with 92 respondents. The selection of respondents was carried out randomly using random sampling techniques to ensure proportional representation of the entire population. Respondents were asked to fill in basic information including gender, age, and occupation. These characteristics are used to understand the social background of the Marinding Village community as the subject of the study. The presentation of respondent characteristic data aims to provide a general overview of the profile of the community involved in this study and as a basis for interpreting the results of further analysis. This employing a quantitative approach with statistical analysis using SPSS version 25, provides insights into how collaborative governance influences bridge

construction in Marinding Village. With data gathered from 92 randomly selected respondents, the research ensures proportional representation of the community and highlights key demographic characteristics such as gender, age, and occupation. These findings offer a general overview of the village’s social background, serving as a vital basis for interpreting subsequent analyses. Overall, the study establishes a solid foundation for understanding the role of community characteristics in shaping collaborative governance and its impact on local infrastructure development. The following table presents the characteristics of respondents in this study, namely:

Table 1. Respondent Characteristics Based on Gender

No	Gender	Total	Percentage (%)
1	Male	42	45,7%
2	Female	50	54,3%
Total		92	100%

Source: Data Processing Results, May 2025

Based on the results of the distribution of respondents by gender, it was found that 42 people (45.7%) were male, while 50 people (54.3%) were female. With a total of 92 respondents, this composition shows that the majority of respondents in this study were female. Although the sampling process was carried out randomly without considering gender elements, these results indicate a significant level of participation from women in providing perceptions of development in Marinding Village. Within the framework of collaborative governance, these findings underline that women also have a high level of concern for village infrastructure development, especially bridges, which are closely related to their accessibility and activities in daily life.

Table 2. Respondent Characteristics Based on Age

Age	Frequency	Percentage (%)
< 20	8	8,7%
21-30	43	46,7%
31-40	24	26,1%
41-50	16	17,4%
> 51	1	1,1%
Total	92	100%

Source: Data Processing Results, May 2025

Based on the distribution of respondents' ages, the largest age group is in the range of 21-30 years with a total of 43 people or 46.7% of the total respondents. Meanwhile, the age group with the smallest number is >51 years which only represents 1.1% of the total respondents. Thus, it can be concluded that the majority of people who became respondents in this study are of productive age, namely 21-30 years. This age composition shows that the perception of bridge construction in Marinding Village is dominated by young people who generally have high mobility and direct interests in infrastructure supporting daily activities.

Table 1. Respondent Characteristics Based on Occupation

Job	Frequency	Percentage (%)
Admin	1	1,1%
ASN	1	1.1%
Not working	4	4,3
Driver	1	1,1%
Freelancer	1	1,1%
Teacher	4	4,3%
Honorary	3	3,3
Housewife	20	21,7%
Private employee	2	2,2%
Student	13	14,1%
Trader	4	4,3%
Freelancer	1	1,1%
Student	2	2,2%
Sailor	3	3,3%
Farmer	24	26,1%
Private	2	2,2%
Self-employed	6	6,5%
Total	92	100%

Source: Data Processing Results, May 2025

Based on the data on the distribution of respondents' jobs, it was found that the smallest proportion came from the admin, ASN, driver, freelancer, and freelancer categories, each at only 1.1%. Meanwhile, respondents who were not yet working, working as teachers, and traders each contributed 4.3%. Other categories such as private employees, students, and general private sector workers had the same percentage, namely 2.2%. Respondents who worked as honorariums and sailors were recorded at 3.3% each, while self-employed people contributed 6.5% of the total.

Students occupied a fairly significant position with a percentage of 14.1%. The two most dominant job categories were housewives at 21.7% and farmers at 26.1%. This composition shows that the majority of respondents in the study were individuals who were directly involved in household and agricultural activities. In the context of bridge construction in Marinding Village, this group tends to have a high interest in regional accessibility, especially in supporting daily economic, social, and basic service activities.

The Influence of Collaborative Governance on Bridge Construction

This study analyzes the application of collaborative governance principles (variable X) and its relationship to bridge construction in Marinding Village (variable Y). Data were obtained through distributing questionnaires to 92 respondents who were randomly selected villagers. This study aims to identify the extent to which collaborative principles are applied and how they affect the bridge infrastructure development process, both in a participatory, coordinative, and effective manner in terms of development results.

1. Description of the Collaborative Governance Influence Variable (X)

Collaborative governance variables are measured through seven indicators that reflect aspects of information openness, invitation to collaborate, clarity of task division, public deliberation, citizen involvement, seriousness of implementers despite limited funds, and initiatives to seek external support. The analysis was carried out using a Likert scale, then tabulated in the form of average scores and percentages.

In general, the recapitulation results show that the average percentage of all indicators is 73.14%, which is included in the good category. The highest value is found in the indicators of government information openness, invitation to collaborate, and seeking external assistance, each at 78%. In contrast, the indicator of community involvement in expressing opinions recorded the lowest percentage at 62%.

These data show that collaborative governance has been established, especially in the aspects of communication and initiatives from the village government. However, the aspect of active community participation in the decision-making process is still an area that needs to be strengthened in the future. That indicates the collaborative

governance variable falls into the good category, with an average achievement of 73.14%. This reflects that information openness, invitations to collaborate, and the village government's initiatives to seek external support have been carried out effectively. However, community participation in voicing opinions remains relatively low at 62%. Therefore, future efforts in strengthening collaborative governance should focus on enhancing active community involvement in the decision-making process to achieve a more participatory and sustainable governance practice.

Table 4. Recapitulation of Average Collaborative Governance Indicators

No	Indicator	Average Score	Average Percentage
1	Transparency of village government information regarding bridge damage	3,9	78%
2	Invitation from village heads or community leaders to work together to repair the bridge	3,9	78%
3	Clarity of division of tasks in mutual cooperation	3,8	76%
4	Discussion or deliberation between residents and the village government regarding the condition of the bridge	3,5	70%
5	Involvement of residents in providing opinions regarding bridge repairs	3,1	62%
6	Seriousness of the parties involved despite limited funds	3,5	70%
7	Efforts by the village government to seek external assistance	3,9	78%
Average Percentage			73,14%

Source: Data Processing Results, May 2025

2. Description of Bridge Construction Variable (Y)

The bridge construction variable reflects the community's response to the conditions, process, and impact of bridge construction in their village. There are seven main indicators used in the measurement, including community involvement, the effectiveness of mutual cooperation, active participation, technical obstacles, belief in cross-party cooperation, and the influence of development on community mobility. From the analysis results, an average percentage of 82% was obtained, which is classified as very good. The highest response was given to the indicator of the benefits of development for the smooth running of community activities (90%) and belief in the

success of multi-party cooperation (86%). This finding reflects that the community has a very positive view of the importance of bridge construction and believes that strong collaboration will produce real success in the field.

Table 5. Recapitulation of Average Bridge Construction Indicators

No	Indicator	Average Score	Average Percentage
1	Bridge repair by residents even though the bridge is damaged again	3,9	78%
2	Collaboration between government and residents so that the bridge can be used temporarily	3,9	78%
3	Active and voluntary participation of residents in bridge repair	3,7	74%
4	Ineffectiveness of bridge repair due to limited funds and flooding	4,1	82%
5	Belief that cross-party cooperation (government, residents, private sector) will increase the success of bridge construction	4,3	86%
6	Bridge damage causes difficulties in accessing rice fields and the village center	4,3	86%
7	Residents' activities will run smoothly if the bridge is properly repaired	4,5	90%
Total rata-rata persentase			82%

Source: Data Processing Results, May 2025

3. Test of Instrument Validity and Reliability

Table 6. Results of the Validity Test of the Instrument for Variable X

Statement	R count	R table	Description
1	0,755	0,205	Valid
2	0,802	0,205	Valid
3	0,781	0,205	Valid
4	0,842	0,205	Valid
5	0,768	0,205	Valid
6	0,777	0,205	Valid
7	0,651	0,205	Valid

Data Source: SPSS 25.0 Data Processing Results

The data table shows the results of the validity test for each statement on variable X. The highest calculated r value was recorded at 0.842, while the lowest value was 0.651. Since all calculated r values exceed the r table of 0.205, all statements are declared valid.

Table 7. Results of the Validity Test of the Y Variable Instrument

Statement	R count	R table	Description
8	0,648	0,205	Valid
9	0,759	0,205	Valid
10	0,761	0,205	Valid
11	0,731	0,205	Valid
12	0,695	0,205	Valid
13	0,520	0,205	Valid
14	0,630	0,205	Valid

Data Source: SPSS 25.0 Data Processing Results

The data table shows the results of the validity test for each statement on the Y variable. The highest calculated r value is 0.759 and the lowest value is 0.520. Because all calculated r values are greater than r table (0.205), all statements are declared valid.

Table 8. Results of Instrument Reliability Test

Variable	Cronbach's Alpha	Keterangan
Collaborative Governance (X)	0,882	Reliabel
Bridge Construction (Y)	0,803	Reliabel

Data Source: SPSS 25.0 Data Processing Results

The reliability test produced a Cronbach's Alpha value of 0.882 for variable X and 0.803 for variable Y, which means that both meet high reliability standards and the instrument is suitable for use.

4. Simple Linear Regression Analysis Test

To determine the effect of collaborative governance variables on bridge construction, a simple linear regression model was used. Based on the analysis of SPSS version 25, the regression equation was obtained: $Y = 17.361 + 0.445X$. The regression coefficient of 0.445 indicates that every one unit increase in collaborative governance

will increase bridge construction by 0.445 units. The coefficient of determination (R^2) value of 0.356 indicates that 35.6% of the bridge construction variables can be explained by the collaborative governance variables, while the other 64.4% are influenced by other factors.

Table 9. Simple Linear Regression Results

Model	R	R^2	t count	Sig. (p-value)	Regression Equation
1	0,597	0,356	7,057	0,000	$Y = 17,361 + 0,445X$

Data Source: SPSS 25.0 Data Processing Results

5. Significance Test (t-Test and F-Test)

The t-test shows that the calculated t value is 7.057 with a significance of 0.000 < 0.05. This means that there is a partial significant influence of collaborative governance on bridge construction. Meanwhile, the F test produces an F value of 49.795 with a significance of 0.000, which means that the regression model is feasible to use and the collaborative governance variable simultaneously has a significant effect on bridge construction.

The results of the study indicate that the implementation of the collaborative governance principle in bridge construction in Marinding Village has been going quite well. This is reflected in the indicator of information openness by the village government which obtained a score of 78%, indicating that public access to information regarding bridge damage is relatively clear and well received. The initiative of the village head or community leader in encouraging community involvement is also considered quite frequent, as seen from the same score in the facilitative leadership aspect. This shows that the leadership element plays an active role in building two-way communication and fostering a participatory spirit at the local level.

The implementation structure of mutual cooperation activities as depicted through the task division indicator obtained a score of 76%, indicating that the institutional design or work system used can be understood by the community.

However, community participation in the decision-making process still shows a lower figure, namely 62%. This suggests that although the deliberation process has been carried out, direct community involvement in voicing aspirations or strategic input is still uneven. This challenge is important to note so that the collaborative process is not only procedural, but truly reflects the active participation of all parties.

On the other hand, public perception of the results of bridge construction generally showed a very good category. The indicator regarding the benefits of cross-party cooperation obtained a score of 86%, in line with the belief that synergy between the government, community, and other sectors will support the success of the program. Field coordination through mutual cooperation was considered quite effective, with a score also at 78%. Active participation of residents in bridge repairs was also quite high, although several obstacles were still felt, especially related to repeated damage due to flooding and limited village budget.

Furthermore, the impact of bridge construction on community social and economic activities was felt to be significant. The perception that bridge construction would facilitate residents' access to agricultural land or the village center reached the highest figure, namely 90%. This strengthens the position of infrastructure development as an urgent need that not only touches on physical aspects, but also has a direct impact on community welfare.

Overall, these findings confirm that the application of collaborative governance principles contributes positively to the effectiveness of infrastructure development at the village level. Although there is still room for improvement, especially in terms of involving residents in the decision-making process, the results of this study indicate that the collaboration that has been built has led to participatory, transparent, and community-oriented governance practices.

CONCLUSION

Based on the findings explained previously, it can be concluded that the implementation of collaborative governance in bridge construction in Marinding Village shows quite good effectiveness. This is reflected in the high average score on several

main indicators, such as information openness (78%), facilitative leadership (78%), and institutional design (76%). However, community participation in decision-making is still at a relatively low level (62%), so it requires special attention so that collaboration is not only procedural, but also substantive.

Simple linear regression analysis shows a positive and significant influence between collaborative governance and bridge construction, with a regression coefficient value of 0.445 and a significance level of 0.000 (<0.05). This means that the better the implementation of collaborative governance, the higher the level of bridge construction. The coefficient of determination ($R^2 = 0.356$) shows that 35.6% of the variation in bridge construction can be explained by the collaborative governance variable, while the remaining 64.4% is influenced by other factors not included in the scope of this study.

Through the F test and t test, the alternative hypothesis (H_a) is proven to be statistically accepted. This confirms that collaborative governance has a significant influence on the success of bridge construction in the village.

These results highlight the importance of strengthening community engagement as a critical component of collaborative governance. While government openness and leadership have provided a solid foundation, the relatively low level of citizen participation suggests that future development initiatives should prioritize inclusive mechanisms that encourage active involvement from all stakeholders. By fostering broader participation, not only can the effectiveness of collaborative governance be enhanced, but the sustainability and social legitimacy of infrastructure projects, such as bridge construction in Marinding Village, can also be better ensured.

SUGGESTION

1. The Marinding Village Government is expected to improve the quality of collaborative governance implementation, especially in terms of community involvement in the decision-making process. Active community involvement from the planning stage to the evaluation of development is very important to ensure that the program is in line with the real needs of the community.
2. The role of village heads and community leaders as facilitative leaders needs to be

strengthened in bridging communication between the government and residents, as well as encouraging the values of mutual cooperation which are the main foundation of development at the local level.

3. For further researchers, it is recommended to develop this study by including additional relevant variables such as budget capacity, geographical factors, quality of technical planning, and contributions from non-governmental institutions or the private sector. This approach will enrich the perspective and produce a more comprehensive analysis in examining the dynamics of infrastructure development in rural areas.
4. It is suggested that the Marinding Village Government utilize digital platforms and transparent reporting systems to disseminate information about development projects. This will not only strengthen public trust but also provide wider opportunities for community members, including those who are less active in meetings, to give input and monitor the progress of infrastructure development.

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