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Cross-Sector Collaboration, Organizational Commitment, and Service Innovation in the Premarital Counseling Program

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Abstract. Premarital counseling programs play a pivotal role in fostering the development of quality families and preventing stunting at its roots. However, the implementation of these programs faces significant challenges, including low community engagement, insufficient cross-sector synergy, and limited service innovation. This study aims to investigate the influence of cross-sector collaboration, organizational commitment, and service innovation on the effectiveness of premarital counseling programs, with community participation acting as a mediating variable. A quantitative research design was employed, utilizing a survey administered to prospective couples undergoing premarital counseling conducted by relevant officers in the Bangka Belitung Islands Province. Data were analyzed using Structural Equation Modeling (SEM)-Partial Least Squares (PLS) to assess the interrelationships among the variables. The findings indicate that cross-sector collaboration, organizational commitment, and service innovation significantly enhance community participation and, consequently, the effectiveness of premarital counseling programs. Furthermore, community participation was found to significantly mediate the relationship between the independent variables and program effectiveness, thereby amplifying their impact. This research contributes to the literature by advancing the understanding of the role of cross-sector collaboration, organizational commitment, and service innovation in public service delivery, and highlights the critical importance of strengthening community participation as a strategic approach to improving the effectiveness of premarital counseling programs in fostering quality families.

Keywords: Cross Sector; Collaboration; Organizational Commitment; Service

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INTRODUCTION

Marriage is the fundamental institution for establishing a family, the smallest social unit, and a critical determinant of the quality of future generations. Typically, marriage occurs once individuals have identified a suitable partner who aligns with their personal criteria and shares common life goals (Nuruddin et al., 2023). As the global population continues to increase, the number of individuals entering adulthood and preparing for marriage is also projected to rise (Rahmah & Kurniawati, 2021).

According to Statistics of Indonesia (BPS, 2024), 1.478.302 marriages were registered in Indonesia during 2024, reflecting a slight decline compared to the previous year, which saw 1.577.255 marriages. In the Bangka Belitung Islands Province, 7.973 marriages were recorded in 2024. The high marriage rates in Indonesia, including those in the Bangka Belitung Islands Province, necessitate enhancing premarital preparedness among prospective couples. Such preparedness encompasses a broad spectrum of factors, including age, physical health, financial

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stability, mental and emotional maturity, social and moral readiness, interpersonal skills, intellectual capacity, and life skills (Rahmah & Kurniawati, 2021).

Marriages are often entered without adequate emotional, mental, and social preparedness. In many cases, prospective couples marry while still in the phase of adolescence, a period marked by a heightened vulnerability to identity crises. This lack of readiness can lead to various adverse outcomes, including conflict (Jones et al., 2025; Schaffnit & Lawson, 2021), divorce (Hakim et al., 2025; Mz et al., 2025; Sari & Istanto, 2025; Schaffnit & Lawson, 2021), domestic violence (Beddu, 2023; Kurniawati et al., 2023; Mutakin et al., 2023), and the birth of children affected by stunting (Devriany et al., 2024; Dewi et al., 2022; Restiana & Fadilah, 2022). Divorce rates in the Bangka Belitung Islands Province are notably high. In 2024, the province recorded 2.222 divorces (BPS, 2024). The four most dominant factors contributing to divorce include persistent conflict and quarrels (1.601 cases), economic factors (268 cases), abandonment by one party (163 cases), and domestic violence (123 cases) (BPS, 2024). Furthermore, couples who are not fully prepared for marriage are more likely to experience complications, such as the birth of children affected by stunting. According to Statistics Indonesia (BPS, 2024), the prevalence of stunting in the Bangka Belitung Islands Province in 2024 was 20,1%, with 16,7% of children under five being stunted, and 3,4% of them experiencing severe stunting (Kementerian Kesehatan RI, 2025). The Minister of Population and Family Development of Indonesia states that 90% of unplanned marriages, particularly those involving young couples, are at risk of resulting in children born with stunting (Detiknews, 2025).

Premarital counseling programs are a strategic instrument in preparing prospective couples for married life, ensuring adequate mental, emotional, social, and financial readiness (Devianti & Rahima, 2021; Juningisih & Syamsu, 2021). These programs also play a crucial role in preventive efforts aimed at reducing divorce rates, domestic violence, and child-rearing issues, all of which impact family quality and contribute to the potential onset of stunting (Amelia, 2024; Dharmayani et al., 2024; Ode et al., 2025). The implementation of premarital counseling is grounded in Government Regulation No. 87 of 2014, which addresses population development, family planning, and the family information system. This regulation mandates that family counseling is essential to support the development of family resilience and welfare and fulfill family functions. Technically, based on the Director General of Islamic Community Guidance (BIMAS) Ministry of Religious Affairs Regulation No. 379 of 2018, it is instructed that all prospective brides and grooms must participate in premarital counseling sessions before marriage. Currently, premarital

counseling is conducted through a collaborative effort between the Ministry of Population and Family Development (BKKBN), the Ministry of Religious Affairs, and the Ministry of Health.

Despite being implemented nationwide, the effectiveness of premarital counseling programs continues to face several challenges, including low participation rates among prospective couples, limited counseling methods, and content that is not sufficiently contextualized to meet the needs of younger generations, as well as a lack of innovation in service delivery (Hakh & Sianipar, 2024; Hendarso et al., 2025). Additionally, the implementation of this program often remains sectoral, resulting in suboptimal cross-sector collaboration between relevant agencies such as the Ministry of Population and Family Development (BKKBN), the Ministry of Health, the Ministry of Religious Affairs, community health centers (Puskesmas), and local governments. This fragmentation hinders the effectiveness of premarital counseling in reaching prospective couples with integrated and comprehensive services.

Cross-sector collaboration is a critical factor in enhancing the effectiveness of premarital counseling programs (Farwig et al., 2025; Moss et al., 2024; Smeets-Curvers et al., 2025). Through cross-sector collaboration, the integration of target data, optimization of resources, and the development of counseling materials that align with reproductive health programs and stunting prevention efforts can be achieved more efficiently. This synergy can expand service coverage, improve the quality of counseling, and ensure the sustainability of the program through more effective budget utilization (Hong et al., 2024).

Furthermore, organizational commitment is fundamental in the sustainable implementation of premarital counseling programs. Organizational commitment determines the quality of counseling services, from planning and implementation to program evaluation, and ensures that counselors possess adequate competencies. Organizations with high commitment tend to foster a collaborative work culture and remain consistent in providing high-quality services to the community (Choi et al., 2024; Lo et al., 2024).

Service innovation also plays a critical role in enhancing the effectiveness of premarital counseling, particularly in addressing the needs of younger generations who seek fast, precise, and relevant services. The utilization of digital technologies, interactive modules, multimedia-based educational media, and participatory counseling methods can increase prospective couples' interest and engagement in premarital counseling, helping them better comprehend the material (Feng et al., 2021; Serafim & Cristóvão Veríssimo, 2021; Shin et al., 2022).

Community participation, particularly that of prospective couples, their families, and the wider community, is an essential element that can mediate the effects of cross-sector

collaboration, organizational commitment, and service innovation on the effectiveness of premarital counseling programs. High community participation leads to greater active involvement in counseling activities, the application of counseling materials in married life, and the expansion of reproductive health education within the surrounding environment (Aliyas et al., 2024; Neogi, 2022).

Based on the foregoing, this study is highly relevant to analyzing how cross-sector collaboration, organizational commitment, and service innovation impact the effectiveness of premarital counseling programs, with community participation as a mediating variable. The results of this study are expected to provide scientific contributions and practical recommendations for local governments, the Ministry of Religious Affairs through Office of Religious Affairs, and the Ministry of Population and Family Development (BKKBN) in developing strategies to enhance the effectiveness of premarital counseling as an effort to support the creation of quality families and prevent stunting from the outset.

METHODS

This study employs a quantitative research design with an explanatory approach, which aims to elucidate the causal relationships between the variables under investigation through hypothesis testing. A quantitative approach is chosen for its ability to provide objective and measurable insights into the effects of cross-sector support, the commitment of family planning extension workers and field officers, and service innovation on the effectiveness of premarital counseling programs, with community participation serving as a mediating variable. The data analysis techniques are specifically designed to examine direct and indirect relationships between variables, thereby enabling a comprehensive understanding of the interconnected patterns in the context of program implementation in the field. The population for this study consists of prospective couples who have received premarital counseling at the Family Planning Extension Offices (Balai Penyuluh KB) in Bangka Belitung Islands Province. Between January and May 2025, a total of 1,005 couples received premarital counseling services at these offices. Data collection for this study was conducted in the Bangka Belitung Islands Province, focusing on prospective couples who have received premarital counseling at the Family Planning Extension Offices across various regional sub-districts. The research was conducted between June and August 2025. A quantitative survey method was employed, using closed-ended questionnaires that assess six key sections, including demographics characteristics, cross-sector support (CS), organizational commitment (OC), service innovation (SI), community participation (CP), and program effectiveness (PE), with each section based on relevant indicators measured using a 5-

point Likert scale (ranging from strongly disagree to strongly agree). The questionnaires will be distributed via Google Forms, allowing easy access for respondents and simplifying the data tabulation process for the researcher.

This study investigates five key variables within the context of premarital counseling programs in the Bangka Belitung Islands Province, including cross-sector support, organizational commitment, service innovation, community participation, and program effectiveness. Cross-sector support is evaluated through five dimensions developed by Biddle (1986) and Anglin et al. (2022), encompassing ten specific indicators. Organizational commitment is measured using three dimensions identified by Meyer & Allen (1991) and Mowday (1982b), with a total of nine indicators. The service innovation variable is assessed using five dimensions proposed by Rogers (1983) and Labib (2022), comprising ten indicators. Community participation is quantified through five dimensions established by Wilcok (1994) and Hutagalung (2022), which include ten indicators. Finally, program effectiveness is examined based on three dimensions developed by Rogers (1983), Yadav et al. (2022) and Becker (2021), with a total of nine indicators.

RESULTS AND DISCUSSION

The The Effect of Cross-Sectoral Support on Community Participation

The path coefficient analysis demonstrates that cross-sectoral support exerts a statistically significant and positive influence on community participation ($\beta = 0{,}309$; $t = 4{,}568$; $p < 0{,}001$). These results confirm cross-sectoral support directly and significantly determines community participation in pre-marital counseling initiatives within the Bangka Belitung Islands Province. Empirical evidence suggests that the intensity of intersectoral coordination, active involvement of all stakeholders, and strategic utilization of shared resources are positively associated with higher levels of community participation across program phases. Transparency and accountability among stakeholders, coupled with clearly defined and mutually understood roles, cultivate public trust while reducing resistance toward program activities (Maiolini et al., 2022). This finding is consistent with Biddle (1986), who posits that structured, trust-based cross-sector collaboration enhances program legitimacy in the public's perception, motivating citizens to engage actively, ranging from providing information and consultation to direct participation in program implementation. Effective cross-sector engagement also catalyzes the development of social networks and the broader dissemination of program-related information (Nickel & Hunt, 2024). Coordinated mechanisms involving governmental agencies, community organizations, the private sector, and local leaders enhance resource availability and program implementation capacity and foster a sense of ownership among community members. This aligns with Wilcox's (1994)

conceptualization of participation, which emphasizes that individuals demonstrate greater engagement when they perceive themselves as integral contributors to planning, decision-making, and implementation processes. Consequently, cross-sectoral support enhances the extent and quality of community participation, reinforcing the overall effectiveness of pre-marital counseling programs in the region. Moreover, these findings corroborate prior studies indicating that intersectoral synergy can sustainably improve public engagement (Dinarwati & Nurfadilah, 2025; Jasman et al., 2022; Sunandar et al., 2024). The evidence highlights that robust coordination, active sectoral involvement, and transparent information-sharing constitute critical mechanisms for building public trust and promoting consistent community participation throughout all stages of pre-marital counseling programs.

The Effect of Organizational Commitment on Community Participation

The analysis demonstrates that organizational commitment has a positive and statistically significant effect on community participation, with a path coefficient of β = 0,326, t = 3,876, and p < 0,001. Affective commitment drives program personnel to engage with high dedication and to interact persuasively with the community. In contrast, continuance commitment ensures sustained involvement by fostering an understanding of the program's strategic significance and associated career development opportunities. Normative commitment strengthens the moral obligation to uphold service quality, maintain information consistency, and ensure transparency. Collectively, these three dimensions create a favorable public perception of the program, enhance trust, and stimulate active community engagement. Personnel exhibiting strong organizational commitment are also more likely to initiate proactive communication, incorporate public feedback, and effectively address community concerns, thus fostering meaningful participation. This is consistent with Wilcox's (1994) participation framework, which emphasizes that perceived credibility and accountability of program implementers are essential for sustaining engagement. Consequently, organizational commitment contributes to increasing participation levels and improving the quality of engagement, thereby reinforcing the community–implementer partnership and enhancing the effectiveness of pre-marital counseling programs.

These findings corroborate previous research indicating that high organizational commitment positively affects community involvement (Rodríguez-Oramas et al., 2022). Specifically, the combination of emotional attachment, moral responsibility, and personal loyalty fosters persuasive interactions that encourage sustained and active participation in pre-marital counseling initiatives.

The Effect of Service Innovation on Community Participation

The study results demonstrate that service innovation exerts a positive and statistically significant effect on community participation, with a path coefficient of β = 0,288, t = 4,087, and p < 0,005. Services characterized by relative advantage, alignment with local needs, user-friendliness, observable benefits, and trialability have enhanced program attractiveness (Callens, 2023). Consistent with Rogers' (1983) diffusion of innovations theory, these attributes facilitate faster adoption as the innovations resonate with the community's values, norms, and expectations. When community members can readily perceive the utility of the service, witness tangible outcomes, and experiment in a low-risk setting, trust and participation are significantly enhanced (Hamdillah, 2023). Moreover, contextually tailored innovations promote intensive interaction, enable two-way communication, and encourage community involvement across planning, decision-making, and implementation stages. As emphasized by Wilcox (1994), such innovative strategies strengthen the partnership between program implementers and the community, thereby improving the breadth and depth of participation and directly supporting program sustainability and effectiveness.

These findings reinforce prior research indicating that relevant, accessible, and observable service innovations significantly increase community engagement (Callens, 2023; Hamdillah, 2023; Hutagalung, 2022; Moghaddam & Tarokh, 2012). The study highlights that innovation with relative advantage, local contextual fit, ease of use, and visible benefits effectively stimulates active participation in Premarital Counseling Programs.

The Effect of Cross-Sectoral Support on Program Effectiveness

The path coefficient analysis indicates that cross-sector support exerts a positive and statistically significant influence on program effectiveness (β = 0,130; t = 2,550; p = 0,011). Effective coordination across sectors, active stakeholder engagement, joint utilization of resources, transparency in information sharing, and well-defined role agreements collectively enhance the effectiveness of pre-marital counseling programs. These mechanisms facilitate goal achievement, optimize resource allocation, and ensure the smooth functioning of internal processes (Bauer et al., 2022; Pedersen et al., 2020). According to Biddle (1986), structured cross-sector collaboration generates strategic synergy, expanding service coverage, increasing operational efficiency, and maintaining consistency in service quality. Engagement of government institutions, community organizations, religious leaders, and private-sector actors reinforces program legitimacy and fosters public trust, consistent with Molnar and Rogers' framework of

program effectiveness (1976). Such synergies promote innovative service delivery, broaden program accessibility, and enable high-quality participant interactions (Wiedemann & Ingold, 2022). Therefore, cross-sector support is a strategic mechanism to enhance program effectiveness regarding achieved outcomes, service quality, and sustainability.

These findings align with previous studies demonstrating that inter-organizational collaboration positively contributes to program effectiveness (Bauer et al., 2022; Pedersen et al., 2020; Weber et al., 2022; Wiedemann & Ingold, 2022). The results underscore that structured coordination, resource sharing, and active engagement across sectors improve process quality and support the long-term sustainability of pre-marital counseling programs.

The Effect of Organizational Commitment on Program Effectiveness

The results reveal that organizational commitment has a positive and statistically significant direct effect on program effectiveness (β = 0,256; t = 2,526; p = 0,012). Affective, continuance, and normative dimensions of organizational commitment collectively enhance the effectiveness of pre-marital counseling programs by improving goal achievement, optimizing resource utilization, and ensuring operational continuity (Angelina et al., 2022). Personnel with high affective commitment demonstrate dedication and proactive engagement, whereas continuance commitment supports sustained involvement driven by strategic program value. Normative commitment reinforces moral responsibility, ensuring service quality, information consistency, and transparency, strengthening governance and institutional credibility. According to Molnar and Rogers (1976), the interplay among these commitment dimensions cultivates a proactive and adaptive organizational culture that maintains program sustainability, improves participant engagement quality, and reinforces public trust. Therefore, organizational commitment is a strategic factor influencing program effectiveness regarding outcomes, process quality, and long-term sustainability.

These findings corroborate prior research demonstrating that organizational commitment positively affects service effectiveness (Angelina et al., 2022; Zollo et al., 2019)The results underscore that personnel dedication, loyalty, and sense of responsibility are instrumental in maintaining service quality, operational consistency, and the credibility of pre-marital counseling programs.

The Effect of Service Innovation on Program Effectiveness

Service innovation demonstrated a positive and statistically significant effect on program effectiveness (β = 0,187; t = 2,364; p = 0,018). Service innovations characterized by relative advantage, alignment with local needs, ease of use, observable benefits, and trialability enhance

program goal attainment, optimize resource utilization, and ensure smooth internal processes. Consistent with Rogers' (1983) diffusion of innovations theory and Molnar & Rogers' effectiveness framework (1976), contextually adaptive innovations promote responsiveness, efficiency, and relevance in service delivery. Integrating digital platforms, culturally tailored materials, and interactive methods broadens service reach and strengthens program credibility and attractiveness (Akbar et al., 2019). These strategies foster community engagement, improve interaction quality, and create a positive feedback loop that supports continuous program improvement.

Consequently, service innovation directly contributes to the effectiveness of pre-marital counseling programs regarding outcomes, process quality, and program sustainability. These findings reinforce previous studies indicating that service innovation is a critical driver of program effectiveness (Firmansyah & Anisykurlillah, 2023; Wang et al., 2023). The results highlight that implementing new, accessible, and locally relevant methods strengthens goal achievement and enhances the quality of pre-marital counseling program delivery.

The Effect of Community Participation on Program Effectiveness

The findings indicate that community participation has a positive and statistically significant effect on program effectiveness ($\beta = 0{,}344$; $t = 3{,}946$; $p < 0{,}001$). Mechanisms of engagement, including clear information dissemination, involvement in consultations, joint decision-making, collaborative implementation, and independent support, have been shown to strengthen the effectiveness of pre-marital counseling programs by enhancing goal attainment, optimizing resource utilization, and ensuring smooth internal processes (Haldane et al., 2019; Sathiyamoorthy & Sakurai, 2024). Consistent with Wilcox's (1994) participation framework and the effectiveness model proposed by Molnar & Rogers (1976), inclusive participation ensures program activities are aligned with community needs, fosters a sense of ownership, and reinforces organizational accountability. Furthermore, sustained engagement creates positive feedback loops, stimulates innovation in service delivery, and extends program reach.

These results underscore the strategic role of community participation in achieving immediate program objectives and maintaining quality, relevance, and long-term sustainability. The findings corroborate prior studies emphasizing that meaningful public engagement constitutes a critical factor in program success (Abunyewah et al., 2020; Haldane et al., 2019; Sani et al., 2024; Sathiyamoorthy & Sakurai, 2024). Specifically, active involvement at the planning, implementation, and evaluation stages strengthens goal achievement, resource optimization, and operational continuity within pre-marital counseling programs.

The Effect of Cross-Sectoral Support on Program Effectiveness through Community Participation

The findings indicate that community participation acts as a significant mediator, amplifying the impact of cross-sectoral support on program effectiveness (β = 0,106; t = 2,994; p = 0,003). Mechanisms such as inter-agency coordination, active engagement, shared resource utilization, information transparency, and role clarity facilitate community involvement across consultation, joint decision-making, collaborative implementation, and independent support within the Pre-Marital Counseling Program (Pedersen et al., 2020; Weber et al., 2022; Wiedemann & Ingold, 2022). This engagement fosters a sense of ownership, enhances public trust, and ensures alignment of program activities with local community needs. Meaningful participation accelerates information dissemination, promotes adoption of service innovations, and enables iterative strategy adjustments based on community feedback. Consequently, it strengthens goal attainment, optimizes resource utilization, and ensures operational smoothness, which is consistent with Wilcox's proposed framework. (1994) and Molnar & Rogers (1976). Community participation is a pivotal conduit, converting cross-sectoral synergy into enhanced program effectiveness, relevance, and sustainability.

These results corroborate prior studies demonstrating that public participation is a critical pathway linking intersectoral collaboration to program success (Dinarwati & Nurfadilah, 2025; Pedersen et al., 2020; Sunandar et al., 2024; Weber et al., 2022; Wiedemann & Ingold, 2022). The evidence underscores that collaborative efforts across sectors catalyze meaningful community engagement, reinforcing the effectiveness of the Pre-Marital Counseling Program.

The Effect of Organizational Commitment on Program Effectiveness through Community Participation

The findings indicate that community participation is a pivotal mediator linking organizational commitment to program effectiveness (β = 0,112; t = 2,589; p = 0,010). Affective, continuance, and normative commitment among personnel in the Pre-Marital Counseling Program promote persuasive engagement, service consistency, and transparency, enhancing public trust and motivating active community involvement (Rodríguez-Oramas et al., 2022). Community engagement is operationalized through consultation, collaborative decision-making, joint implementation, and autonomous support, which expand service reach and ensure program alignment with local needs. Furthermore, meaningful public involvement facilitates constructive feedback flow, accelerates service innovation adoption, and enables iterative strategic adjustments. Following the theoretical frameworks of Wilcox (1994) and Molnar & Rogers (1976),

this participatory mechanism enhances goal attainment, optimizes resource utilization, and ensures the smooth execution of internal processes. Accordingly, community participation acts as a conduit, converting organizational commitment into program effectiveness that is both high-quality and sustainable.

These results corroborate prior empirical evidence indicating that public participation amplifies the positive influence of organizational commitment on program outcomes (Hadi & Tentama, 2020; Lo et al., 2024; Rodríguez-Oramas et al., 2022). The findings underscore that personnel dedication fosters public trust, which stimulates active community engagement and ultimately enhances the effectiveness of the Pre-Marital Counseling Program.

The Effect of Service Innovation on Program Effectiveness through Community Participation

The results demonstrate that community participation significantly mediates the relationship between service innovation and program effectiveness (β = 0,099; t = 3,020; p = 0,003), indicating that the impact of service innovation on program outcomes is enhanced when public engagement is actively involved. Service innovations characterized by relative advantage, contextual relevance, ease of use, observable benefits, and trialability foster community involvement across consultation, collaborative decision-making, program implementation, and autonomous support within the Pre-Marital Counseling Program. Such participation broadens service reach, accelerates information dissemination, and strengthens public acceptance of new methods. Meaningful engagement facilitates constructive feedback, allows adaptive implementation of innovations according to local contexts, and promotes sustained support, thereby improving goal attainment, resource efficiency, and the smooth execution of internal processes, consistent with the frameworks proposed by Wilcox (1994) and Molnar & Rogers (1976). Therefore, community participation is a critical mechanism that translates service innovation into program effectiveness characterized by quality, relevance, and sustainability.

These findings are consistent with prior research indicating that active public participation amplifies the effectiveness of innovative services (Abunyewah et al., 2020; Feng et al., 2021; Labib, 2022; Sani et al., 2024; Smeets-Curvers et al., 2025). The results highlight that contextually appropriate and beneficial innovations stimulate community engagement, which ultimately reinforces the success of the Pre-Marital Counseling Program.

CONCLUSSION

The present study demonstrates that cross-sectoral support, organizational commitment, and service innovation exert direct and significant positive effects on community participation and

the effectiveness of the Pre-Marital Counseling Program in the Bangka Belitung Islands Province. Community participation functions as a critical mediating mechanism, enhancing the impact of these organizational factors on program outcomes, thereby indicating that public service success is shaped not only by organizational capacities but also by the degree of community engagement throughout program implementation. The findings emphasize that structured inter-agency coordination, sustained employee dedication, and deploying contextually relevant innovations are pivotal for building public trust, extending service reach, and ensuring program alignment with local needs. Moreover, optimizing program effectiveness necessitates an integrative strategy that concurrently strengthens cross-sectoral collaboration, cultivates enduring organizational commitment, and promotes adaptive service innovations through active community involvement. Accordingly, the success of the Pre-Marital Counseling Program should be evaluated not solely by formal performance metrics but also by its ability to establish inclusive, transparent, and sustainable operational processes.

Future research could explore the dynamics of program effectiveness using a longitudinal design, allowing for observing changes in relationships between variables over time. Integrating quantitative and qualitative approaches may provide a more nuanced and comprehensive understanding of the phenomena under study. Extending the investigation to regions with diverse socio-cultural and demographic characteristics would enhance the generalizability of the findings. Furthermore, additional variables such as policy support, facilitator quality, and socio-economic conditions could offer a more complete perspective on the factors influencing program outcomes, ultimately contributing to more substantial evidence for improving public service delivery. optimally.

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