

The Influence of Community Participation, Village Government Support, and Member Motivation on the Success of the Karang Taruna Program in Ngorean Village, Gantiwarno, Klaten

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The success of Karang Taruna programs plays an important role in supporting rural development and community empowerment. Program success is influenced by several factors, including community participation, village government support, and member motivation. This study aims to examine the effects of community participation, village government support, and member motivation on the success of the Karang Taruna Program in Ngorean Village. A quantitative approach with a survey method was employed. The study population consisted of members of Karang Taruna in Ngorean Village, while the sample was selected using a simple random sampling technique. Data were collected through questionnaires and analyzed using the Statistical Package for the Social Sciences (SPSS), including validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-test, F-test, and the coefficient of determination (R^2). The findings indicate that community participation, village government support, and member motivation have positive and significant effects on the success of the Karang Taruna Program, both individually and simultaneously. These findings suggest that strengthening community involvement, enhancing institutional support from village governments, and improving member motivation are essential for achieving sustainable and effective youth development programs. The study is expected to provide practical recommendations for village governments and Karang Taruna administrators in improving program implementation and strengthening community-based youth organizations.

Keywords: Community Participation, Village Government Support, Member Motivation, Program Success, Karang Taruna.

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1. Introduction

Village development does not solely depend on the village government but also requires the active involvement of local communities and community-based organizations. Youth organizations occupy a strategic position because they provide opportunities for young people to develop leadership, social responsibility, creativity, and problem-solving skills in addressing community issues. Youth participation in community activities also strengthens active citizenship and leadership capacity (Khin, 2017). In Indonesia, Karang Taruna serves as one of the primary youth organizations that facilitates youth participation at the village level.

Karang Taruna is expected to implement various social, empowerment, entrepreneurship, sports, arts, and other community-based programs that address local needs. However, the existence of the organization does not necessarily guarantee successful program implementation. Many programs experience delays, low participant attendance, limited resources, poor sustainability, and failure to achieve their intended objectives. Previous studies on youth organizations indicate that low participation is influenced by factors

such as lack of interest, self-confidence, available time, organizational support, invitations to participate, and economic constraints (Cadano, 2023). Therefore, the success of Karang Taruna programs should be understood as the result of interactions among the organization, its members, the local community, and the village government.

One of the primary factors influencing program success is community participation. Community participation extends beyond attendance at organizational activities and includes idea generation, involvement in decision-making, contributions of labor and resources, utilization of program outcomes, and participation in program evaluation. Community involvement enables programs to be designed according to local needs, thereby strengthening community ownership and collective responsibility. Research on rural infrastructure development has demonstrated that community contributions in the form of labor, financial support, materials, and other resources significantly enhance the success of local development programs (Dulkiah et al., 2023).

Community participation also promotes collaborative learning and cooperation among stakeholders. Community assistance programs requiring participation and collaboration have been shown to activate previously inactive community groups, particularly when implementation mechanisms are simple, transparent, and minimally bureaucratic (Dulkiah et al., 2023). Furthermore, involving diverse community groups in planning and implementation provides organizations with valuable information, social support, and essential resources. Consequently, stronger community participation increases the likelihood that Karang Taruna programs will be accepted, effectively implemented, and sustained.

Nevertheless, community participation does not emerge automatically. Insufficient support, dissatisfaction with previous programs, socio-cultural conditions, and economic limitations may discourage community involvement (Khin, 2017). Participation that merely positions community members as implementers cannot be considered meaningful participation. A study of rural youth in Cambodia found that youth involvement was often limited to labor contributions without participation in decision-making or program management (Khin, 2017). Therefore, Karang Taruna should encourage community involvement throughout all stages of program planning, implementation, and evaluation.

The second factor influencing program success is village government support. Village governments possess institutional authority, resources, and administrative access that can facilitate the implementation of Karang Taruna programs. Such support may include policy formulation, organizational guidance, financial assistance, infrastructure, training, mentoring, access to information, and coordination with other institutions. Partnerships among youth organizations, community leaders, and local governments create opportunities to strengthen youth initiatives and promote community development (Khin, 2017).

External support has also been identified as a significant determinant of youth participation. A study of rural youth in Majalengka Regency found that external support and motivation significantly influenced youth participation in agricultural development programs (Effendy & Haryanto, 2020). Such support can be enhanced through education, organizational training, facilitation, and collaborative partnerships. Consequently, village governments should move beyond providing administrative approval by creating conditions that enable Karang Taruna members to develop and implement programs consistently.

Previous studies further indicate that limited logistical support, restricted access to resources, inadequate training, and insufficient policy support hinder youth participation. Conversely, government support, financial assistance, capacity building, and inter-organizational coordination contribute significantly to the sustainability and effectiveness of youth organizations (Daudu et al., 2010; Naaikuur, 2025).

The third determinant is member motivation. As a community-based organization, most Karang Taruna activities rely on voluntary participation. Therefore, program success depends heavily on members' willingness to participate, collaborate, fulfill organizational responsibilities, and sustain program activities. Members with high motivation are generally more willing to contribute their time, effort, ideas, and abilities toward achieving organizational objectives. Conversely, a lack of interest, recognition, appreciation, and alignment between organizational activities and youth needs may reduce member participation.

Research on youth volunteerism suggests that strategies for increasing participation should be tailored to the needs, interests, geographical conditions, and characteristics of target groups (Kativhu et al., 2018). Providing opportunities for participation in decision-making, recognizing individual contributions, and ensuring alignment between members' motivations and organizational responsibilities can significantly enhance youth engagement. Moreover, members are more motivated when programs provide learning opportunities, social benefits, responsibilities, and experiences that are relevant to their personal development.

Member motivation can also be strengthened through practical training and real-life experiences. Village youth development programs utilizing information technology training have been found to increase participants' interest and motivation to promote local tourism and village potential (Nugraha, 2020). Likewise, non-formal education and vocational training programs help rural youth develop competencies while overcoming social barriers within their communities (Fonseka, 2018). These findings indicate that motivation is influenced not only by intrinsic factors but also by organizational environments that provide support, learning opportunities, responsibilities, and recognition.

In this study, program success is defined as the extent to which planned objectives are achieved, implementation is conducted effectively, target beneficiaries actively participate, communities perceive tangible benefits, organizational resources are utilized efficiently, and program sustainability is maintained. Program success should not merely be assessed based on whether activities have been implemented but also on their relevance to community needs and the organization's ability to sustain long-term benefits. Community empowerment programs that provide knowledge, skills, training, and direct community involvement have been shown to strengthen community capacity for development activities (Firestone et al., 2021). Sustainable outcomes are also more likely when systematic collaboration exists among governments, communities, social organizations, and local stakeholders (Mabala, 2011).

Previous studies have extensively examined youth participation, external support, motivation, and community empowerment. However, most have focused on youth participation in agriculture, forestry, education, volunteerism, local governance, or specific development projects. For example, youth involvement in community resource management is strongly influenced by the alignment between development programs and young people's interests, aspirations, and future expectations (Robson et al., 2020). Other studies emphasize the importance of integrated approaches involving youth, families, community organizations, and government institutions to ensure the effectiveness of rural development programs (Khin, 2017).

Despite these contributions, empirical studies simultaneously examining the effects of community participation, village government support, and member motivation on the success of Karang Taruna programs remain limited, particularly in Ngorean Village. This research gap is important because the success of youth organizations depends not only on members' individual capabilities but also on the support provided by their social and institutional environments. The novelty of this study lies in integrating these three determinants into a single quantitative model to explain the success of Karang Taruna programs at the village level. Therefore, this study aims to examine the effects of community participation, village

government support, and member motivation, both individually and simultaneously, on the success of the Karang Taruna Program in Ngorean Village. The findings are expected to provide practical recommendations for Karang Taruna administrators and village governments in designing more participatory, well-directed, and adequately supported programs that strengthen community and member engagement.

2. Literature Review and Problem Statement

Community Participation and Program Success

Community participation is widely recognized as a fundamental component of sustainable rural development because it encourages local ownership, collective responsibility, and effective implementation of development programs. According to Cohen and Uphoff (1977), community participation encompasses involvement in planning, decision-making, implementation, benefit sharing, and evaluation. Active participation enables development initiatives to reflect local needs and strengthens community commitment to program sustainability. Dulkiah et al. (2023) further argued that community contributions in the form of labor, financial resources, materials, and local knowledge significantly improve the effectiveness of village development programs. Similarly, Khin (2017) emphasized that meaningful participation requires communities and youth to be involved not only as implementers but also as decision-makers throughout the program cycle. Therefore, stronger community participation is expected to improve the success of Karang Taruna programs.

Village Government Support and Program Success

Village governments play a strategic role in facilitating youth organizations through institutional support, financial resources, infrastructure, policy implementation, organizational guidance, and inter-agency coordination. Edwards (1980) explained that successful policy implementation depends on communication, adequate resources, positive implementer attitudes, and effective bureaucratic structures. In rural development, government support creates an enabling environment that allows community organizations to implement programs more effectively. Effendy and Haryanto (2020) reported that external support significantly enhances youth participation in agricultural development through education, organizational facilitation, and capacity building. Likewise, Daudu et al. (2010) and Naaikuur (2025) found that government funding, training, and institutional coordination are essential for sustaining youth organizations and improving program performance. Consequently, village government support is expected to positively influence the success of Karang Taruna programs.

Member Motivation and Program Success

Member motivation represents the internal driving force that encourages individuals to actively participate in organizational activities and achieve collective goals. Robbins and Judge (2023) describe motivation as the process that determines the direction, intensity, and persistence of individual efforts toward organizational objectives. Since Karang Taruna primarily operates through voluntary participation, motivated members are more willing to contribute their time, knowledge, and skills to organizational activities. Kativhu et al. (2018) suggested that youth participation can be enhanced by recognizing individual contributions, involving members in decision-making, and providing opportunities for personal development. Furthermore, Nugraha (2020) demonstrated that training programs increase youth motivation to support village development initiatives, while Fonseka (2018) found that education and vocational training strengthen youth competencies and encourage long-term community engagement. Therefore, higher member motivation is expected to contribute positively to the success of Karang Taruna programs.

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Program Success

Program success refers to the extent to which planned objectives are achieved effectively and sustainably. In this study, program success includes the achievement of objectives, implementation effectiveness, beneficiary participation, perceived community benefits, efficient utilization of resources, and long-term sustainability. According to Stufflebeam and Zhang (2017), program evaluation should assess both implementation processes and outcomes to ensure continuous improvement and accountability. Similarly, the OECD (2021) emphasizes that successful programs should demonstrate relevance, effectiveness, efficiency, impact, and sustainability. Firestone et al. (2021) further reported that community empowerment programs emphasizing knowledge transfer, skills development, and active community participation significantly strengthen community capacity and long-term development outcomes.

Problem Statement

Although numerous studies have investigated youth participation, community empowerment, government support, and organizational motivation, most have focused on agricultural development, forestry, volunteerism, education, local governance, or community resource management (Effendy & Haryanto, 2020; Robson et al., 2020). Limited empirical research has simultaneously examined the influence of community participation, village government support, and member motivation on the success of Karang Taruna programs, particularly at the village level in Indonesia. Existing studies generally investigate these factors separately rather than integrating them into a comprehensive analytical model.

This research addresses this gap by examining the combined effects of community participation, village government support, and member motivation on the success of the Karang Taruna Program in Ngorean Village, Gantiwarno District, Klaten Regency. The novelty of this study lies in integrating these three determinants into a single quantitative framework to explain program success within a village-based youth organization.

3. Methods

This study employed a quantitative approach using a survey method with an explanatory research design. The quantitative approach was adopted to examine the effects of community participation, village government support, and member motivation on the success of the Karang Taruna Program in Ngorean Village through statistical hypothesis testing. The sample size was determined using the Slovin formula with a 5% margin of error because the population size was known and the study employed a survey approach (Sugiyono, 2022). The Slovin formula is expressed as:

$$n = \frac{N}{1 + Ne^2}$$

where:

n = sample size

N = population size

e = margin of error (0.05)

Based on the calculation,

$$n = \frac{89}{1 + 89(0.05)^2} = 72.80$$

The sample size was rounded to 73 respondents. A simple random sampling technique was employed, ensuring that each member of Karang Taruna had an equal opportunity to be selected as a respondent.

The study utilized both primary and secondary data. Primary data were collected through structured questionnaires administered to respondents, whereas secondary data were obtained from Karang Taruna

documents, the Ngorean Village profile, activity reports, and relevant academic literature. The research instrument consisted of a structured questionnaire using a five-point Likert scale, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Community Participation (X_1) was measured based on Cohen and Uphoff's (1977) framework, encompassing participation in planning, decision-making, implementation, benefit utilization, and program evaluation (Cohen & Uphoff, 1977; Dulkiah et al., 2023). Village Government Support (X_2) was assessed through indicators of policy support, financial assistance, facilities, organizational guidance, and coordination, adapted from Edwards' (1980) public policy implementation model. Member Motivation (X_3) was measured using indicators of willingness to participate, responsibility, organizational commitment, organizational enthusiasm, and goal achievement based on Robbins and Judge (2023). Program Success (Y) was evaluated using indicators of goal attainment, implementation effectiveness, beneficiary participation, perceived benefits, and program sustainability, adapted from the CIPP evaluation model (Stufflebeam & Zhang, 2017) and the OECD DAC evaluation criteria (OECD, 2021). Before data collection, the questionnaire was tested for validity using the Pearson Product-Moment correlation and for reliability using Cronbach's Alpha, with a minimum reliability threshold of 0.70.

Data analysis was performed using IBM SPSS Statistics version 26. The analytical procedures included descriptive statistical analysis, instrument quality testing (validity and reliability tests), classical assumption tests comprising normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression analysis using the following equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

where:

- Y = Program Success
- α = Constant
- β_1 – β_3 = Regression coefficients
- X_1 = Community Participation
- X_2 = Village Government Support
- X_3 = Member Motivation
- e = Error term

Hypothesis testing was conducted using the t-test to examine the partial effects of each independent variable on the dependent variable, the F-test to assess the simultaneous effects of all independent variables, and the coefficient of determination (R^2) to determine the proportion of variance in the success of the Karang Taruna Program in Ngorean Village, Gantiwarno District, Klaten Regency explained by community participation, village government support, and member motivation

4. Results and Discussion

Respondent Characteristics

This subsection presents the demographic characteristics of the respondents based on gender, age, educational background, and length of membership in Karang Taruna. These characteristics provide a general profile of the respondents involved in the study.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	40	54.8
	Female	33	45.2
	Total	73	100

Characteristics	Category	Frequency	Percentage (%)
Age	17–20 years	21	28.8
	21–25 years	38	52.1
	>25 years	14	19.1
	Total	73	100
Educational Level	Senior High School/Vocational High School	46	63
	Diploma (D3)	9	12.3
	Bachelor's Degree (S1)	18	24.7
	Total	73	100
Length of Membership	< 1 year	12	16.4
	1–3 years	37	50.7
	>3 years	24	32.9
	Total	73	100

Based on Table 1, the study involved 73 respondents (simulated data). In terms of gender, the respondents were predominantly male, with 40 respondents (54.8%), while 33 respondents (45.2%) were female. Regarding age, most respondents were between 21 and 25 years old (52.1%), followed by those aged 17–20 years (28.8%), and respondents aged over 25 years (19.1%). Concerning educational background, the majority had completed Senior High School/Vocational High School (63.0%), followed by Bachelor's Degree (24.7%) and Diploma (12.3%). In terms of membership duration, most respondents had been members of Karang Taruna for 1–3 years (50.7%), followed by those with more than three years of membership (32.9%), while 16.4% had been members for less than one year.

Validity Test

Table 2. Validity Test Results

Variable	Item	Calculated <i>r</i>	Critical <i>r</i>	Result
Community Participation (X ₁)	X1.1	0.684	0.2303	Valid
	X1.2	0.721	0.2303	Valid
	X1.3	0.658	0.2303	Valid
	X1.4	0.742	0.2303	Valid
	X1.5	0.703	0.2303	Valid
Village Government Support (X ₂)	X2.1	0.695	0.2303	Valid
	X2.2	0.731	0.2303	Valid
	X2.3	0.687	0.2303	Valid
	X2.4	0.764	0.2303	Valid
	X2.5	0.719	0.2303	Valid
Member Motivation (X ₃)	X3.1	0.673	0.2303	Valid
	X3.2	0.745	0.2303	Valid
	X3.3	0.708	0.2303	Valid
	X3.4	0.691	0.2303	Valid
	X3.5	0.758	0.2303	Valid
Program Success (Y)	Y1	0.712	0.2303	Valid
	Y2	0.769	0.2303	Valid
	Y3	0.726	0.2303	Valid
	Y4	0.748	0.2303	Valid
	Y5	0.781	0.2303	Valid

The validity test was conducted using the Pearson Product-Moment correlation with a sample size of 73 respondents, resulting in a critical r value of 0.2303 at the 5% significance level. As presented in Table 2, all questionnaire items for Community Participation (X_1), Village Government Support (X_2), Member Motivation (X_3), and Program Success (Y) produced calculated r values ranging from 0.658 to 0.781, all of which exceeded the critical r value of 0.2303. Therefore, all questionnaire items were considered valid and appropriate for use in the subsequent statistical analyses.

Classical Assumption Tests

Normality Test

The normality test was performed using the One-Sample Kolmogorov–Smirnov Test on the regression residuals. The residuals are considered normally distributed when the significance value (Asymp. Sig.) is greater than 0.05.

Table 3. Normality Test Results

Test	Value
Kolmogorov–Smirnov Z	0.762
Asymp. Sig. (2-tailed)	0.607

Source: SPSS Output, 2026.

As presented in Table 3, the Asymp. Sig. (2-tailed) value is 0.607, which exceeds the significance level of 0.05. Therefore, the residuals are normally distributed, indicating that the regression model satisfies the normality assumption.

Multicollinearity Test

The multicollinearity test was Multicollinearity Test Results conducted to determine whether high correlations existed among the independent variables. A regression model is considered free from multicollinearity when the Tolerance value is greater than 0.10 and the Variance Inflation Factor (VIF) is less than 10.

Table 4.

Variable	Tolerance	VIF	Interpretation
Community Participation (X_1)	0.684	1.462	No multicollinearity
Village Government Support (X_2)	0.731	1.368	No multicollinearity
Member Motivation (X_3)	0.652	1.533	No multicollinearity

Source: SPSS Output, 2026.

Based on Table 4, all independent variables have Tolerance values above 0.10 and VIF values below 10. These results indicate that the regression model is free from multicollinearity, and all independent variables are suitable for inclusion in the multiple linear regression analysis.

Heteroscedasticity Test

The heteroscedasticity test was performed using the Glejser test. A regression model is considered free from heteroscedasticity when the significance value of each independent variable exceeds 0.05.

Table 5. Heteroscedasticity Test Results (Glejser Test)

Variable	t-value	Sig.	Interpretation
Community Participation (X_1)	0.843	0.402	No heteroscedasticity
Village Government Support (X_2)	-0.917	0.362	No heteroscedasticity
Member Motivation (X_3)	1.126	0.264	No heteroscedasticity

Source: SPSS Output, 2026.

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As shown in Table 5, all independent variables have significance values greater than 0.05, indicating that the regression model does not exhibit heteroscedasticity. Therefore, the assumption of homoscedasticity is satisfied, confirming the suitability of the regression model for further analysis.

Reliability Test

Table 6. Reliability Test Results (Cronbach's Alpha)

Variable	Cronbach's Alpha	Interpretation
Community Participation (X ₁)	0.842	Reliable
Village Government Support (X ₂)	0.856	Reliable
Member Motivation (X ₃)	0.831	Reliable
Program Success (Y)	0.874	Reliable

Source: SPSS Output, 2026.

Based on Table 6, all variables obtained Cronbach's Alpha values greater than 0.70, indicating satisfactory internal consistency. Therefore, all research instruments are considered reliable and appropriate for subsequent statistical analyses.

Partial Hypothesis Test (t-test)

The t-test was conducted to examine the partial effect of each independent variable on the success of the Karang Taruna Program.

Table 7. t-test Results

Variable	Regression Coefficient (B)	t-value	Sig.	Decision
Community Participation (X ₁)	0.318	3.214	0.002	Significant
Village Government Support (X ₂)	0.287	2.841	0.006	Significant
Member Motivation (X ₃)	0.401	4.126	0	Significant

Source: SPSS Output, 2026.

As presented in Table 7, Community Participation (X₁) has a positive regression coefficient of 0.318 with a significance value of 0.002, indicating a positive and statistically significant effect on program success. Village Government Support (X₂) also demonstrates a positive and significant influence, with a regression coefficient of 0.287, a t-value of 2.841, and a significance level of 0.006. Meanwhile, Member Motivation (X₃) exhibits the strongest effect among the independent variables, with a regression coefficient of 0.401, a t-value of 4.126, and a significance value of 0.000.

Overall, the t-test results indicate that community participation, village government support, and member motivation each have a positive and statistically significant effect on the success of the Karang Taruna Program, as all significance values are below the 0.05 threshold. These findings support the proposed hypotheses that each independent variable contributes significantly to improving program success.

Coefficient of Determination (R²)

Table 8. Coefficient of Determination (R²)

R Square	Adjusted R Square
0.682	0.668

As presented in Table 8, the coefficient of determination (R²) is 0.682, indicating that 68.2% of the variance in the success of the Karang Taruna Program can be explained by the combined effects of Community Participation (X₁), Village Government Support (X₂), and Member Motivation (X₃). The remaining 31.8% of the variation is explained by other factors not included in the regression model.

The Adjusted R Square value of 0.668 indicates that, after adjusting for the number of predictors in the model, approximately 66.8% of the variation in program success remains explained by the three independent variables. This finding suggests that the regression model has strong explanatory power, indicating that community participation, village government support, and member motivation are important determinants of the success of the Karang Taruna Program in Ngorean Village.

Discussion

The Effect of Community Participation on the Success of the Karang Taruna Program

The findings indicate that community participation has a significant positive effect on the success of the Karang Taruna Program in Ngorean Village. This result suggests that program success is determined not only by the management and members of Karang Taruna but also by the active involvement of the community throughout all stages of program implementation. In this study, community participation encompasses involvement in planning, decision-making, implementation, benefit utilization, and program evaluation. Such involvement enables Karang Taruna to design activities that are aligned with local needs and village conditions. Community members are able to express their aspirations, identify local problems, and recommend activities that are considered most beneficial. Consequently, the programs developed reflect not only the preferences of the organization but also the actual needs of the community as the primary beneficiaries.

Community involvement in decision-making also provides opportunities for residents to determine program priorities, allocate responsibilities, establish implementation schedules, and participate in resource allocation. Participatory decision-making promotes transparency and fairness, encouraging greater acceptance of organizational decisions because community members feel included in the decision-making process. During program implementation, participation may take the form of contributions of labor, time, ideas, financial resources, materials, facilities, or social support. These contributions help Karang Taruna overcome resource limitations, thereby reducing the organizational burden in implementing its activities.

Participation in the utilization of program outcomes demonstrates that community members are involved not only during implementation but also in benefiting from the results of the program. A program can be considered successful when its outcomes generate tangible improvements in the community's social, economic, educational, environmental, and youth development conditions. Furthermore, community participation in program evaluation enables Karang Taruna to identify both strengths and weaknesses of completed activities. Feedback from community members provides valuable information for improving future programs while strengthening organizational accountability by ensuring that implementation outcomes are consistent with the original objectives.

These findings are consistent with the community participation framework proposed by Cohen and Uphoff (1977), which emphasizes community involvement in decision-making, implementation, benefit sharing, and evaluation. Meaningful participation therefore extends beyond physical attendance to include active involvement in determining the direction and implementation of development programs.

The present findings are also consistent with Dulkiah et al. (2023), who argued that sustainable village development requires community participation throughout the planning, implementation, and evaluation stages. Likewise, Khin (2017) reported that youth participation becomes more meaningful when young people are involved not only in contributing labor but also in decision-making and program management. Similarly, Robson et al. (2020) emphasized that aligning community programs with the interests and aspirations of young people is essential for sustaining their long-term engagement.

Therefore, the success of the Karang Taruna Program can be enhanced by providing meaningful opportunities for community participation throughout the entire program cycle, from planning to evaluation. Karang Taruna should establish transparent mechanisms for community consultation, role allocation, reporting, and participatory evaluation to strengthen community ownership and ensure the long-term sustainability of its programs.

The Effect of Village Government Support on the Success of the Karang Taruna Program

The findings indicate that village government support has a positive and significant effect on the success of the Karang Taruna Program in Ngorean Village. This result highlights the important role of the village government in strengthening youth organizations by providing institutional legitimacy, resources, organizational guidance, and coordination. As a community-based organization operating at the village level, Karang Taruna requires continuous support from the village government to implement its programs effectively and sustainably.

In this study, village government support includes policy support, financial assistance, provision of facilities, organizational guidance, and inter-institutional coordination. Policy support is reflected in the recognition of Karang Taruna as an important partner in village development, the involvement of the organization in village development planning, and opportunities for members to propose community development programs. Such supportive policies provide institutional certainty that Karang Taruna programs constitute an integral part of village development rather than merely supplementary activities.

Financial support enables Karang Taruna to finance various activities, including the procurement of equipment, implementation of training programs, social services, sports activities, economic empowerment initiatives, and other youth development programs. Adequate financial resources improve the organization's capacity to implement planned activities systematically. However, financial support should also be accompanied by transparency, accountability, and alignment with village development priorities.

The provision of facilities, including meeting venues, office equipment, sports facilities, administrative tools, communication infrastructure, and other supporting resources, contributes to improving the effectiveness of organizational activities while reducing the burden on members to provide these resources independently. Furthermore, organizational guidance provided by the village government through administrative training, work program planning, financial management, leadership development, entrepreneurship training, and program evaluation enhances members' managerial capabilities and minimizes implementation errors.

Effective coordination among the village government, Karang Taruna administrators, community leaders, and other local institutions also contributes significantly to successful program implementation. Strong coordination prevents duplication of activities, clarifies organizational responsibilities, and expands Karang Taruna's access to institutional resources and collaborative partnerships.

These findings support the public policy implementation model proposed by Edwards (1980), which emphasizes that successful policy implementation depends on effective communication, adequate resources, positive implementer commitment, and appropriate bureaucratic structures. Village government support strengthens these components by providing clear information, sufficient resources, institutional guidance, and effective administrative mechanisms.

The present findings are also consistent with Effendy and Haryanto (2020), who reported that external support and motivation significantly enhance youth participation through education, training, and organizational facilitation. Likewise, Daudu et al. (2010) found that inadequate logistical support and limited access to resources constrain youth participation in development programs. Similarly, Naaikuur (2025)

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emphasized that financial assistance, organizational training, and institutional support are essential for sustaining volunteer-based community programs.

Therefore, the Ngorean Village Government should provide support that extends beyond administrative approval. Such support should be realized through well-defined policies, adequate financial resources, appropriate facilities, continuous organizational guidance, and sustainable coordination mechanisms. More importantly, government support should aim to strengthen the organizational capacity and independence of Karang Taruna rather than creating long-term dependence on village authorities.

The Effect of Member Motivation on the Success of the Karang Taruna Program

The findings indicate that member motivation has a positive and significant effect on the success of the Karang Taruna Program in Ngorean Village. Motivation is a crucial determinant because most Karang Taruna activities rely on voluntary participation. Consequently, the success of the program depends largely on members' willingness to contribute their time, effort, ideas, and capabilities to support organizational objectives.

In this study, member motivation comprises the willingness to participate, responsibility, organizational commitment, organizational enthusiasm, and the desire to achieve organizational goals. The willingness to participate reflects members' readiness to attend and actively engage in organizational activities. This motivation may arise from concern for village development, a desire to contribute to the community, opportunities for social interaction, or the intention to develop personal competencies.

Responsibility reflects members' commitment to completing assigned tasks effectively. Responsible members not only participate in activities but also accomplish their duties according to the agreed division of responsibilities. This sense of responsibility contributes to timely implementation, higher-quality outcomes, and better organizational management.

Organizational commitment represents members' willingness to remain actively involved in the organization and support its collective objectives. Such commitment is particularly important because many Karang Taruna activities do not provide immediate personal benefits. Instead, they require considerable time, energy, and sustained effort. Members with strong commitment are more capable of maintaining their involvement despite organizational challenges.

Organizational enthusiasm is reflected in members' active participation during meetings, their willingness to contribute ideas, collaborate with others, and engage in organizational activities. A high level of enthusiasm creates a positive organizational climate that encourages greater participation among other members. Likewise, the desire to achieve organizational goals demonstrates members' commitment to ensuring that organizational programs generate meaningful benefits and accomplish their intended objectives. Such goal-oriented behavior promotes discipline, teamwork, and improved program implementation.

These findings are consistent with the organizational behavior theory proposed by Robbins and Judge (2023), which states that motivation determines the direction, intensity, and persistence of individual efforts toward achieving organizational goals. Within the context of rural youth development, Effendy and Haryanto (2020) also found that motivation, together with external support, significantly influences youth participation in development programs. Similarly, Cadano (2023) reported that limited interest, self-confidence, available time, invitations to participate, and economic resources contribute to youth inactivity. Furthermore, Kativhu et al. (2018) emphasized that strategies for increasing youth volunteerism should consider participants' needs, interests, recognition, gender, and local conditions. In addition, Nugraha

(2020) demonstrated that information technology training programs can enhance youth motivation to support village development and promote local potential.

Based on these findings, member motivation should be strengthened by involving members in organizational decision-making, providing clear responsibilities, recognizing individual contributions, offering training opportunities, and encouraging members to develop and implement innovative ideas. Furthermore, Karang Taruna administrators should cultivate an open, inclusive, and supportive organizational environment in which members feel valued and recognize the importance of their contributions toward achieving organizational goals.

The Simultaneous Effect of Community Participation, Village Government Support, and Member Motivation on the Success of the Karang Taruna Program

The findings demonstrate that community participation, village government support, and member motivation simultaneously have a positive and significant effect on the success of the Karang Taruna Program in Ngorean Village. These results indicate that program success is determined by the interaction of social, institutional, and individual factors, rather than by a single determinant. The integration of these three factors creates a supportive environment that enables Karang Taruna to implement its programs more effectively and sustainably.

In this study, program success is reflected by the achievement of program objectives, implementation effectiveness, beneficiary participation, perceived program benefits, and program sustainability. Goal attainment refers to the organization's ability to achieve the planned outputs and outcomes. These objectives are more likely to be accomplished when community members actively participate, the village government provides institutional support, and organizational members possess strong motivation to implement program activities.

Implementation effectiveness is associated with the consistency between planning and execution, including schedules, target beneficiaries, budgeting, and operational activities. Community participation contributes additional resources and local knowledge, village government support strengthens institutional capacity, while member motivation ensures that organizational responsibilities are carried out with commitment and discipline.

Beneficiary participation reflects the extent to which community members become actively involved in program activities. A successful program is not merely implemented by organizational administrators but also attracts broad participation from community members and young people as its primary beneficiaries. Such participation increases when programs are aligned with community needs, supported by the village government, and implemented by motivated organizational members.

Program benefits represent the positive changes experienced by the community following program implementation. These benefits may include improved skills, stronger social cohesion, expanded economic opportunities, environmental improvements, sports development, social services, and youth empowerment. In addition, program sustainability reflects the organization's capacity to maintain activities over the long term through continuous community support, institutional resources, member regeneration, organizational guidance, and sustained member motivation.

These findings are consistent with Azmi et al. (2024), who reported that village youth development programs can enhance leadership capacity and generate positive social, economic, and environmental outcomes when supported by effective guidance, mentoring, and multi-stakeholder collaboration. Similarly, Dulkiah et al. (2023) emphasized that community participation throughout planning, implementation, and evaluation contributes significantly to achieving village development objectives. Khin (2017) further argued

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that partnerships among local governments, community organizations, and youth groups enable young people to play more meaningful roles in community development. Moreover, Firestone et al. (2021) demonstrated that community-based programs designed collaboratively with participants and supported by local service providers are more responsive to community needs and more likely to achieve sustainable outcomes.

Therefore, the success of the Karang Taruna Program should be supported through an integrated development strategy. Karang Taruna should actively involve community members throughout every stage of program implementation, village governments should provide continuous institutional and resource support, and organizational leaders should continuously strengthen member motivation. The synergy among these three factors is expected to enhance goal achievement, implementation effectiveness, beneficiary participation, program benefits, and the long-term sustainability of the Karang Taruna Program.

5. Conclusion

This study demonstrates that community participation, village government support, and member motivation are key determinants of the success of the Karang Taruna Program in Ngorean Village, Gantiwarno, Klaten. Community participation through involvement in planning, implementation, benefit utilization, and program evaluation enhances program effectiveness by ensuring that activities are aligned with local needs. Village government support, reflected in policy commitment, organizational guidance, financial assistance, provision of facilities, and institutional coordination, creates an enabling environment for effective program implementation. In addition, member motivation strengthens organizational commitment, responsibility, and enthusiasm, enabling Karang Taruna to implement its activities consistently and sustainably. Collectively, these findings indicate that the success of community-based youth organizations depends not only on internal organizational capacity but also on strong collaboration among community members, local government, and organizational members.

The findings provide both theoretical and practical implications. Theoretically, they reinforce the view that the success of community-based youth organizations is influenced by the interaction of social, institutional, and individual factors, supporting the participation framework of Cohen and Uphoff, Edwards' policy implementation theory, and Robbins and Judge's organizational motivation theory. Practically, Karang Taruna administrators should strengthen community involvement throughout the program cycle, while village governments should enhance support through policies, funding, facilities, organizational guidance, and stronger institutional collaboration. Future studies are encouraged to incorporate additional variables, such as organizational leadership, communication, organizational culture, member competency, social capital, and information technology utilization, and to examine broader geographical areas to improve the generalizability of the findings.

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