



COMPETENCE, ORGANIZATIONAL COMMITMENT, AND HR CAPACITY STRENGTHENING: EFFECTS ON PKK CADRE PERFORMANCE WITH LOCAL LEADERSHIP SUPPORT AS MODERATOR (A STUDY ON VILLAGE PKK CADRES IN KUNINGAN REGENCY)

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ABSTRACT

This study examines the effects of competence, organizational commitment, and human resource (HR) capacity strengthening on the performance of Village PKK cadres in Kuningan Regency, and tests whether local leadership support moderates these relationships. Data were collected from 386 cadres, selected through proportionate stratified random sampling, using an interval-scale questionnaire, and analyzed via moderated regression. The results show that competence, organizational commitment, and HR capacity strengthening each have a significant positive effect on performance, and that local leadership support significantly strengthens all three relationships, explaining 76.7% of the variance in performance. These findings support the Resource-Based View, suggesting that cadre performance is optimized when internal resources are combined with strong local leadership. Practical implications for designing participative, engagement-based capacity-building programs are discussed.

1. INTRODUCTION

Human resource management is a strategic organizational aspect that focuses on the planning, development, management, and maintenance of the workforce so it can make an optimal contribution to achieving organizational goals, since the quality of HR management determines an organization's operational effectiveness and adaptability to change (Robbins & Judge, 2022). Performance, as the outcome of individual or group work in carrying out duties and responsibilities, is the primary indicator of an organization's success in achieving its targets effectively and efficiently (Mangkunegara, 2021).

Village PKK (Family Welfare Movement) Cadres in Kuningan Regency play a strategic role in family and community development through the implementation of the 10 Core PKK Programs, which cover education, health, economic, socio-cultural, and environmental functions (BKKBN, 2020). However, initial observations indicate performance issues on five key indicators: work quality, work quantity, consistency, cooperation, and attitude. A pre-survey of 30 Village PKK Cadres reinforced these findings, with an average of 33% of respondents stating they were unable to optimally meet all five performance indicators. Achievement data for the 10 Core PKK Programs in Kuningan Regency for 2025 also shows an average achievement rate of 77%, meaning that around 23% of program implementation at the village level has not run optimally (DPPKBP3A Kuningan Regency, 2025).

Various factors have been identified as influencing individual performance within organizations, including competence, organizational commitment, and human resource capacity strengthening, with leadership support acting as a variable that strengthens these effects (Samsuddin, 2019; Poetrayana et al., 2023; Zaldhy & Supriyatno, 2023; Anggoro, 2024). Competence is a combination of knowledge, skills, and attitudes that directly influences superior performance (Edison et al., 2020). Organizational commitment reflects emotional attachment, identification, and individual loyalty that encourages a willingness to work

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harder (Robbins & Judge, 2022). Human resource capacity strengthening is a systematic effort to improve knowledge, skills, and attitudes so that individuals can work effectively and adaptively (Hasibuan, 2020). Meanwhile, local leadership support, in the form of village leaders' involvement and encouragement, is believed to strengthen the effectiveness of these three factors on cadre performance at the grassroots level (Edison et al., 2020).

Previous studies on the antecedents of performance show inconsistent results. Most studies report that competence, organizational commitment, and human resource capacity strengthening have a positive effect on performance (Anggraeni et al., 2023; Poetrayana et al., 2023; Sjafai et al., 2024; Kaswidah et al., 2025; Rahayu et al., 2024; Hamzali, 2024; Saragih & Huasuhut, 2022), while several other studies found a negative effect (Sari et al., 2023; Sjafai et al., 2024). Moreover, most existing research on these antecedents has examined salaried employees in formal organizational settings, leaving the performance of unpaid, volunteer-based cadres in community organizations such as PKK largely unexamined; it also remains unclear whether local leadership support consistently strengthens these relationships, as prior findings on its moderating role are similarly mixed (Poetrayana et al., 2023; Zaldhy & Supriyatno, 2023; Anggoro, 2024; Rahayu et al., 2024). This gap is particularly relevant in Kuningan Regency, where pre-survey data indicate that a third of Village PKK cadres have not been able to meet key performance indicators and where achievement of the 10 Core PKK Programs still falls short of targets, underscoring the practical urgency of identifying the factors that most effectively drive cadre performance in this setting. Therefore, this study aims to analyze the effect of competence, organizational commitment, and human resource capacity strengthening on the performance of Village PKK Cadres in Kuningan Regency, and to examine whether local leadership support moderates the effect of these three factors.

2. Literature Review and Hypothesis Development

2.1 Competence and Performance

Competence encompasses an individual's basic characteristics in the form of knowledge, skills, and attitudes that are directly related to superior job performance (Yuniarsih & Suwatno, 2019). In implementing PKK programs, cadres with adequate knowledge of health, family education, administration, and economic empowerment are better able to plan, implement, and evaluate activities optimally (Tim Penggerak PKK Pusat, 2021). Studies by Anggraeni et al. (2023), Poetrayana et al. (2023), Sjafai et al. (2024), Kaswidah et al. (2025), Rahayu et al. (2024), and Hamzali (2024) found a positive effect of competence on performance, although Sari et al. (2023) reported a negative effect. Based on this discussion, the following hypothesis is proposed:

H1: Competence has a positive effect on the performance of Village PKK Cadres.

2.2 Organizational Commitment and Performance

Organizational commitment reflects an individual's level of emotional attachment, identification, and loyalty to an organization, comprising affective, continuance, and normative commitment (Sopiah, 2018). Cadres with high commitment tend to be more active, consistent, and proactive in carrying out PKK programs (Tim Penggerak PKK Pusat, 2021). Studies by Saragih and Huasuhut (2022), Anggraeni et al. (2023), Sjafai et al. (2024), Kaswidah et al. (2025), Zaldhy and Supriyatno (2023), Anggoro (2024), Rahayu et al. (2024), and Hamzali (2024) confirm a positive effect of organizational commitment on performance. The second hypothesis is therefore formulated as follows:

H2: Organizational commitment has a positive effect on the performance of Village PKK Cadres.

2.3 Human Resource Capacity Strengthening and Performance

Human resource capacity strengthening is a systematic effort through education, training, and experience to improve individuals' abilities so they can work more effectively and adaptively (Dessler, 2020). Cadres who receive coaching and training have a better ability to plan, implement, and evaluate PKK activities (Tim Penggerak PKK Pusat, 2021). Saragih and Huasuhut (2022), Kaswidah et al. (2025), and Zaldhy and Supriyatno (2023) found a positive effect of human resource capacity strengthening on performance, although Sjafai et al. (2024) reported the opposite result. The third hypothesis is formulated as follows:

H3: Human resource capacity strengthening has a positive effect on the performance of Village PKK Cadres.

2.4 Local Leadership Support as a Moderator

Local leadership support reflects the involvement, attention, and encouragement of village leaders in supporting program implementation at the local level, including the provision of resources, motivation, and recognition of work results (Rivai & Sagala, 2020). From the perspective of the Resource-Based View (RBV) developed by Barney (1991, in Zaldhy & Supriyatno, 2023), organizational advantage is determined not merely by the ownership of valuable resources, but by an organization's capability to manage and utilize those resources optimally. Local leadership support functions as an organizational capability that allows cadres' competence, organizational commitment, and capacity to be translated more effectively into performance. Studies by Poetrayana et al. (2023), Zaldhy and Supriyatno (2023), and Anggoro (2024) show that local leadership support moderates the effect of competence, organizational commitment, and human resource capacity strengthening on performance, although Rahayu et al. (2024) found a non-significant moderating effect. Based on this discussion, the fourth through sixth hypotheses are formulated as follows:

H4: Local leadership support moderates the effect of competence on the performance of Village PKK Cadres.

H5: Local leadership support moderates the effect of organizational commitment on the performance of Village PKK Cadres.

H6: Local leadership support moderates the effect of human resource capacity strengthening on the performance of Village PKK Cadres.

2.5 Conceptual Framework

Based on the literature review and the hypotheses formulated, the conceptual framework of this study positions competence (X1), organizational commitment (X2), and human resource capacity strengthening (X3) as independent variables that influence performance (Y), with local leadership support (M) acting as a moderating variable that strengthens the effect of the three independent variables on performance.

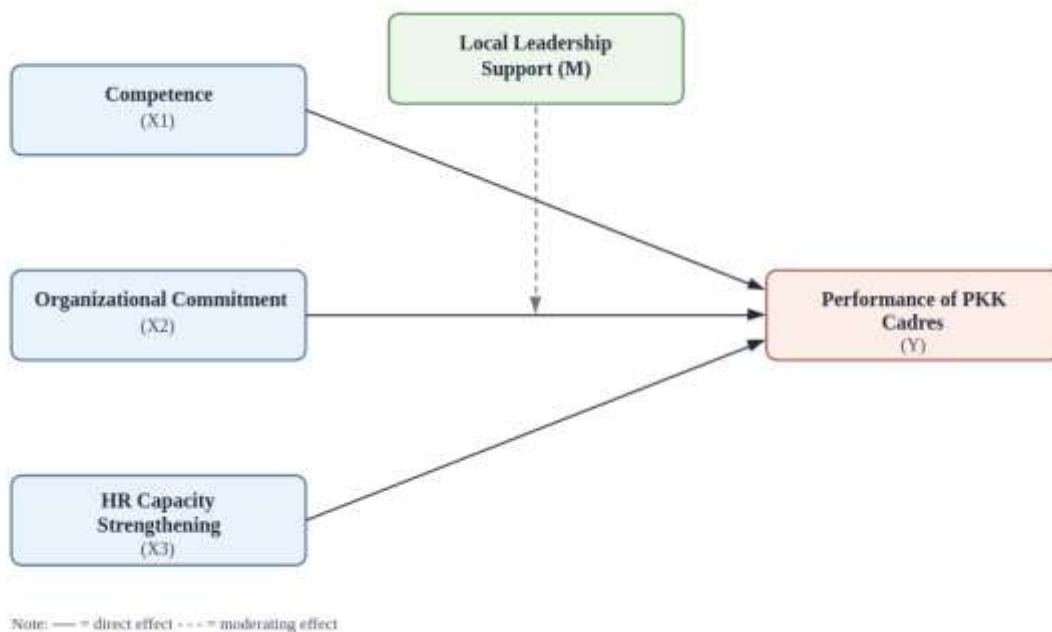


Figure 1. Conceptual Framework of the Study

3. METHODS

This study uses descriptive and verificative methods (Sugiyono, 2023). The descriptive method is used to describe the variables of competence, organizational commitment, human resource capacity strengthening, local leadership support, and performance, while the verificative method is used to test the effects among variables and the research hypotheses. The study population consists of all Village PKK Cadres in Kuningan Regency, totaling 10,975 people, spread across 32 sub-districts and 361 villages (DPPKBP3A Kuningan Regency, 2026). The sample size was determined using the Slovin formula with a 5% margin of error, yielding a minimum sample of 386 people. The sampling technique used was proportionate stratified random sampling, with the number of samples in each sub-district determined proportionally to the number of cadres in that area.

The research instrument was developed by operationalizing each variable into measurable indicators derived from established theory: competence was measured using indicators of knowledge, skills, and attitude (Yuniarsih & Suwatno, 2019); organizational commitment using affective, continuance, and normative commitment (Sopiah, 2018); human resource capacity strengthening using indicators of education, training, and experience (Dessler, 2020); local leadership support using resource provision, motivation, and recognition of work results (Rivai & Sagala, 2020); and performance using work quality, work quantity, consistency, cooperation, and attitude indicators relevant to the PKK context (Tim Penggerak PKK Pusat, 2021). Each indicator was translated into several questionnaire items that were reviewed for content relevance prior to field testing.

The research data consists of primary data collected through an interval-scale questionnaire (bipolar adjective scale) ranging from 1 to 10, to avoid respondents' tendency to select answers in the middle (grey area) (Ferdinand, 2019). The research instrument was first tested for validity using Pearson product-moment correlation and for reliability using Cronbach's Alpha on 30 pilot respondents, with results showing that all statement items across the five variables were valid ($r\text{-count} > r\text{-table} = 0.361$) and reliable (Cronbach's Alpha > 0.70) (Ghozali, 2021).

Prior to hypothesis testing, classical assumption tests were conducted, including a normality test (Kolmogorov-Smirnov), a multicollinearity test (tolerance and VIF values), and a heteroscedasticity test (scatterplot). Data were analyzed using moderated regression analysis with three sequential models: Model 1 (the direct effect of X_1 , X_2 , X_3 on Y), Model 2 (the addition of M as an independent variable), and Model 3 (the addition of the interaction terms X_1*M , X_2*M , X_3*M). Moderated regression was chosen over alternative techniques such as PLS-SEM because it directly tests the significance of interaction terms within a single hierarchical model, which is appropriate given the study's relatively parsimonious structure (three predictors and one moderator) and its sufficiently large sample size for OLS-based interaction testing. Model fit was measured using the coefficient of determination (Adjusted R Square), while hypothesis testing was conducted using the t-test at a 5% significance level (Ghozali, 2021).

4. RESULTS AND DISCUSSION

Results

The normality test results using Kolmogorov-Smirnov show that the research data are normally distributed (significance value > 0.05). The multicollinearity test results show that all independent variables have a tolerance value > 0.10 and $VIF < 10$, indicating no multicollinearity among the independent variables. The heteroscedasticity test using a scatterplot shows a random distribution of points with no discernible pattern, indicating that the regression model is free from heteroscedasticity. The regression model used therefore satisfies the classical assumption requirements for moderated regression analysis.

4.2 Moderated Regression Analysis

Moderated regression analysis was carried out through three sequential models. A summary of the results of the three models is presented in Table 1.

Table 1. Summary of Moderated Regression Analysis Results

Variable	Model 1 (B)	Model 2 (B)	Model 3 (B)	Sig. (Model 3)
Constant	6.626	2.033	29.202	0.525
Competence (X1)	0.194	0.149	0.190	0.011
Organizational Commitment (X2)	0.424	0.421	0.604	0.008
HR Capacity Strengthening (X3)	0.423	0.348	0.744	0.000
Local Leadership Support (M)	-	0.218	0.031	0.043
X1 * M	-	-	0.002	0.035
X2 * M	-	-	0.008	0.000
X3 * M	-	-	0.003	0.000

Source: Primary data processing results (2026).

Model 1 shows that competence, organizational commitment, and human resource capacity strengthening each individually have a positive effect on performance, with regression coefficients of 0.194, 0.424, and 0.423, respectively. Model 2 adds local leadership support as an independent variable, with a positive coefficient of 0.218, indicating that local leadership support also makes a direct contribution to performance. Model 3, the main model for testing moderation, shows that all interaction coefficients (X1*M, X2*M, X3*M) are positive and significant, indicating that local leadership support strengthens the effect of the three independent variables on performance.

4.3 Coefficient of Determination

The results of the coefficient of determination analysis in Model 3 show an Adjusted R Square value of 0.767. This value indicates that competence, organizational commitment, human resource capacity strengthening, local leadership support, and their interactions with local leadership support together explain 76.7% of the variance in the performance of Village PKK Cadres, while the remaining 23.3% is explained by other factors outside this research model, such as work motivation, job satisfaction, and organizational culture.

4.4 Hypothesis Testing

Table 2. Hypothesis Testing Results (Model 3)

Hypothesis	t-count	Sig.	Remarks
H1: Competence → Performance	2.738	0.011	Accepted
H2: Organizational Commitment → Performance	2.816	0.008	Accepted
H3: HR Capacity Strengthening → Performance	4.111	0.000	Accepted
H4: M moderates Competence → Performance	2.271	0.035	Accepted
H5: M moderates Organizational Commitment → Performance	3.423	0.000	Accepted
H6: M moderates HR Capacity Strengthening → Performance	3.063	0.000	Accepted

Source: Primary data processing results (2026), t-table = 1.966 ($\alpha = 0.05$; $df = 378$).

All t-count values are greater than the t-table value (1.966) with a significance level below 0.05, so all six research hypotheses (H1–H6) are accepted. These findings confirm that competence, organizational

commitment, and human resource capacity strengthening each have a significant positive effect on performance, and that local leadership support consistently moderates (strengthens) all three effects.

Discussion

Effect of Competence on Performance

The findings show that competence has a significant positive effect on the performance of Village PKK Cadres, consistent with the findings of Anggraeni et al. (2023), Poetrayana et al. (2023), Sjafai et al. (2024), Kaswidah et al. (2025), Rahayu et al. (2024), and Hamzali (2024). This finding is consistent with the Resource-Based View perspective, in which cadres' competence in the form of knowledge, skills, and abilities is a valuable, difficult-to-imitate strategic asset that becomes a source of advantage in implementing PKK programs. The higher the competence possessed by cadres, the more optimal the utilization of organizational resources in supporting the achievement of PKK objectives.

Effect of Organizational Commitment on Performance

Organizational commitment is shown to have a significant positive effect on performance, reinforcing the findings of Saragih and Huasuhut (2022), Anggraeni et al. (2023), Sjafai et al. (2024), Kaswidah et al. (2025), Zaldhy and Supriyatno (2023), Anggoro (2024), Rahayu et al. (2024), and Hamzali (2024). From the RBV perspective, organizational commitment is a valuable intangible resource because it encourages cadres to identify with the organization's goals and exert their best efforts, thereby contributing to the quality of task execution and active participation in PKK activities.

Effect of Human Resource Capacity Strengthening on Performance

Human resource capacity strengthening has a significant positive effect on performance, consistent with the findings of Saragih and Huasuhut (2022), Kaswidah et al. (2025), and Zaldhy and Supriyatno (2023). In line with the RBV perspective, human resource capacity strengthening is a strategic investment that increases the value of human resources through the development of knowledge, skills, and adaptive ability, making cadres better prepared to face the dynamics of the program and able to carry out their roles more productively. A similar pattern was observed in other community-based empowerment programs, such as intensive halal certification training for MSME actors in Geresik Village, which was shown to improve participants' capacity and knowledge, although the sustainability of its impact still requires continuous education and financial support (Elfa et al., 2024).

Moderating Role of Local Leadership Support

Local leadership support is shown to moderate the effect of competence, organizational commitment, and human resource capacity strengthening on performance, consistent with the findings of Poetrayana et al. (2023), Zaldhy and Supriyatno (2023), and Anggoro (2024), although this differs from the findings of Rahayu et al. (2024), who did not find a significant moderating effect. From the RBV perspective, local leadership support functions as an organizational capability that enables cadres' strategic resources (competence, commitment, and capacity) to be utilized more effectively. When village leaders provide direction, facilitation, motivation, and recognition of work results, the effect of these three factors on performance becomes stronger. Conversely, without adequate leadership support, cadres' strategic resources may not necessarily translate optimally into performance. These findings confirm that the performance advantage of community-based organizations such as PKK results from a synergy between the quality of human resources and local leadership's capability to manage those resources.

5. CONCLUSION

Based on the results of the analysis and discussion, it can be concluded that competence, organizational commitment, and human resource capacity strengthening each have a significant positive effect on the performance of Village PKK Cadres in Kuningan Regency. Local leadership support is shown to moderate (strengthen) the effect of these three variables on performance. The research model explains

76.7% of the variance in performance, indicating that the combination of cadres' internal resources and local leadership capability is a key determinant of cadre performance at the village level. Local governments are advised to develop a PKK cadre empowerment program based on participative leadership integrated with proactive competence training, given that the lowest-scoring competence item indicates that cadres still tend to wait for instructions and show limited initiative. Organizational commitment can be strengthened through a sustainable, engagement-based coaching system that combines self-capacity development with the internalization of organizational values. Human resource capacity strengthening should focus on improving cadres' adaptive ability through simulations of new programs and experience-based learning. Village governments are advised to develop a local leadership support model based on a structured performance appreciation system, including formal recognition and constructive feedback, given that the lowest-scoring local leadership support item relates to the scarcity of praise for cadres' performance. Future researchers are advised to examine other variables that may influence performance, such as work motivation, job satisfaction, leadership style, organizational culture, and employee engagement, to enrich the understanding of performance determinants among cadres of community-based organizations. In selecting a target journal, future researchers may also make use of bibliometric mapping of journals in the fields of strategy and human resource management as a reference for choosing a relevant and reputable journal (Elfa & Tyas, 2025).

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