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The Effect of Social Environment Quality on Affective Resident Commitment Through Place Attachment of Manado City Residents

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Abstract: This study employs a quantitative approach with a survey method involving 160 residents who have lived in Manado City for at least five years. Data were collected through an online questionnaire and analyzed using Partial Least Squares – Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0. The results showed that three dimensions of social environment, namely civic participation, digital civic engagement, and cultural civic synergy, significantly influenced affective resident commitment, both directly and indirectly through place attachment. This research reinforces the relevance of relational cohesion theory (RCT) as a theoretical framework, where favorable social interactions shape positive emotions that create residents' emotional attachment and commitment to the city. The findings are expected to serve as a basis for participatory policy formulation by the Manado City Government to build a socially livable and sustainable city.

Keywords: Social Environment Quality, Place Attachment, Affective Resident Commitment, Relational Cohesion Theory, Manado City.

INTRODUCTION

Rapid population growth can create various opportunities as well as challenges, such as increased public expectations for transportation, education, security, health, facilities, and services from local governments. This situation will lead to changes in the needs of the community, as well as increasing demand for infrastructure efficiency, government operations, and quality of life improvements. Manado City, as the capital of North Sulawesi Province, is also experiencing rapid population growth. In 2023, the the population of Manado City was 394,735 in 2023 and increased to 463,615 in 2024, representing an increase of 17.43%, or an additional 68,880 residents (Sulut.bps.go.id, 2024). Urbanization in Manado City presents a major challenge in providing infrastructure and public services. In addition, increasing community participation in the city development process is also very important. Participation indicators reflect the level of community engagement, which in turn can increase citizens' sense of ownership and commitment to the city. (Addanki & Venkataraman, 2017). In 2022, through the Indonesia *Most Liveable City Index* (MLCI) assessment, several cities in Indonesia have been assessed for liveability, with Manado ranked 9th out of 25 *top tier cities* with a *liveable*

city index score of 62. This figure is still below the national *liveable city index* standard set above 70. One important indicator of a liveable city is community participation in development (Ikatan Ahli Perencanaan Indonesia, 2022). To fulfill the purpose of this study, *relational cohesion theory* (RCT) introduced by Lawler & Yoon (1996) is used as a foundation in proposing a conceptual model where *affective resident commitment* is positioned as the dependent variable. RCT has its roots in Social Exchange Theory (SET). Relational Cohesion Theory complements SET by explaining that mutually beneficial social interactions generate positive emotions that lead to affective commitment. by explaining that mutually beneficial social interactions influence the generation of positive emotions that will be followed by affective commitment. SET only explains the extent to which mutually beneficial social interaction relationships are postulated to influence positive emotions. Therefore, RCT is considered capable of answering the SET *theory gap* related to the mechanism of social relationships that develop into deeper bonds of intrinsic value, not just based on the interests of each individual. RCT is used in several studies in the field of social psychology that explain individual behavior. Research conducted by Wang et al., (2020) on *organizational commitment*, Price (2021) on *teacher commitment* in America and Dasgupta (2022) on *organizational citizenship behavior*. In addition, Nalweyiso et al. (2022) used RCTs in research on *workplace relationships* in Uganda. Until now, no research in the field of *city marketing* has been found that uses RCT as an *underpinning theory*.

The proposed conceptual model of this research is an extension of the ideas of Tournois & Rollero (2020), Anjani & Ernawadi (2024), Sari & Ernawadi (2024), and Garini & Ernawadi (2024). Tournois & Rollero (2020) analyzed the relationship between *social environment quality*, *place attachment* and *affective resident commitment*. There are 3 dimensions of *social environment quality* proposed in the study which consist of *social interaction*, *social trust* and *civic participation*. Meanwhile, researchers found that the Manado City Government provides services to the community through a social media *platform*, *Instagram*. Therefore, the researcher proposes *digital civic engagement* as one of the dimensions which is an extension of *social environment quality*. *Digital civic* engagement is defined as citizen involvement in social community activities through digital media and technology (Tolbert, 2008). In addition, this research also proposes the dimension of *cultural civic synergy*, which is defined as the harmony and integration of cultural values in civic activities that create a sense of community (Yoon, 2004). The addition of *cultural civic synergy* is supported by the research findings of that Manado City was named the most tolerant city in Indonesia.

There are three dimensions of *social environment quality* that support the research hypothesis, *social interaction, social trust, and civic participation*, as found by Tournois & Rollero (2020). Meanwhile, the researcher found that the Manado City Government provides services to the public through the Instagram social media platform. *Digital civic engagement* proposes as a novelty, extension of *social environment quality*. Additionally, this study introduces cultural civic synergy as a novelty, supported by Yosarie et al. (2024), who noted that Manado City is the most tolerant city in Indonesia. This supports the research hypothesis as follows:

H1: *social interaction* has a positive effect on *place attachment*.
H2: *social trust* has a positive effect on *place attachment.*
H3: *civic participation* has a positive effect on *place attachment.*
H4: *digital civic engagement* has a positive effect on *place attachment.*
H5: *cultural civic synergy* has a positive effect on *place attachment.*

RCT asserts that positive emotions are the response to a successful exchange. These positive emotions will be attributed to the social relationship itself, so that individuals create

the impression that the relationship is valuable and worth maintaining, creating emotional attachment (cohesion) to the relationship. Cohesion driven by these positive emotions will create a commitment to behavior. Commitment refers to the strength of the bond between an individual and a social unit. The social unit can be a relationship, group, network, organization, ethnic community and so on (Thye & Lawler, 2002). According to Tang et al., (2021) *affective resident commitment* is the emotional bond of residents to the city, such as a sense of belonging, pride, and desire to contribute long- term participation in city development. The commitment of city residents arises because of the emotional bond that exists between city residents and the city where they live. This emotional bond arises from the attribution of positive emotions based on valuable experiences felt by city residents. Scannell & Gifford (2010) explain that *place attachment* is a form of individual emotional attachment to the environment where they live, which is formed through positive experiences, meaningful social interactions, and satisfaction with the physical and social environment of the city. Based on the second proposition of RCT which explains that positive emotions affect individual commitment, it is deduced at the empirical level in the statement that the existence of *place attachment of* city residents affects their *affective resident commitment*. Thus, the stronger the *place attachment of* city residents, the higher the *affective resident commitment*. This explanation underlies the proposed hypothesis as follows:

H6: *place attachment* has a positive effect on *affective resident commitment.*

Overall, RCT emphasizes rational calculation of sustainable and strategic benefits. Individuals will view their living environment as a source of social values. Such as a sense of security and Scannell & Gifford (2010). The dimensions of social environment quality consisting of social interaction, social trust, civic participation, digital civic engagement, and cultural civic synergy are forms of social investment that are considered capable of providing long-term benefits. When individuals feel that their environment allows productive and collaborative social interactions, they will increasingly have an attachment to the place as a form of rational benefit calculation (Lewicka, 2010). *Place attachment* that arises through the influence of these factors will lead to the formation of city resident commitment. Affective resident commitment refers to the desire to maintain a meaningful emotional relationship with one's city or neighborhood (Tang et al., 2021). Thus, this explanation underlies the proposed hypothesis as follows:

H7: *place attachment* mediates the effect of *social interaction* on *affective resident commitment.*
H8: *place attachment* mediates the effect of *social trust* on *affective resident commitment.*
H9: *place attachment* mediates the effect of *civic participation* on *affective resident commitment*
H10: *place attachment* mediates the effect of *digital civic engagement* on *affective resident commitment.*
H11: *place attachment* mediates the effect of *cultural civic synergy* on *affective resident commitment*.

METHOD

The method used in this research is a survey. According to Effendi & Tukiran (2012), the survey method is a research method that takes data from a sample using a questionnaire which aims to explain causal relationships as well as conduct hypothesis testing. Thus, the research design proposed as a guideline in conducting this research is shown in the figure below:

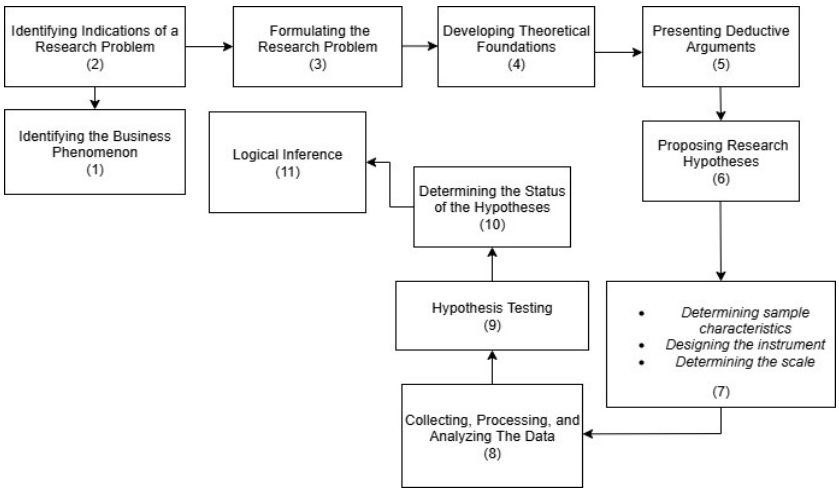


Figure 2: Survey Research Design

This study will involve a sample of all Manado City residents aged 17 or older, domiciled in Manado City, employed in Manado City, and having resided in Manado City for at least 5 years. This was determined because this age group is considered to have sufficient cognitive ability to answer all questions in the questionnaire.

The sample size for this study was set at 160 respondents, which is considered appropriate because it exceeds the minimum sample size according to the rules of thumb proposed by Roscoe (1975), which is supported by Sekaran & Bougie (2017), which state that the minimum sample size for multivariate research, such as multiple regression, must be at least 10 times larger than the total number of variables being studied. This study applied a sample size equivalent to 20 times the number of variables studied: social interaction, social trust, civic participation, digital civic engagement, cultural civic synergy, place attachment, and affective resident commitment. The sampling technique used in this study was purposive sampling, which is a non-probability sampling method.

RESULT

Based on the test results in table 1 on the *loading factor* and *composite reliability* values, it can be concluded that all indicators in each construct have met the validity and reliability criteria. All *loading factor* values are in the range of ≥ 0.70, with some indicators being between 0.60-0.70 but still within adequate limits as stated by Ghozali (2014). This shows that the indicators are quite highly correlated with the constructs they measure, so it can show that the measurement model used has met the validity and reliability requirements.

Table 1. *Loading Factor* and *Composite Reliability* Value

Statement	*Loading factor*	*Composite Reliability*
Social Interaction **(SI)**		0.826
Residents in the place where I live, are used to greeting each other	0.749	
Residents in the place where I live, help each other if someone is in need	0.788	
Residents in the place where I live, each other respect diversity of educational backgrounds	0.711	
Residents in the place where I live, each other respect diversity of work backgrounds	0.696	
Social Trust **(ST)**		0.830

I believe that the people in the neighborhood where I live, will not commit harmful actions	0.790	
I believe that social life where I live, is harmonious	0.779	
I believe that the community life in the place where I live, is safe	0.792	
Civic Participation **(CP)**		0.827
I always get the opportunity to participate in gotong royong activities in the neighborhood, where I live	0.720	
I always get the opportunity to participate community meetings, where I live	0.838	
I always get the opportunity to participate in charity activities in the neighborhood, where I live	0.790	
Digital Civic Engagement **(DCE)**		0.869
Instagram managed by Manado City Government can be used to deliver citizen aspiration services	0.745	
Instagram managed by Manado City Government can be used to convey citizen complaint services	0.877	
Instagram managed by the Manado City Government provides useful information for citizens	0.865	
Cultural Civic Synergy **(CCS)**		0.812
Residents in the place where I live, live side by side in the diversity of beliefs	0.697	
Residents in the place where I live, live side by side with each other in the diversity of values	0.783	
Residents in the place where I live, live side by side in the diversity of customs	0.822	
Place Attachment **(PA)**		0.819
I feel that Manado city is an important part of my identity	0.720	
I feel that I belong to Manado City	0.731	
I am proud to be a citizen of Manado City	0.679	
I feel emotionally attached to Manado city	0.781	
Affective Resident Commitment **(ARC)**		0.842
I want to stay in Manado city indefinitely	0.704	
I want to witness the development of Manado city in the future	0.772	
I want to be part of Manado city life in the future	0.847	
I want to participate in the development of Manado City	0.694	

Source: Output SEM-PLS 3.0 version

Table 2. *Cross Loading* Value

	Social Interaction **(SI)**	***Social Trust*** **(ST)**	***Civic Participation*** **(CP)**	***Digital Civic Engagement*** **(DCE)**	***Cultural Civic Synergy*** **(CCS)**	***Place Attachment*** **(PA)**	***Affective Resident Commitment*** **(ARC)**
SI1	0.749	0.507	0.362	0.537	0.343	0.215	0.148
SI2	0.788	0.449	0.403	0.295	0.348	0.230	0.167
SI3	0.711	0.403	0.338	0.507	0.206	0.136	0.064
SI4	0.696	0.312	0.347	0.365	0.216	0.160	0.081
ST1	0.438	0.790	0.374	0.372	0.318	0.274	0.268
ST2	0.560	0.779	0.405	0.367	0.357	0.248	0.254
ST3	0.369	0.792	0.430	0.427	0.352	0.286	0.141
CP1	0.426	0.367	0.720	0.226	0.312	0.344	0.264
CP2	0.422	0.444	0.838	0.378	0.318	0.355	0.270

CP3	0.326	0.395	0.790	0.414	0.312	0.411	0.264
DCE 1	0.503	0.379	0.306	0.745	0.149	0.264	0.191
DCE 2	0.474	0.453	0.415	0.877	0.291	0.329	0.174
DCE 3	0.450	0.404	0.370	0.865	0.303	0.389	0.212
CCS 1	0.252	0.309	0.241	0.189	0.697	0.316	0.276
CCS 2	0.332	0.362	0.359	0.218	0.783	0.289	0.266
CCS 3	0.323	0.335	0.325	0.296	0.822	0.348	0.176
PA1	0.335	0.287	0.384	0.388	0.475	0.720	0.352
PA2	0.140	0.189	0.371	0.135	0.248	0.731	0.460
PA3	0.218	0.292	0.271	0.351	0.249	0.679	0.338
PA4	0.075	0.259	0.350	0.297	0.232	0.781	0.485
ARC 1	0.276	0.266	0.354	0.241	0.333	0.494	0.704
ARC 2	0.099	0.235	0.266	0.134	0.199	0.382	0.772
ARC 3	0.048	0.165	0.177	0.178	0.201	0.446	0.847
ARC 4	0.045	0.165	0.208	0.122	0.166	0.352	0.694

Source: Output SEM-PLS 3.0 version (Primary Data, 2025)

Furthermore, table 2 illustrates the results of the *discriminant validity* test obtained by the *cross loading* value. According to (Hair et al., 2018), *discriminant validity* is fulfilled if each indicator has the highest loading value on the measured construct compared to the loading value on other constructs. On the measured construct compared to the loading value on other constructs. *Discriminant validity* itself is the degree to which a construct is truly different from other constructs, both empirically and conceptually. Based on the data in Table 2 marked in green, each indicator from the constructs of *social interaction* (SI), *social trust* (ST), *civic participation* (CP), *digital civic engagement* (DCE), *cultural civic synergy* (CCS), *place attachment* (PA), and *affective resident commitment* (ARC) shows the highest loading value on its respective construct. Thus, this research instrument can be declared to have good discriminant validity.

Table 3. AVE and Square Root

Variables	**AVE**	**Square Root**
Social Interaction (SI)	0.543	0.736
Social Trust (ST)	0.619	0.787
Civic Participation (CP)	0.615	0.784
Digital Civic Engagement (DCE)	0.691	0.831
Cultural Civic Synergy (CCS)	0.592	0.770
Place Attachment (PA)	0.531	0.729
Affective Resident Commitment (ARC)	0.572	0.756

Based on table 3, all constructs in the model have an AVE square root value that is greater than the correlation with other constructs. This indicates the fulfillment of *discriminant validity*. *Average variance extracted* (AVE) itself is a measure of the extent to which a construct is able

to explain the variance of its indicators as a whole, with an AVE value ≥ 0.50 indicating that the variance of the indicators can be explained by the construct. For example, the *social interaction* (SI) construct has AVE square root value of (0.736). This value indicates that the *social interaction* (SI) construct represents its own indicators more than other constructs. Similar results are also shown by other constructs. This finding is also supported by table 2, which shows that each indicator has the highest *cross loading* value on its own measured construct. Thus, it can be concluded that each construct in the model has good *discriminant validity*, so that the indicators in this study are able to distinguish between one construct and another adequately. According to Yamin & Kurniawan (2011), discriminant validity is declared fulfilled if the AVE square root value of a construct is higher than its correlation value with other constructs. This approach is known as the *fornell-larcker criterion*. Therefore, it can be concluded that the measurement model has met the overall discriminant validity requirements.

Table 4. F-*Square*

	SC	ST	CP	DCE	CSS	PA	ARC
SC						0.023	
ST						0.002	
CP						0.099	
DCE						0.060	
CSS						0.073	
PA							0.466
ARC							

Source: Output SEM-PLS versi 3.0 (Data Primer, 2025)

The next step is to see the *effect size* based on the *f-square* value which is used to explain the strength of the influence of the independent variable on the dependent variable which is grouped based on the criteria that the *f-square* value< 0.02 has no effect, the an f-square value between 0.02–0.15 indicates a small effect, 0.15–0.35 indicates a medium effect, and above 0.35 indicates a large effect (Hardisman, 2021). Based on the *f-square* value displayed in table 4, the results of the analysis of the *f-square* value, the greatest influence in this research model comes from the *place attachment* variable on *affective resident commitment,* with an *f-square* value of 0.466. This value is included in the large influence category, so it can be concluded that residents' attachment to their place of residence contributes very strongly to their affective commitment as residents. Meanwhile, other variables such as *social interaction, civic participation, digital civic engagement*, and *cultural civic synergy* have little effect on *place attachment*, with *f-square* values in the range of 0.02 to 0.15. The *social trust* variable does not show a significant effect on *place attachment*, because the resulting *f-square* value is less than 0.02. This finding shows that *place attachment* is the main factor that drives the formation of *affective resident commitment.*

The *goodness of Fit* (GoF) index is a single measure to verify the overall performance of the measurement/outer model and the structural model (inner model). The GoF value has a range of 0 - 1 with the interpretation of the value of 0.1 (small GoF),0.25 (moderate GoF) and 0.36 (large GoF) according to Cohen (1988). The findings of the GoF value of this study are as follows:

Table 5. *Goodness of Fit* (GoF)

Variables	AVE	R-*square*
Social Interaction (SI)	0.543	
Social Trust (ST)	0.619	
Civic Participation (CP)	0.615	
Digital Civic Engagement (DCE)	0.691	
Cultural Civic Synergy (CCS)	0.592	
Place Attachment (PA)	0.531	0.318
Affective Resident Commitment (ARC)	0.572	0.332
Average	0.594	0.325

Source: Output SEM-PLS 3.0 version

Gof Value = √Average AVE x √Average R-*square*
Gof Value = √0,594 x √0,325
GoF Value = 0,43

Based on table 5, it can be seen that the calculation result of the GoF value is 0.43. This indicates that the combined performance between the *outer model* and *the inner model* in this study can be classified into the large GoF category. Evaluation of the structural model (*inner model*) conducted from *f-square* and GoF testing has shown that the model formed in this study is strong. Thus hypothesis testing can be done using the *bootstrapping* method in the Smart PLS application.

Table 6. Respondent Profile

Description	Number	
	People	Percentage %
Gender		
Male	76	47,5
Female	84	52,5
Age		
17-25 years old	34	21,3
26-35 years old	45	28,1
36-45 years old	15	9,4
> 45 years old	66	41,3
Occupation		
Employee Private	60	37,5
Entrepreneur	40	25,0
State Civil Apparatus	45	28,1
Others	15	9,4
Length of Stay		
5-7 years	30	18.8
8-10 years	46	28,7
>10 years	84	52,5
Monthly Income		
< IDR 1.000.000	21	13,1
IDR 1.000.000-IDR 3.000.000	41	25,6
IDR 3.000.000-IDR.5.000.000	67	41,9
> IDR 5.000.000	31	19,4

Source: Questionnaire (*google forms*, 2025).

The population in this research is Manado City residents who are at least 17 years old, already working, and have lived in Manado for at least 5 years. The sample in this study was 160 respondents. The sampling technique is *convenience sampling* where data is collected from

samples that meet the criteria. The type of data used in this research is primary data, which is obtained directly from residents of Manado City. Data was collected using a *cross-sectional studies* or one-shot approach, where the data collection process took place in only one specified time period, namely one week. The data collection process was carried out by distributing questionnaires directly through *google forms*.

Table 7. Hypothesis Test Results

HYPOTHESIS	DESCRIPTION	PATH COEFFICIENT	*T- STATISTIC*	*P- VALUE*	INFORMATION
H1	SI → PA	-0.169	1.888	0.060	H1 not supported
H2	ST → PA	0.047	0.497	0.619	H2 not supported
H3	CP → PA	0.321	3.846	0.000	H3 supported
H4	DCE → PA	0.253	2.444	0.015	H4 supported
H5	CSS → PA	0.255	3.526	0.000	H5 supported
H6	PA → ARC	0.564	9.861	0.000	H6 supported
H7	SC → ARC	-0.095	1.855	0.064	H7 not supported
H8	ST → ARC	0.027	0.492	0.623	H8 not supported
H9	CP → ARC	0.181	3.516	0.000	H9 supported
H10	DCE → ARC	0.143	2.329	0.020	H10 supported
H11	CSS → ARC	0.144	3.257	0.001	H11 supported

Source: Output SEM-PLS 3.0 version (Primary Data, 2025)

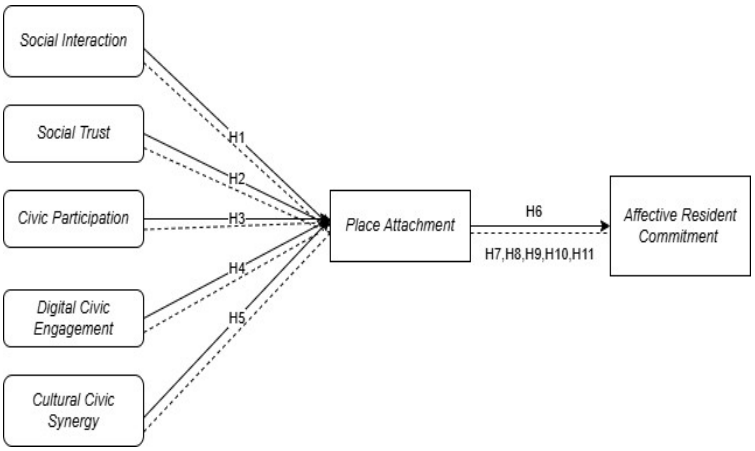


Figure 1: Conceptual Model of the Effect of *Social Environment Quality* on *Affective Resident Commitment* through *Place Attachment*

RESULT AND DISCUSSIONS

This study found that *social interaction* and *social trust* have no significant effect on *affective resident commitment* either directly or indirectly through *place attachment*. This shows that *social interaction* and *social trust* are recommended to be further analyzed through a mediation or moderation approach. One alternative that can be considered is to test *altruistic behavior* and *residential well-being* which act as mediation or moderation that can strengthen the relationship between *social interaction* and *social trust* on *affective resident commitment.* The purpose of this research is to assist the Manado City Government in increasing the *affective* resident *commitment of* Manado City Residents, it is important for the Manado City Government to understand what factors can increase it which will later be used as a guideline for designing a policy.

This explanation is in line with *relational cohesion theory* (RCT) which is used as the *underpinning theory* to support this research. RCT, which is a development of *social exchange theory* (SET), states that mutually beneficial social interactions will generate positive emotions

that ultimately create emotional bonds *(cohesion)* and are followed by affective commitment (Lawler & Yoon, 1996). Positive emotions towards the city then transform into a strong *place attachment* that encourages the formation of *affective resident commitment*. A form of citizens commitment to stay and be involved in the development of the city. In this case, *civic participation*, *digital civic engagement*, and *cultural civic synergy* are forms of social investment that are considered to provide long-term benefits, thus encouraging the formation of positive perceptions of citizens towards their social environment as a place that is valuable, supports engagement, and is worth maintaining as part of social identity. The results of this study strengthen previous research conducted by Tournois & Rollero (2020), Anjani & Ernawadi (2024), Sari & Ernawadi (2024) and Garini & Ernawadi (2024).

CONCLUSION

The following are programs that can be considered by the Manado city government in order to increase *civic participation, digital civic engagement*, and *cultural civic synergy*.

First, to strengthen *civic participation*, the Manado city government needs to implement policies that encourage active involvement of citizens in decision-making processes and social activities at the neighborhood level. The government can formulate a Mayor's Regulation (Perwako) on citizen participation that requires the implementation of citizen meetings at least twice a year at the RT/RW level. These meetings aim to identify local needs, propose development programs, and evaluate the performance of public services. In addition, the government needs to establish and fund a team of citizen participation facilitators who are tasked with coordinating the deliberations, as well as assisting the process of program formulation and monitoring. To increase the sense of community and social care. Manado City's gotong royong day policy can be established as a monthly routine activity involving all citizens, whether in the form of environmental cleaning actions, charity activities, or social assistance. The government is also advised to allocate a Community Initiative Fund through the APBD that can be accessed by citizen groups to fund collective social, cultural or environmental activities. Every program implemented should be based on suggestions and supervision from residents through a village-based participatory assessment system.

Second, to strengthen *digital civic engagement*, Manado City Government needs to implement a digital-based public service policy that is citizen-friendly and easily accessible to all, not limited to the use of social media such as *Instagram*. The government can build an integrated system that facilitates various public services, such as complaints, reporting environmental problems, expressing aspirations, and proposing policies, which are directly connected to relevant government agencies. In order for this digital system to be maximally utilized by all levels of society, a digital literacy training policy is needed that reaches up to the village level. In addition to training, the government also needs to routinely hold digital socialization seminars and digitalization training for Manado city residents, at least once every few months, to improve people's understanding, readiness, and digital participation in a sustainable manner. The government can also collaborate with local communities, schools and universities. in providing technology assistance programs, especially for citizens who are not familiar with using digital *platforms*. To increase public trust, this digital system should be equipped with a transparent report status tracking feature, so that citizens can know the extent to which their aspirations are followed up by the government. In addition, it is recommended that the government appoint a digital rapid response team from each regional apparatus organization (OPD) to ensure that citizen communications through social media and other digital *platforms* receive quick, accurate and solutive responses

Third, on *cultural civic synergy*, the Manado city government needs to develop policies that support the creation of harmonious social interactions amid the diversity of religious backgrounds, customs, and cultural values that live in the community. The government can establish a policy to establish a culture-based civic harmony forum in each urban village, as a

forum to bring together religious leaders, traditional leaders, cross-ethnic youth, and community representatives in a forum for communication, dialogue, and social cooperation. This forum has a strategic function to maintain solidarity, prevent social conflict, and strengthen collective identity as a pluralistic yet united citizen of Manado City. In addition, organizing Manado cultural festivals regularly every year needs to be a permanent policy that is not only an entertainment event, but also a platform for cultural education, preservation of local traditions, and expression of creativity across communities. To strengthen this policy, the government can build and manage sub-district cultural houses as centers for cultural interaction activities. These cultural houses can be used for art training, cross-cultural performances, cultural discussions, and storage of local historical artifacts. The government also needs to encourage the integration of cultural values of tolerance and diversity into the school curriculum and youth activities as a long-term strategy to form a generation that has social awareness, cross-cultural empathy, and love for diversity which is the distinctive identity of Manado City. In addition, the government needs to provide training to strengthen community-based program management, as well as annual awards to communities or individuals who show significant contributions in the social, cultural and digital fields. Through the implementation of this policy program, it not only builds a physically livable Manado City, but also socially meaningful that is able to foster a sense of belonging, and support the commitment of Manado City Citizens in participating in the development of Manado City. Thus, creating sustainable development based on collaboration and trust between Manado City Government and Manado City Citizens in realizing a prosperous Manado City.

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