

## IMPACT OF WORK ENGAGEMENT AND SOCIAL CAPITAL ON EMPLOYEE PERFORMANCE AND ORGANIZATION COMMITMENT AS AN INTERVENING (FINANCIAL INSTITUTIONS IN SOLO RAYA)

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**Abstract:** A company's most valuable asset is its workforce, and a successful workforce is the cornerstone of any business. Retaining productive and high-performing employees who can assist the company in reaching its goals and objectives while competing globally is a challenge for modern businesses. The study is to measure the influence of job involvement and social capital on employee performance using organisational commitment as a mediating variable. One hundred participants completed an online survey using a Google form as part of this study. The sampling process made use of purposeful sampling. Use intelligent PLS analysis to assess the reliability and validity of the outer model. Hypotheses are tested using the smartPLS inner and outer models. The results showed that organisational commitment, work involvement, and social capital all had favourable and significant effects on employee performance. Furthermore, the positive and noteworthy impacts of social capital on employee performance are partially mediated by organisational commitment. the effect of social capital and job involvement on worker performance

**Keywords:** Social Capital, Work Involvement, Organizational Commitment, And Employee Performance

**Abstrak:** Aset perusahaan yang paling berharga adalah tenaga kerjanya, dan tenaga kerja yang sukses adalah landasan dari setiap bisnis. Mempertahankan karyawan yang produktif dan berkinerja tinggi yang dapat membantu perusahaan dalam mencapai tujuan dan sasarannya sambil bersaing secara global merupakan tantangan bagi bisnis modern. Penelitian ini bertujuan untuk mengukur pengaruh keterlibatan kerja dan modal sosial terhadap kinerja karyawan dengan menggunakan komitmen organisasi sebagai variabel mediasi. Seratus peserta menyelesaikan survei daring menggunakan formulir Google sebagai bagian dari penelitian ini. Proses pengambilan sampel menggunakan pengambilan sampel yang bertujuan. Gunakan analisis PLS yang cerdas untuk menilai keandalan dan validitas model luar. Hipotesis diuji

menggunakan model dalam dan luar smartPLS. Hasil penelitian menunjukkan bahwa komitmen organisasi, keterlibatan kerja, dan modal sosial semuanya memiliki efek yang menguntungkan dan signifikan terhadap kinerja karyawan. Lebih jauh, dampak positif dan penting dari modal sosial terhadap kinerja karyawan sebagian dimediasi oleh komitmen organisasi. Pengaruh modal sosial dan keterlibatan kerja terhadap kinerja pekerja.

**Kata Kunci:** Modal Sosial, Keterlibatan Kerja, Komitmen Organisasi, dan Kinerja Karyawan

## INTRODUCTION

In the era of globalisation, business competition is becoming increasingly intense. Human resources are one of the most important variables in the current era of global competitiveness because an organization's success depends entirely on the competency and capabilities of its human resources. A company's most valuable assets are its people, who create and achieve its success. Businesses now have the challenge of keeping productive, high-performing employees who can help them achieve their goals and targets while also competing with other companies. Employees are the first to help ensure the company's longevity by optimising efficacy and efficiency. The capacity of the business to develop the abilities required to obtain and maintain a competitive advantage in this circumstance (Suciningati & Raharjo, 2019).

Because employee work quality is directly related to the company's performance, the corporation needs to increase and improve worker productivity. Sustainable skills have an impact on future performance and environmental impact because social factors influence employee attitudes and conduct. For this reason, a lot of businesses focus on creating organisational sustainability in terms of both the economy and the environment (Kumala & Agustina, 2018). One of the main factors influencing successful employee performance is social capital.

Pertiwi (2020) defines social capital as a set of resources that encourage involvement in an organisation with social norms that place a high value on knowledge and recognition earned via reciprocity between people who are closely related in order to improve performance. Social capital is thought to be crucial in assisting companies in creating a safer system. Unlike other forms of wealth, social capital has an innate structure of relationships between members and between individuals. Although social capital and organisational commitment have been found to be positively correlated by some researchers, other studies suggest that social capital is an antecedent of sustainability and that its sustainability is uncertain. According to Wahyuningsih

(2020), social capital is the result of social behaviour that enables an organisation to endure throughout time. The emotional condition of participating in business operations by assisting the organisation in achieving its goals is known as work engagement. Employee pride will be fostered by their positions inside the business (Chandra et al., 2022). Employee involvement is a strategy used by management to encourage staff people to share ideas and demonstrate their ability to achieve company goals. The importance of job engagement affects the company's productivity, satisfaction, and success. Two advantages of job engagement are improved productivity quality and an atmosphere where employees' goals and those of the organisation are in harmony.

Commitment, a form of valuable assurance, is closely associated with the belief that commitment will occur if the connection is meaningful. Organisational commitment is demonstrated by employee identification, engagement, and emotional tie to the company. Aspects of job commitment include an employee's attitude towards a company, their readiness to work hard, and their emotional connection to the company (Giyanisa, 2021). Researchers have shown that employees are more likely to be engaged when contextual resources are available. It's noteworthy that this study anticipates social capital to be a major relational resource that promotes engagement in the workplace. This is supported by the fact that when employees trust their managers, they are more likely to divulge important information.

Trust provides a sense of security that has been established to boost employee engagement at work and facilitate job completion. However, consider the impact of leadership social capital on staff engagement. A person is more likely to develop job engagement if they believe that they and their workplace are a good fit, claim Steven & Prasetyo (2020). This means that supervisors fail to meet their goals because they are incompatible with their employees, which causes a lot of stress and dissatisfaction and reduces employee engagement.

Given the above description, which suggests a relationship between social support and employee performance with organisational commitment and innovative performance, the author intends to conduct a study titled "The Effect of Social Capital and Work Engagement on Employee Performance with Organisational Commitment as an Intervening Variable."

## **Hypothesis**

### ***The effect of social capital on employee performance***

Social capital is essential for establishing trust and has the potential to bring employees together in a way that is advantageous to both sides and develops the business. Wahyuningsih (2020) defines social capital as a group of social interactions that maintain the unity of an organisation. An individual will not be a source of social capital if they are unable to interact with the beneficiary network, are unwilling to do so, or lack the requisite abilities. According to Pertiwi (2020), people will find it challenging to contribute to the organisation if they do not have a source of social capital. One cannot solve problems on their alone; therefore, assistance or cooperation from others is necessary to resolve problems as soon as possible and as efficiently as possible.

The results of the study show that social capital enhances employee performance (Effendi, 2021). The results of this study are supported by other researchers who found that social capital enhances employee performance (Pertiwi, 2020). According to the description provided, the first theory is:

H1: Social capital has a beneficial effect on employee performance.

### ***The Impact of Work Engagement on Employee Performance***

Ali and Agustian (2018) assert that work engagement influences people's growth and job satisfaction and is essential to obtaining a competitive edge in the global economy. Many firms consider work management solutions because they want to improve staff performance. Therefore, promoting employees' job engagement is the only way to get them to put in more effort (Giyanisa, 2021). Compassionate work is highly favoured by employees who are highly involved in their jobs. If employees feel that their work is important and valuable, they will perform at their best and be monetarily and psychologically appreciated, which is necessary to create work engagement and make them feel that their work is essential to their self-esteem.

The results of the study show that work engagement has a beneficial effect on employee performance (Chandra et al., 2022). The results of this study are supported by other researchers' conclusions that work engagement positively affects employee performance (Khan et al., 2011). The above description serves as the foundation for the second theory:

H2: Work participation has a favourable effect on employee performance.

### ***The Effect of Social Capital on Organisational Commitment***

Because social capital can affect both individual and collective productivity, it is essential in businesses that involve employees, norms, social networks, and beliefs (Febrianto & Fitriana, 2018). Social capital can boost organisational success by encouraging people to adopt particular behaviours since it efficiently facilitates norms, networks, and attitudes. The network in question could be firmly or loosely connected. Maintaining good relationships and interacting often can build a strong network of connections; conversely, conflicts between coworkers in relationships can cause a weak network and lead to a loss of familiarity (Marantika, 2021). In situations where nurses interact with one another on a regular basis, social capital, as nurses define it, can affect an individual's commitment to the organisation.

The results of the study show that social capital has a favourable effect on organisational commitment (Effendi, 2021). According to the description above, the fourth hypothesis is:

H3: Social capital has a favourable effect on organisational commitment.

### ***The Effect of Work Engagement on Organisational Commitment***

One could argue that highly engaged workers place a high value on their work based on how they see themselves. One may say that employees are engaged in their work if they actively participate in work-related activities and consider their occupations to be the most important portion of their life. Accordingly, job engagement has a major influence on employee productivity and efficiency and is essential for increasing individual work involvement (Khan et al., 2011). Work participation is one of the internal components that needs to be improved in order to get peak performance. By exploiting employees' full potential, work engagement is a participative approach that promotes increased organisational commitment. Doing their best to show a high level of dedication to the organisation is one way that employees participate in their work (Chandra et al., 2022).

The study's results show that work involvement has a beneficial impact on organisational commitment, which is consistent with Khan et al. (2011). According to the description above, the fourth hypothesis is:

H4: Work involvement has a favourable effect on organisational commitment.

### ***The Effect of Organisational Commitment on Employee Performance***

Organisational commitment is demonstrated by strong drive to stick with the organisation, a desire to work hard in accordance with its aims, and a belief that its values and

objectives are acceptable. Organisational commitment, according to Satria et al. (2018), is an attitude that shows self-loyalty to the organisation and a consistent process of raising issues and choosing to stay rather than leave. Employee performance is greatly improved by organisational commitment, according to a number of studies, including one by Satria et al. (2018). According to the description above, the fifth hypothesis is:

H5: Organisational commitment has a favourable effect on employee performance.

***An intervening variable in the relationship between employee performance and social capital is organisational commitment.***

A strong organisation must have a broad network, mutually accepted principles, and trust. One essential component of society and social organisations is social capital, which is composed of pertinent norms, trust, and networks (Wahyuningsih, 2020). The relationship between social capital and performance with organisational commitment is based on the idea that social resources are a form of social support that helps people get through their challenges. Among the social resources that come from social capital and are used as social aid to the mutual benefit of all network members are trust, information, and assistance. An employee's performance will therefore improve when they have a strong commitment to the organisation and receive social support (Steven & Prasetyo, 2020).

The results of the study show that social capital enhances employee performance when organisational commitment is employed as an intervening variable (Marantika, 2021). According to the description above, the sixth hypothesis is:

H6: Social capital enhances employee performance when organisational commitment is used as an intervening variable.

***An intervening variable in the link between employee performance and work engagement is organisational commitment.***

The explanation for the organization's decreasing level of human productivity is the lack of employees working on the assignment. Therefore, it is essential to involve people in every work more often if a company wants to be deemed effective. This will increase output and demonstrate that workers are more committed to their jobs (Giyanisa, 2021). Individuals who do not engage with their company will feel that their work is not important for their self-worth and that they have no emotional attachment to it, which will eventually cause their performance to suffer (Giyanisa, 2021). Workers are less inclined to share ideas and contributions and are

less committed to their work as a result of the organization's low employee commitment level. The results of the study show that work involvement has a beneficial effect on performance (Giyanisa, 2021). In the analysis of work participation, organisational commitment is an intervening variable that positively affects employee performance (Chandra et al., 2022). As mentioned in the description above, the study's hypothesis is:

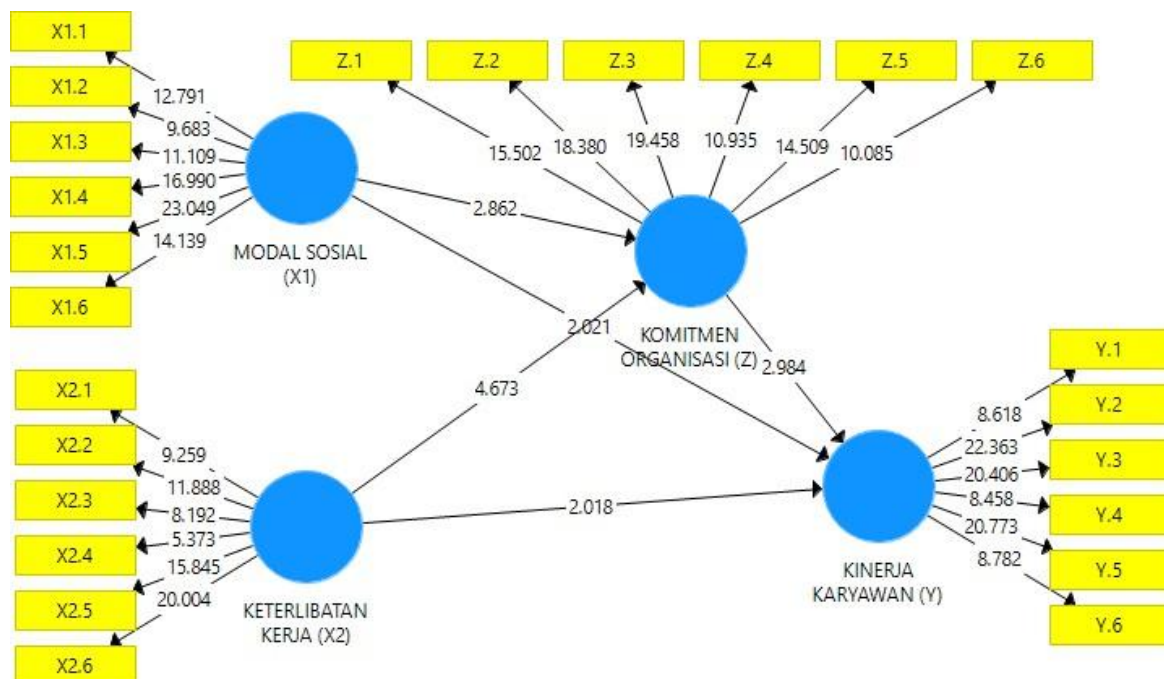
H7: Positive interactions between employee performance and work engagement is organisational commitment.

## **METHOD**

This work is classified as quantitative research. Quantitative research methods are based on positivism and aim to test a hypothesis by using research instruments to gather data on a particular population or sample (Sugiyono, 2012). The study's participants were workers at the financial institutions in Solo Raya. The sample approach used in this study was purposeful sampling. Researchers decide to use non-probability sampling variations for intentional sampling. The term "purposeful sampling" describes a sample whose makeup has been determined by researchers based on predetermined criteria to offer limitations on sample selection (Imam Gozali, 2016). The study's samples included 105 responders. This study employed primary data, which was obtained directly from respondents using a questionnaire (Abubakar, et al., 2025). This study uses the Partial Least Square (PLS) data analysis method with SmartPLS Software. The Inner Model and the Outer Model are the two halves of PLS-SEM analysis (Hidayat, et al., 2023).

## **RESULTS AND DISCUSSION**

Inner Model Analysis This study will explain the results of the goodness of fit, hypothesis, and path coefficient tests.



**Figur 1. Inner Model**

The inner model is used to examine the relationship between two latent variables. For inner model testing, three analyses are available: R<sup>2</sup> value (R-square), path coefficient, and Goodness of Fit (Gof). 1.1 Model Fit Test The R<sup>2</sup> or R-Square value shows the influence of exogenous variables on endogenous variables. A higher R<sup>2</sup> score indicates a stronger level of determination. According to R<sup>2</sup> values of 0.75, 0.50, and 0.25, the model can be categorised as strong, moderate, or weak (Ghozali, 2015). The following are the determination coefficient values for this study.

**Table 1. R-Square**

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Employee Performance(Y)	0,576	0,562
Commitment Organisation (Z)	0,568	0,559

R-Square is used to assess the degree to which social capital and job involvement impact employee performance, as seen in the above table. A value of 0.579, or 57.9%, indicates a moderate relationship between the two variables. The impact of social capital and job involvement on employee performance is then assessed using R-Square; a value of 0.568, or 56.8%, indicates a moderate relationship between the two variables. The Q-Square value, according to the study's conclusions, is 0.816832. According to this conclusion, the research model can explain 81.68% of the diversity of research data, with the remaining 18.32% coming



from elements not included in the research model. Based on the results of these calculations, it is feasible to draw the conclusion that this research model has a good goodness of fit

### Hypothesis Testing

When the p value is less than 0.05, there is a direct influence between the variables; when it is greater than 0.05, there is no influence at all. The significance value used in this study is the t-statistic 1.96 (significant threshold = 5%). If the t-statistic value is higher than 1.96, there is a significant effect. Hypotheses are tested using software known as SmartPLS (Partial Least Square) 3.0. The path coefficient value for the test results is displayed below.

**Tabel 2.** *Path Coefisien (Direct Effect)*

	Hipotesis	<i>Original Sample</i>	<i>T - Statistics</i>	<i>P Values</i>	Keterangan
Social Capital → Employee Performance	H1	0,230	2,021	0,044	Positif Signifikan
Work Engagement → Employee Performance	H2	0,242	2,018	0,044	Positif Signifikan
Social Capital → Organizational Commitment	H3	0,313	2,862	0,004	Positif Signifikan
Work Engagement → Organizational Commitment	H4	0,491	4,673	0,000	Positif Signifikan
Organizational Commitment → Employee Performance	H5	0,369	2,984	0,003	Positif Signifikan

The above table serves as the basis for the interpretation that follows: The first hypothesis investigates whether social capital has a significant and positive impact on employee performance. A t-statistic value of 2.021, a magnitude of influence of 0.230, and a p-value of 0.044 are shown in the previously described table. Given that the p-value is less than 0.05 and the t-statistic value is larger than 1.96, the first hypothesis is accepted.

The second hypothesis explores whether work involvement has a positive and significant impact on employee performance. A t-statistic value of 2.018, a magnitude of influence of 0.242, and a p-value of 0.044 are shown in the previously described table. Given that the p-value is less than 0.05 and the t-statistic value is larger than 1.96, the second hypothesis is accepted. The third hypothesis explores whether social capital has a large and positive impact on organisational commitment. The table given above shows a t-statistic value of 2.862, a size of influence of 0.313, and a p-value of 0.004. Given that the p-value is less than 0.05 and the t-statistic value is larger than 1.96, the third hypothesis is supported. The fourth hypothesis explores whether work engagement has a positive and significant impact on organisational commitment. The table given above shows a t-statistic value of 4.673, a size of

influence of 0.491, and a p-value of 0.000. Given that the p-value is less than 0.05 and the t-statistic value is larger than 1.96, the fourth hypothesis is supported. The fifth hypothesis explores whether organisational commitment has a positive and significant impact on employee performance. The table given above shows a t-statistic value of 2.984, a magnitude of influence of 0.369, and a p-value of 0.003. Given that the p-value is less than 0.05 and the t-statistic value is larger than 1.96, the fifth hypothesis is accepted.

Indirect effect testing is the following step, which is indicated by the specific indirect effect's results. If a P-Value is less than 0.05, it is deemed significant. This suggests that the mediator variable mediates the impact of an exogenous variable on an endogenous variable; in other words, the influence is indirect. If P-Value is more than 0.05, it is not significant. This suggests that the mediator variable does not moderate the effect of an external variable on an endogenous variable. Juliandi (2018) asserts that the influence is direct. Here is a list of the specific indirect model values.

**Table 3.** Indirect Effect

Indirect Effect	Original Sample	t-Statistics	P Values	Information
Sosial Capital→ Organisation Commitment→Employee Performance	0,118	2,279	0,023	<b>Significant Positives</b>
Work Engagement → Organisation Commitment→Employee Performance	0,181	2,286	0,023	<b>Significant Positives</b>

Based on the information in the preceding table, the sixth hypothesis investigates whether organisational commitment mediates the relationship between venture capital and employee performance. The table above indicates that venture capital has a t-statistic value of 2.279, which is greater than 1.96, and a p-value of 0.023, which is less than 0.05. Therefore, it may be concluded that organisational commitment may serve as a partial mediating factor between employee performance and venture capital. The seventh hypothesis examines whether organisational commitment acts as a mediator in the relationship between worker performance and work involvement. The aforementioned table indicates that the p value is 0.023, which indicates <0.05, and the work involvement value is 2.286, which indicates > 1.96. Therefore, it can be concluded that organisational commitment may serve as a partial mediating factor between employee performance and work involvement.

## Discussion

The results of the investigation show that worker performance is greatly enhanced by social capital. consistent with the results of the hypothesis test, which show a

t-statistic value of 2.018, a significant influence of 0.242, and a p-value of 0.044. with a t-statistic value  $> 1.96$  and a p-value  $< 0.05$ . This makes it clear that social capital is the main component of trust and can encourage productive teamwork among staff members with the aim of enhancing the business. The findings of this study are consistent with those of a study by Ghifary (2017), which discovered that social capital significantly and favourably affects employee performance. Furthermore, study with similar findings was also carried out by Pardiman (2018), who discovered that social capital significantly and favourably affects employee performance.

The question of whether social capital influences employee performance is also addressed by the study's findings. The analysis's findings demonstrate that employee performance is significantly improved by work involvement. In line with the hypothesis test results, which display a p-value of 0.044, a strong influence of 0.242, and a t-statistic value of 2.018. with a t-statistic value  $> 1.96$  and a p-value  $< 0.05$ . That's explained by this. Achieving a competitive edge in the global market and inspiring employees to work hard are both largely dependent on job engagement, which also influences improvements in worker performance in the workplace.

The findings of this study are consistent with studies by Wijayanti and Rusdiana (2014), which discovered that employee performance is positively and significantly impacted by work engagement. Iqbal Khan et al. (2011) also conducted study that yielded similar findings, demonstrating that employee performance is positively and significantly impacted by work engagement.

The study's findings also address the question of whether employee performance is impacted by work engagement. The analysis's findings demonstrate that social capital significantly improves organisational commitment. In line with the hypothesis test results, which display a p-value of 0.004 and a t-statistic value of 2.862 with a strong influence of 0.313. with a t-statistic value  $> 1.96$  and a p-value  $< 0.05$ . This illustrates how social capital can improve corporate performance by effectively facilitating norms, networks, and attitudes that enable people to engage in particular ways.

The study's findings are consistent with research by Sayadi and Hayati (2014), which discovered that social capital significantly and favourably influences organisational commitment. Furthermore, research with similar findings was also conducted by Pardiman (2018), who discovered that social capital significantly and favourably influences organisational commitment. The question of whether social capital affects organisational commitment is also addressed by the study's findings. The analysis's findings demonstrate that organisational commitment is significantly enhanced by work involvement. In line with the hypothesis test results, which display a p-value of 0.000, a large influence of 0.491, and a t-statistic value of 4.673. with a t-statistic value  $> 1.96$  and a p-value  $< 0.05$ . This explains why highly involved employees believe that their work is crucial to their inner selves and that it is the most significant aspect of their lives. This indicates that job engagement plays a critical role in raising individual work engagement and has a significant effect on staff productivity and efficiency.

The findings of this study are consistent with research by Iqbal Khan et al. (2011), which discovered that organisational commitment is positively and significantly impacted by work engagement. Furthermore, research with similar findings was also conducted by Sigh & Grupta (2015), which concluded that organisational commitment is positively and significantly impacted by work engagement. The analysis's findings indicate that organisational commitment has a positive and significant impact on employees' work performance, consistent with the results of the hypothesis test, which show a t-statistic of 2,984 with a p-value of 0,003 and a pengaruh of 0,369 as well. t-statistic  $> 1.96$  and p-value  $< 0.05$ , respectively.

Employee performance will be impacted by organisational commitment, which is defined as a strong desire to stay a member of the organisation, a desire to work hard in line with the organization's goals, and a belief that the organization's values and goals are acceptable.

The findings of this study are consistent with research by Widjajani (2017), which discovered that employee performance is positively and significantly impacted by organisational commitment. Furthermore, according to studies with similar findings, organisational commitment significantly and favourably affects employee performance (Azzahra & Maryati, 2016). The study's findings also address the question of whether employee performance is impacted by organisational commitment.

The analysis's findings demonstrate that the relationship between social capital and employee performance is mediated by organisational commitment. in line with the indirect effects analysis's findings, which indicate that they are substantially positive. This is demonstrated by the business capital t-statistic value of 2.279, which indicates  $> 1.96$ , and a p value of 0.023, which indicates  $< 0.05$ . The theory of social resources as a type of social assistance for people to overcome their difficulties forms the basis of the findings of the relationship between social capital and performance with organisational commitment. assistance, knowledge, and trust are just a few of the social resources derived from social capital that are utilised as social assistance to the mutual advantage of all network members. Therefore, an employee will receive social assistance to increase their performance if they have a strong commitment to the organisation.

The findings of this study are consistent with studies by Emhan et al. (2016) and Pardiman (2018), which discovered that organisational commitment can act as a mediator in the relationship between employee performance and social capital. These findings provide an answer to the question of whether organisational commitment, an intervening variable, influences employee performance in relation to social capital. The analysis's findings indicate that the relationship between work involvement and employee performance is mediated by organisational commitment. in line with the indirect effects analysis's findings, which indicate that they are substantially positive. demonstrated by the p value of 0.023, which indicates  $< 0.05$ , and the work involvement value of 2.286, which indicates  $> 1.96$ .

These findings suggest that a lack of people engaged in the task is the root cause of the organization's human productivity level. Therefore, in order for an organisation to be considered successful, it is necessary to include individuals in each task more frequently. This will raise employee commitment to the work and boost productivity. The findings of this study are consistent with studies by Aleinein (2016) and Widjajani et al. (2017), which discovered that organisational commitment can act as a mediator in the relationship between employee performance and work involvement. These findings provide an answer to the question of whether organisational commitment, an intervening variable, influences employee performance in relation to social capital.

## CONCLUSION

Conclusion Based on the analysis conducted, the study's findings support the first hypothesis, which states that social capital significantly and favourably affects employee performance. The second hypothesis is supported since employee performance is positively and significantly impacted by work involvement. The third premise is validated by the positive and considerable impact of social capital on organisational commitment. The fourth hypothesis is supported since work involvement has a favourable and significant impact on organisational commitment. The fifth hypothesis is supported since employee performance is positively and significantly impacted by organisational commitment. The sixth hypothesis is validated since the impact of social capital on employee performance is mediated by organisational commitment. The seventh hypothesis is supported since work involvement's impact on employee performance is mediated by organisational commitment. 2.2 Suggestions Some recommendations that are required for the future and will be used as evaluation materials are: Additional variables that have not been revealed in this study are anticipated to be used in future research to explain additional elements that may also impact employee performance. To improve generalisation and variety in research findings, more respondents with a range of traits should be included in the study.

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