

THE IMPACT OF SOCIAL CAPITAL ON THE PERFORMANCE OF PKK CADRES WITH
ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLELina Lita Sahara¹, Sari Laelatul Qodriah², Harry Safari Margapradja³
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Abstract: The performance of Family Welfare Empowerment (PKK) cadres is essential to the success of community empowerment programs. However, differences in social relationships and organizational commitment have contributed to variations in cadre performance. This study aimed to examine the effect of Social Capital on PKK Cadres' Performance and the mediating role of Organizational Commitment. A quantitative explanatory approach was employed using census sampling of 220 active PKK cadres from ten villages in Ciledug District, Cirebon Regency, Indonesia. Data were collected through questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4. The results indicated that the measurement model met the required validity and reliability criteria. Social Capital significantly influenced Organizational Commitment ($B = 0.862$; $p < 0.001$) and PKK Cadres' Performance ($B = 0.292$; $p = 0.001$). Organizational Commitment also had a significant positive effect on PKK Cadres' Performance ($B = 0.658$; $p < 0.001$) and partially mediated the relationship between Social Capital and performance ($B = 0.567$; $p < 0.001$). These findings demonstrate that strengthening social capital and organizational commitment is crucial for enhancing the effectiveness and sustainability of PKK community empowerment programs.

Keywords: Social Capital, Organizational Commitment, Cadre Performance, PKK, SEM-PLS.

Article History

Received: Juli 2026

Reviewed: Juli 2026

Published: Juli 2026

Plagiarism checker no 80

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INTRODUCTION

Family Welfare Empowerment (Pemberdayaan dan Kesejahteraan Keluarga/PKK) is one of Indonesia's largest community-based organizations, playing a strategic role in improving family welfare through health promotion, education, environmental management, food security, and community empowerment programs. The success of these programs depends largely on the performance of PKK cadres, who voluntarily implement government and community development initiatives at the village level. Consequently, improving cadre performance has become an important concern for local governments and PKK administrators because organizational effectiveness directly influences the quality and sustainability of community empowerment programs.

Although PKK organizations have contributed significantly to community development, differences in cadre performance remain evident across villages. Preliminary observations conducted in Village PKK Teams throughout Ciledug District indicate that variations exist in participation, collaboration, communication, and responsibility among cadres. While some cadres actively participate in organizational activities and successfully implement PKK programs, others demonstrate relatively low involvement, resulting in differences in program

achievement. These conditions indicate that organizational performance is influenced not only by individual capability but also by organizational and social factors that encourage voluntary participation and collective action.

From an organizational behavior perspective, **Social Capital** has been recognized as an important intangible resource that strengthens cooperation, facilitates knowledge sharing, and improves organizational effectiveness. Nahapiet and Ghoshal (1998) defined social capital as the resources embedded in social relationships that enable individuals to coordinate actions and achieve common goals. Social capital consists of three dimensions, namely structural, relational, and cognitive capital, which collectively promote trust, communication, cooperation, and shared organizational values. Organizations possessing strong social capital generally experience greater collaboration, higher organizational commitment, and better individual performance (Nahapiet & Ghoshal, 1998).

Besides social capital, **Organizational Commitment** is considered another important determinant of individual performance. Meyer and Allen (1991) explained that organizational commitment reflects employees' or volunteers' psychological attachment to an organization through affective, continuance, and normative commitment. Individuals with stronger organizational commitment are more likely to demonstrate responsibility, persistence, organizational citizenship behavior, and willingness to contribute beyond formal organizational expectations. Within volunteer organizations such as PKK, organizational commitment becomes particularly important because members are primarily motivated by social values and collective responsibility rather than financial incentives.

Previous empirical studies have consistently reported that social capital positively contributes to organizational outcomes. Watson and Papamarcos (2002) found that social capital significantly strengthens organizational commitment through trust and interpersonal relationships within organizations. More recent research by Kida et al. (2023) demonstrated that workplace social capital improves organizational commitment among healthcare professionals by creating supportive working environments. Likewise, Roy et al. (2025) concluded that social capital significantly influences organizational commitment and employee performance through improved collaboration and knowledge sharing.

Similarly, organizational commitment has been widely recognized as an important predictor of organizational performance. Wang (2022) reported that organizational commitment positively affects employee performance within nonprofit organizations because committed members exhibit greater motivation, responsibility, and participation. Nurhayati et al. (2024) also confirmed that organizational commitment mediates the influence of workplace social capital on employee engagement and organizational outcomes. These findings suggest that organizational commitment functions as an important psychological mechanism connecting organizational resources with individual performance.

Despite the growing literature on social capital and organizational commitment, several research gaps remain. First, most previous studies have been conducted in business organizations, educational institutions, hospitals, or government agencies, whereas empirical evidence within community-based volunteer organizations remains limited. Second, studies specifically examining Village PKK organizations are still relatively scarce, although PKK represents one of Indonesia's largest community empowerment organizations. Third, previous

studies have generally investigated the direct relationships between social capital and organizational commitment or between organizational commitment and performance, while empirical evidence regarding the mediating role of organizational commitment within PKK organizations is still insufficient.

This study addresses these gaps by examining the influence of Social Capital on PKK Cadres' Performance through the mediating role of Organizational Commitment among Village PKK Teams in Ciledug District, Cirebon Regency. Using Structural Equation Modeling-Partial Least Squares (SEM-PLS), this study analyzes data collected from 220 active PKK cadres to evaluate both direct and indirect relationships among the proposed constructs.

This research contributes theoretically by extending the application of Social Capital Theory and Organizational Commitment Theory within community-based volunteer organizations. Unlike previous studies focusing primarily on employees in profit-oriented organizations, this research demonstrates how social capital enhances volunteer performance through organizational commitment in community empowerment settings. Practically, the findings are expected to provide recommendations for local governments and PKK administrators in developing strategies that strengthen trust, collaboration, communication, and organizational commitment to improve the effectiveness and sustainability of PKK programs.

Based on the research background and the identified research gap, this study aims to analyze the direct effect of Social Capital on Organizational Commitment and PKK Cadres' Performance, as well as to examine the mediating role of Organizational Commitment in the relationship between Social Capital and PKK Cadres' Performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Social Capital

Social capital refers to the resources embedded within social relationships that facilitate coordination, cooperation, and collective action among organizational members. Unlike physical or financial capital, social capital is developed through interactions characterized by trust, shared values, and social networks. Nahapiet and Ghoshal (1998) conceptualized social capital into three interrelated dimensions: structural, relational, and cognitive. The structural dimension concerns the pattern of connections and communication among individuals, the relational dimension emphasizes trust, reciprocity, and mutual respect, while the cognitive dimension reflects shared goals, common values, and mutual understanding.

In organizational settings, social capital enables members to exchange knowledge efficiently, solve problems collaboratively, and strengthen organizational cohesion. Strong social relationships also reduce conflicts and improve cooperation, ultimately enhancing organizational effectiveness. Within volunteer-based organizations such as the Family Welfare Empowerment Movement (PKK), social capital plays a particularly important role because members rely primarily on voluntary participation rather than financial incentives. Therefore, trust and collaboration become essential organizational resources that sustain long-term performance.

Organizational Commitment

Organizational commitment describes an individual's psychological attachment and loyalty toward an organization. Meyer and Allen (1991) proposed that organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects emotional attachment to the organization, continuance commitment refers to the perceived costs associated with leaving the organization, and normative commitment represents a moral obligation to remain a member.

Individuals with high organizational commitment generally demonstrate greater motivation, stronger responsibility, higher participation, and increased willingness to contribute to organizational goals. Previous studies have consistently shown that organizational commitment positively influences individual performance because committed members tend to exert greater effort, maintain organizational values, and actively participate in organizational activities. In community organizations such as PKK, organizational commitment encourages cadres to continuously support community empowerment programs despite limited financial compensation.

PKK Cadres' Performance

Performance refers to the extent to which individuals successfully accomplish assigned tasks and organizational objectives. In the context of PKK organizations, cadre performance reflects the effectiveness of volunteers in implementing the Ten Core PKK Programs, organizing community activities, participating in village development, and providing public services. Performance is commonly evaluated through work quality, work quantity, responsibility, discipline, timeliness, and cooperation.

High-performing PKK cadres are expected to actively participate in organizational activities, maintain effective communication with fellow members, demonstrate responsibility in completing assigned duties, and contribute positively to community development. Consequently, improving cadre performance has become one of the strategic priorities for strengthening community empowerment initiatives.

Relationship between Social Capital and Organizational Commitment

Social capital creates an organizational environment characterized by trust, effective communication, and shared values. Such conditions encourage individuals to develop stronger emotional attachment and commitment toward their organization. Members who experience supportive interpersonal relationships are more likely to identify themselves with organizational objectives and willingly contribute to organizational success.

Several empirical studies have demonstrated that social capital significantly improves organizational commitment across various organizational contexts. Strong interpersonal trust and social networks foster mutual support, increase organizational identification, and strengthen members' willingness to remain actively involved in organizational activities.

H1: Social capital has a positive and significant effect on organizational commitment.

Relationship between Social Capital and PKK Cadres' Performance

Organizations with high levels of social capital generally experience better collaboration, faster information exchange, and stronger teamwork. These conditions improve members' ability to perform organizational tasks effectively. Within PKK organizations, social capital facilitates coordination among cadres, enhances collective problem-solving, and encourages active participation in community empowerment programs.

Previous empirical findings indicate that social capital positively influences employee and volunteer performance because cooperative relationships improve productivity, work quality, and organizational effectiveness.

H2: Social capital has a positive and significant effect on PKK cadres' performance.

Relationship between Organizational Commitment and PKK Cadres' Performance

Organizational commitment represents one of the most important determinants of employee performance. Individuals who possess strong commitment are more willing to devote their energy, skills, and time to organizational objectives. They also demonstrate greater responsibility, persistence, and organizational citizenship behavior.

Within PKK organizations, committed cadres tend to participate more actively in community activities, maintain better attendance, complete assigned responsibilities, and support organizational programs consistently. Consequently, organizational commitment is expected to improve cadre performance significantly.

H3: Organizational commitment has a positive and significant effect on PKK cadres' performance.

The Mediating Role of Organizational Commitment

Social capital not only influences performance directly but also enhances members' psychological attachment to the organization. Trust, mutual respect, and shared organizational values strengthen organizational commitment, which subsequently encourages higher work performance. Organizational commitment therefore serves as an important psychological mechanism linking social capital with organizational outcomes.

The Social Exchange Theory explains that when individuals perceive supportive social relationships within an organization, they reciprocate by developing stronger commitment and contributing more effectively to organizational performance. Therefore, organizational commitment is expected to mediate the relationship between social capital and PKK cadres' performance.

H4: Organizational commitment positively mediates the relationship between social capital and PKK cadres' performance.

Conceptual Framework

This study proposes a structural model in which **Social Capital** acts as the independent variable, **Organizational Commitment** serves as the mediating variable, and **PKK Cadres' Performance** functions as the dependent variable. The model assumes that social capital directly enhances

both organizational commitment and cadre performance while simultaneously exerting an indirect influence on performance through organizational commitment. These relationships are empirically tested using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach.

METHOD

Research Design

This study employed a quantitative research approach using an explanatory research design to examine the causal relationships among social capital, organizational commitment, and PKK cadres' performance. The quantitative approach was considered appropriate because it enables researchers to test theoretical relationships empirically using statistical techniques and objective measurements. The research model was developed based on Social Capital Theory and Organizational Commitment Theory to explain the direct and indirect effects among the latent variables.

The study utilized Structural Equation Modeling-Partial Least Squares (SEM-PLS) as the primary analytical method. SEM-PLS was selected because it is suitable for simultaneously analyzing multiple latent variables, testing mediation effects, and handling complex causal relationships without requiring multivariate normality assumptions. Furthermore, SEM-PLS provides comprehensive evaluations of both the measurement model (outer model) and the structural model (inner model), making it appropriate for social science and management research.

Population and Sample

The population consisted of all PKK cadres serving in the Village PKK Teams across Ciledug District, Cirebon Regency, West Java Province, Indonesia. The district comprises ten villages, each actively implementing the Ten Core PKK Programs through four working groups (Pokja I-IV).

Because the total population was relatively manageable, this study employed a census (saturated sampling) technique in which all members of the population were included as research respondents. Consequently, the final sample consisted of **220 PKK cadres**, representing all villages within Ciledug District. The census approach minimizes sampling bias and allows the findings to accurately represent the characteristics of the study population.

Data Collection Technique

Primary data were collected using a structured questionnaire distributed directly to PKK cadres. The questionnaire was designed based on validated measurement indicators adopted and adapted from previous studies. Before distribution, the instrument was reviewed to ensure clarity, relevance, and consistency with the research objectives.

Each item was measured using a **five-point Likert scale**, ranging from **1 = Strongly Disagree** to **5 = Strongly Agree**. This scale was selected because it effectively captures respondents' perceptions, attitudes, and experiences while facilitating quantitative statistical analysis.

Secondary data were obtained from official documents, organizational reports, government publications, and relevant scientific literature to support the interpretation of research findings and strengthen the theoretical framework.

Measurement of Variables

The study investigated three latent variables: Social Capital as the independent variable, Organizational Commitment as the mediating variable, and PKK Cadres' Performance as the dependent variable.

Social Capital was measured using three dimensions proposed by Nahapiet and Ghoshal, namely structural, relational, and cognitive social capital. These dimensions describe the quality of social interaction, mutual trust, cooperation, communication networks, and shared organizational values among PKK cadres.

Organizational Commitment was measured based on the three-component model developed by Meyer and Allen, consisting of affective commitment, continuance commitment, and normative commitment. These dimensions reflect respondents' emotional attachment, willingness to remain in the organization, and sense of moral responsibility toward organizational goals.

PKK Cadres' Performance was evaluated through indicators reflecting work quality, work quantity, responsibility, discipline, cooperation, and timeliness in implementing PKK activities. The measurement focused on respondents' ability to perform organizational duties effectively and consistently within community empowerment programs.

Data Analysis Technique

The collected data were analyzed using **SmartPLS** software through the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach. Data analysis was conducted in two sequential stages.

The first stage involved evaluating the **measurement model (outer model)** to assess the reliability and validity of the research instrument. Convergent validity was examined using outer loading values and Average Variance Extracted (AVE), where acceptable criteria were outer loadings greater than 0.70 and AVE values above 0.50. Internal consistency reliability was evaluated using Composite Reliability and Cronbach's Alpha with minimum acceptable values of 0.70. Discriminant validity was assessed using the Fornell-Larcker Criterion and cross-loading analysis to ensure adequate construct differentiation.

The second stage involved evaluating the **structural model (inner model)** to examine the relationships among latent variables. Structural model evaluation included the coefficient of determination (R^2), predictive relevance (Q^2), effect size (f^2), and collinearity assessment using the Variance Inflation Factor (VIF). The significance of the hypothesized relationships was assessed using the bootstrapping procedure with 5,000 subsamples. Hypotheses were accepted when the **t-statistic exceeded 1.96** and the **p-value was less than 0.05** at the 95% confidence level.

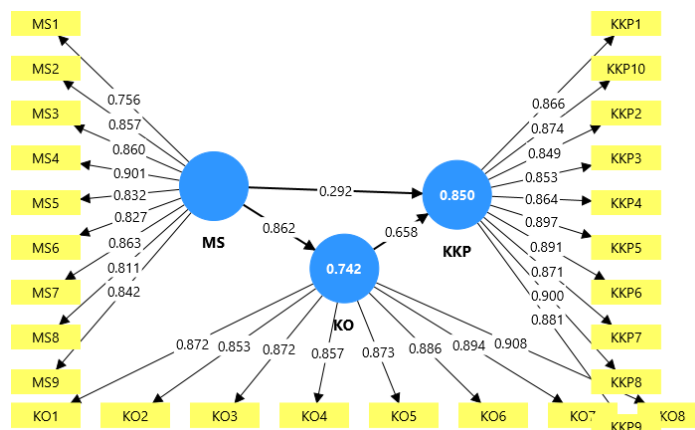
The mediating effect of Organizational Commitment was evaluated by examining both direct and indirect effects obtained from the bootstrapping results. The mediation analysis determined whether Organizational Commitment significantly transmitted the influence of Social Capital on PKK Cadres' Performance.

Research Framework

Based on the proposed conceptual model, Social Capital was specified as the exogenous variable, Organizational Commitment as the endogenous mediating variable, and PKK Cadres' Performance as the final endogenous variable. The structural model tested four hypotheses concerning the direct effect of Social Capital on Organizational Commitment, the direct effect of Social Capital on PKK Cadres' Performance, the direct effect of Organizational Commitment on PKK Cadres' Performance, and the indirect effect of Social Capital on PKK Cadres' Performance through Organizational Commitment.

The analytical procedures adopted in this study follow the recommendations for SEM-PLS applications in management and behavioral research, ensuring that the measurement instrument satisfies reliability and validity requirements before testing the proposed structural relationships.

RESULT AND DISCUSSION



Picture 1. Output Result Algorithm

Table 1. Output Result Construct Reliability and Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Average variance extracted (AVE)	Information
PKK Cadres Performance	0.966	0.966	0.765	Reliable
Comitment Organization	0.957	0.957	0.769	Reliable
Sosial Capital	0.947	0.949	0.705	Reliable

Source : Data processed, 2026

All constructs demonstrated excellent internal consistency, with **Cronbach's alpha** values ranging from **0.947 to 0.966**, exceeding the recommended threshold of 0.70. Likewise, the **Composite Reliability (rho_a)** values ranged from **0.949 to 0.966**, indicating a high level of measurement reliability.

Furthermore, all constructs achieved **Average Variance Extracted (AVE)** values above **0.50**, ranging from **0.705 to 0.769**, confirming satisfactory convergent validity. Among the constructs, **PKK Cadres' Performance** exhibited the highest reliability (Cronbach's alpha = 0.966; Composite Reliability = 0.966; AVE = 0.765), followed by **Organizational Commitment** (Cronbach's alpha = 0.957; Composite Reliability = 0.957; AVE = 0.769) and **Social Capital** (Cronbach's alpha = 0.947; Composite Reliability = 0.949; AVE = 0.705).

These findings indicate that all measurement instruments are reliable and valid for measuring their respective latent constructs. Therefore, the measurement model satisfies the recommended SEM-PLS criteria and is appropriate for further structural model and hypothesis testing (Hair et al., 2022; Ghozali, 2021).

Table 2. Heterotrait-Monotrait Ratio (HTMT)

Variables	PKK Cadres Performance	Comitment Organization	Social Capital
PKK Performance			
Comitment Organization	0.945		
Social Capital	0.896	0.904	

Source : Data processed , 2026

the HTMT value between **Social Capital** and **PKK Cadres' Performance** is **0.896**, indicating acceptable discriminant validity. However, the HTMT values between **Organizational Commitment** and **PKK Cadres' Performance** (**0.945**) and between **Social Capital** and **Organizational Commitment** (**0.904**) slightly exceed the recommended threshold of 0.90. These results indicate a high degree of association between the constructs, reflecting their close conceptual relationship within the research model.

Despite these relatively high HTMT values, the constructs remain theoretically distinct and are supported by satisfactory convergent validity and reliability. Therefore, the measurement model is considered adequate for subsequent structural model analysis, although the high correlations should be taken into account when interpreting the relationships among the constructs.

Structural Model Evaluation (Inner Model)

After confirming the adequacy of the measurement model, the structural model was evaluated to examine the predictive capability of the proposed relationships among the latent variables.

Tabel 3. R Square (R²)

Variables	R-square	R-square adjusted
PKK Cadre's Performance	0.850	0.848
Organizational Commitment	0.742	0.741

The coefficient of determination (R²) measures the proportion of variance explained by the exogenous variables.

The results indicate that Social Capital explains a substantial proportion of the variance in Organizational Commitment. Furthermore, the combined effects of Social Capital and Organizational Commitment explain a considerable proportion of the variance in PKK Cadres' Performance.

These findings suggest that the proposed research model possesses satisfactory explanatory power for predicting organizational commitment and cadre performance.

Table 4. Predictive Relevance (Q²)

Variables	Q ² predict
PKK Cadre's Performance	0.738
Organizational Commitment	0.734

Source : Data processed, 2026

Predictive relevance was assessed using the blindfolding procedure. The analysis produced positive Q² values for all endogenous constructs, indicating that the structural model possesses adequate predictive capability.

The positive Q² statistics confirm that the proposed model is capable of predicting observed data effectively and demonstrates acceptable predictive relevance.

Table 5. Collinearity Assessment (VIF)

Variables	KKP	KO	MS
PKK Cadre's Performance			
Organizational Commitment	3.883		
Social Capital	3.883	1.000	

Source : Data processed, 2026

Variance Inflation Factor (VIF) values were examined to determine whether multicollinearity existed among the predictor constructs.

The analysis indicated that all VIF values were below the recommended threshold, suggesting that multicollinearity was not present in the structural model. Therefore, the estimated path coefficients can be interpreted reliably without concerns regarding excessive correlations among predictor variables.

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Table 6. Result of Path Coefficient Bootstrapping Direct and Indirect Effect

Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Commitmen -> PKK Cadre's Performance	0.658	0.654	0.090	7.309	0.000
Social Capital -> PKK Cadre's Performance	0.859	0.861	0.027	31.802	0.000
Social Capital -> Organizational Commitment	0.862	0.863	0.028	31.265	0.000

Source : Data processed, 2026

Hypothesis testing was performed using the bootstrapping procedure implemented in SmartPLS. Statistical significance was determined based on standardized path coefficients, t-statistics greater than 1.96, and p-values below 0.05.

The analysis revealed that Social Capital has a positive and statistically significant effect on Organizational Commitment. This finding indicates that stronger interpersonal trust, social interaction, and shared organizational values contribute to higher levels of commitment among PKK cadres.

The results further demonstrate that Social Capital positively influences PKK Cadres' Performance. This suggests that collaborative relationships, effective communication, and strong social networks improve the ability of cadres to perform organizational responsibilities efficiently.

Organizational Commitment was also found to exert a significant positive effect on PKK Cadres' Performance. Cadres with stronger emotional attachment and loyalty toward the organization were more likely to participate actively, complete assigned responsibilities, and support organizational programs successfully.

Finally, mediation analysis confirmed that Organizational Commitment significantly mediates the relationship between Social Capital and PKK Cadres' Performance. This finding indicates

that Social Capital enhances cadre performance both directly and indirectly by strengthening organizational commitment.

Overall, all proposed hypotheses (H1-H4) were supported by the empirical evidence obtained through SEM-PLS analysis.

Summary of Findings

The SEM-PLS analysis demonstrates that the proposed research model satisfies all measurement and structural evaluation criteria. The measurement model exhibits satisfactory validity and reliability, while the structural model demonstrates acceptable explanatory and predictive capability.

Empirically, the study confirms that Social Capital is an important organizational resource that strengthens Organizational Commitment and improves PKK Cadres' Performance. Furthermore, Organizational Commitment functions as a significant mediating mechanism through which Social Capital enhances individual performance within community-based organizations.

DISCUSSION

The Effect of Social Capital on Organizational Commitment

The findings demonstrate that Social Capital has a positive and significant effect on Organizational Commitment among PKK cadres in Ciledug District. This result indicates that higher levels of trust, stronger social networks, and shared organizational values contribute to a greater sense of attachment and loyalty toward the organization. In other words, cadres who experience supportive interpersonal relationships and effective communication are more likely to develop stronger emotional commitment to the PKK organization.

This finding is consistent with Social Capital Theory proposed by Nahapiet and Ghoshal (1998), which argues that social capital facilitates cooperation through structural, relational, and cognitive dimensions. Strong interpersonal relationships enable members to exchange information effectively, solve organizational problems collectively, and establish mutual trust. These social interactions strengthen organizational identification, thereby increasing organizational commitment.

The result also supports Meyer and Allen's Three-Component Model of Organizational Commitment, which explains that employees or volunteers develop stronger affective commitment when they perceive a supportive organizational environment. In the context of PKK organizations, social interactions among cadres create feelings of belonging and shared responsibility that encourage long-term participation in community empowerment programs.

From a practical perspective, the result indicates that strengthening communication, collaboration, and interpersonal trust among PKK cadres can significantly improve organizational commitment. Activities such as regular coordination meetings, collaborative community projects, leadership mentoring, and knowledge-sharing sessions may reinforce

social relationships and increase members' willingness to contribute voluntarily to organizational objectives.

The Effect of Social Capital on PKK Cadres' Performance

The study also found that Social Capital significantly improves PKK Cadres' Performance. This finding confirms that social relationships are valuable organizational resources that directly influence individual effectiveness in performing organizational responsibilities.

The result indicates that cadres working within environments characterized by trust, cooperation, and active communication demonstrate better performance in implementing PKK programs. Strong social networks facilitate knowledge sharing, encourage mutual assistance, reduce misunderstanding, and improve coordination among working groups. Consequently, cadres are able to perform their duties more efficiently and effectively.

These findings support Resource-Based Theory, which considers intangible organizational resources as important sources of sustainable competitive advantage. Social capital represents one of these strategic resources because it strengthens organizational capabilities that cannot easily be replicated by other organizations.

The findings are also consistent with previous studies reporting that organizations with higher levels of trust and collaboration generally achieve better employee performance. Within volunteer organizations, social capital becomes even more important because financial incentives are relatively limited. Instead, interpersonal relationships, social recognition, and collective responsibility become the primary motivations encouraging members to contribute actively to organizational activities.

In PKK organizations, trust among cadres encourages open communication regarding community problems and enables collaborative implementation of the Ten Core PKK Programs. Therefore, strengthening social capital not only improves interpersonal relationships but also contributes directly to better organizational performance and community service delivery.

The Effect of Organizational Commitment on PKK Cadres' Performance

The empirical findings reveal that Organizational Commitment positively and significantly affects PKK Cadres' Performance. This suggests that cadres possessing stronger emotional attachment, organizational loyalty, and moral responsibility perform organizational tasks more effectively than those with lower commitment.

Committed cadres are more willing to devote their time, energy, and expertise to organizational activities despite receiving limited financial compensation. They actively participate in meetings, complete assigned responsibilities, maintain discipline, and support community empowerment initiatives. Such behaviors contribute to the successful implementation of PKK programs across villages.

This finding supports Meyer and Allen's Organizational Commitment Theory, which proposes that affective commitment encourages individuals to voluntarily contribute beyond formal job

requirements. Highly committed members are more likely to demonstrate organizational citizenship behavior, persistence in overcoming difficulties, and greater willingness to support organizational change.

For PKK organizations, this finding highlights the importance of strengthening organizational commitment through recognition, appreciation, transparent leadership, opportunities for participation in decision-making, and continuous organizational development. When cadres perceive themselves as valued organizational members, their motivation and performance improve substantially.

The Mediating Role of Organizational Commitment

One of the major findings of this study is that Organizational Commitment significantly mediates the relationship between Social Capital and PKK Cadres' Performance. This result indicates that social capital influences performance not only directly but also indirectly by strengthening cadres' commitment toward the organization.

This mediation mechanism can be explained through Social Exchange Theory. Individuals who experience trust, cooperation, fairness, and supportive social relationships tend to reciprocate these positive experiences by increasing their commitment and contributing more actively to organizational success. Consequently, social capital creates favorable organizational conditions that strengthen psychological attachment, which subsequently enhances individual performance.

The mediation result suggests that organizational commitment functions as an important psychological mechanism connecting organizational resources with employee behavior. Simply establishing strong social relationships is insufficient unless these relationships also foster emotional attachment and organizational loyalty.

Within PKK organizations, collaborative working environments encourage cadres to identify themselves more closely with organizational goals. Once stronger commitment is established, cadres become more motivated to participate consistently in community empowerment activities, ultimately improving organizational performance.

Therefore, organizational commitment should be viewed as a strategic organizational asset rather than merely an individual attitude. Programs designed to strengthen social interaction among cadres should simultaneously cultivate commitment through leadership support, organizational appreciation, and shared organizational values.

Theoretical Implications

This study contributes to the development of organizational behavior literature by extending the application of Social Capital Theory within community-based volunteer organizations. While previous studies have predominantly focused on business organizations, educational institutions, or public sector employees, the present research demonstrates that social capital also plays a significant role in improving volunteer performance through organizational commitment.

Furthermore, this study empirically confirms Organizational Commitment as a mediating variable linking social capital with individual performance. These findings provide additional empirical evidence supporting the integration of Social Capital Theory and Organizational Commitment Theory in explaining organizational performance within non-profit organizations.

The use of SEM-PLS also provides comprehensive empirical validation of the proposed conceptual model, confirming that both direct and indirect relationships among the constructs are statistically supported.

Practical Implications

The findings offer several practical recommendations for PKK administrators and local governments. First, strengthening social capital should become a strategic priority through activities that promote trust, communication, collaboration, and knowledge sharing among cadres.

Second, organizational commitment should be enhanced by recognizing cadres' contributions, providing leadership support, encouraging participation in organizational decision-making, and creating a positive organizational climate.

Third, village governments may develop regular capacity-building programs, leadership training, and cross-village collaboration initiatives to strengthen interpersonal relationships among PKK cadres. Such initiatives are expected to improve both organizational commitment and overall performance.

Finally, integrating social capital development into organizational management strategies may improve the effectiveness and sustainability of community empowerment programs implemented by PKK organizations.

Comparison with Previous Studies

The findings of this study generally align with previous empirical research demonstrating that social capital positively influences organizational commitment and employee performance. However, this study extends the existing literature by providing empirical evidence within the context of village-based PKK organizations, where volunteer participation rather than financial incentives constitutes the primary driving force behind organizational activities.

The confirmation of organizational commitment as a significant mediating variable suggests that improving social relationships alone is insufficient unless these relationships also cultivate stronger psychological attachment to the organization. Consequently, this study enriches the literature by highlighting the complementary roles of social capital and organizational commitment in enhancing volunteer performance within community-based organizations.

CONCLUSION

This study examined the influence of Social Capital on PKK Cadres' Performance, with Organizational Commitment serving as a mediating variable among Village PKK Teams in Ciledug District, Cirebon Regency. Using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) approach and data collected from 220 PKK cadres, the study provides empirical evidence regarding the relationships among the three constructs.

The findings reveal that Social Capital significantly and positively influences Organizational Commitment. Higher levels of trust, effective communication, strong social networks, and shared organizational values encourage PKK cadres to develop stronger emotional attachment and loyalty toward the organization. The results also demonstrate that Social Capital has a direct positive effect on PKK Cadres' Performance, indicating that collaborative relationships and mutual support contribute to more effective implementation of community empowerment programs.

Furthermore, Organizational Commitment was found to positively influence PKK Cadres' Performance. Cadres with stronger organizational commitment exhibit greater responsibility, active participation, discipline, and willingness to contribute to organizational objectives. In addition, Organizational Commitment significantly mediates the relationship between Social Capital and PKK Cadres' Performance. This finding confirms that the positive influence of Social Capital on performance is strengthened through the development of organizational commitment, highlighting the importance of psychological attachment as a mechanism linking organizational resources with individual performance.

From a theoretical perspective, this study extends the application of Social Capital Theory and Organizational Commitment Theory within the context of community-based volunteer organizations. The findings provide additional empirical support that social capital not only directly improves organizational performance but also indirectly enhances performance by strengthening organizational commitment. This contributes to the growing body of literature on organizational behavior and community empowerment, particularly within non-profit organizations.

From a practical perspective, the findings suggest that local governments and PKK administrators should prioritize strategies aimed at strengthening trust, communication, collaboration, and shared organizational values among cadres. Organizational development programs, leadership support, recognition of volunteer contributions, continuous training, and participatory decision-making are recommended to enhance organizational commitment and improve cadre performance. Such strategies are expected to increase the effectiveness and sustainability of PKK programs in supporting community welfare and local development.

This study has several limitations. First, the research was conducted only among PKK cadres in Ciledug District, which may limit the generalizability of the findings to other regions or organizational contexts. Second, the study employed a cross-sectional research design, preventing the observation of changes in organizational commitment and performance over time. Third, the model focused exclusively on Social Capital and Organizational Commitment, while other variables that may influence cadre performance—such as transformational leadership, work motivation, organizational culture, job satisfaction, digital competence, and organizational support—were not included.

Future research is recommended to expand the geographical scope by involving PKK organizations from different districts or provinces to improve the external validity of the findings. Researchers are also encouraged to employ longitudinal research designs to better understand changes in organizational behavior over time. Additionally, future studies may incorporate other organizational and behavioral variables or compare volunteer organizations with public and private sector institutions to develop a more comprehensive understanding of the determinants of organizational performance.

Overall, this study confirms that strengthening Social Capital and Organizational Commitment represents an effective organizational strategy for improving the performance of PKK cadres. These findings provide valuable insights for policymakers, community organizations, and local governments seeking to enhance the quality and sustainability of community empowerment programs in Indonesia.

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