

Organizational Capability as a Mediator of the Effects of Social Innovation, Collaborative Culture, and Good Youth Governance on Youth Organizational Competitiveness

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ABSTRACT

The competitiveness of youth organizations has become increasingly important in supporting youth participation and sustainable organizational development. This study aims to examine the effects of Social Innovation, Collaborative Culture, and Good Youth Governance on Youth Organizational Competitiveness, with Organizational Capability serving as a mediating variable. This study employed a quantitative approach using an explanatory research design. Data were collected from 200 members of youth organizations in Pangkalpinang City, Indonesia, selected through purposive sampling. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.118. The results indicate that Social Innovation, Collaborative Culture, and Good Youth Governance have positive and significant effects on Organizational Capability and Youth Organizational Competitiveness. In addition, Organizational Capability has a positive and significant effect on Youth Organizational Competitiveness and partially mediates the relationships between the three independent variables and organizational competitiveness. These findings highlight the importance of strengthening organizational capability through innovation, collaboration, and good governance to improve the competitiveness of youth organizations. This study contributes to the development of organizational management literature and provides practical recommendations for policymakers and youth organizations in enhancing organizational competitiveness.

INTRODUCTION

Global environmental changes driven by technological disruption, increasing social complexity, and the growing demand for sustainable development have transformed the way organizations create and sustain competitive advantage. Organizations are no longer expected merely to manage resources efficiently but are also required to continuously adapt, innovate,

foster collaboration, and create sustainable value. The Resource-Based View (RBV) argues that competitive advantage is derived from resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). However, this perspective has been criticized for its limited ability to explain how organizations maintain competitive advantage in rapidly changing environments. To address this limitation, Dynamic Capabilities Theory emphasizes an organization's ability to integrate, build, and reconfigure its resources continuously in response to environmental changes (Helfat & Peteraf, 2003). From this perspective, organizational capability is not merely an operational resource but a strategic mechanism that enables organizations to achieve and sustain long-term competitiveness.

Recent studies have shown that the development of organizational capability results from the interaction of multiple complementary strategic factors. Among these, Social Innovation, Collaborative Culture, and Good Youth Governance have emerged as key determinants of organizational effectiveness and long-term competitiveness. Social innovation enables organizations to generate creative solutions to complex social challenges while enhancing their capacity to create sustainable value (Cajaiba-Santana, 2014; Howaldt et al., 2016). Likewise, a collaborative culture facilitates knowledge sharing, organizational learning, and collective problem-solving, thereby strengthening an organization's adaptive capacity and competitive advantage (Donate & Sánchez de Pablo, 2015; Lei et al., 2017). In addition, the implementation of Good Youth Governance, characterized by transparency, accountability, participation, responsiveness, and adherence to organizational principles, contributes to more effective decision-making, efficient resource management, and sustainable organizational development. Together, these strategic factors are expected to strengthen organizational capability, enabling youth organizations to respond more effectively to environmental changes and enhance their organizational competitiveness.

Strengthening youth organizations in Indonesia has become increasingly important given the significant role of young people as agents of change in national development. According to Statistics Indonesia (BPS, 2024), the country's youth population aged 16–30 years reached approximately 64.22 million, accounting for nearly one-fifth of Indonesia's total population. Although the Youth Development Index (YDI) has shown steady improvement over the past decade, substantial challenges remain, particularly in the areas of youth leadership, participation, and empowerment (Ministry of Youth and Sports of the Republic of Indonesia, 2025). At the local level, youth organizations in Pangkalpinang City also possess considerable potential to contribute to regional development. Data from the 2024 Regional Deliberation of the Indonesian National Youth Committee indicate that 42 youth organizations are officially registered as KNPI members. This reflects strong potential for youth participation and inter-organizational collaboration while simultaneously highlighting the need to strengthen organizational capability, governance, and competitiveness to ensure that these organizations can effectively fulfill their roles in regional development. In response to these challenges, the Pangkalpinang City Government, through the Department of Youth

and Sports, has implemented various strategic initiatives, including international youth exchange, regional youth development, entrepreneurship development, environmental awareness programs, youth leadership development, and organizational capacity-building programs. These initiatives are intended to enhance leadership, innovation, collaboration, organizational capability, and active participation among youth organizations in supporting regional development.

Despite the continuous implementation of various youth development programs, empirical evidence suggests that efforts to strengthen youth organizations have not yet achieved the expected outcomes. Data from the National Unity and Political Affairs Agency of Pangkalpinang City indicate that a number of community organizations remain inactive or have become dormant. This condition is also evident among youth organizations, where several organizations are no longer actively operating, indicating persistent challenges to organizational sustainability. These findings suggest that government-led development programs alone are insufficient to produce youth organizations that are adaptive, competitive, and sustainable. Therefore, a more comprehensive understanding is needed of how Social Innovation, Collaborative Culture, Good Youth Governance, and Organizational Capability interact to strengthen the competitiveness of youth organizations. Addressing this issue is particularly important for developing evidence-based strategies to enhance the long-term effectiveness and sustainability of youth organizations.

Although numerous studies have examined the factors influencing organizational performance and competitiveness, existing research has generally investigated Social Innovation, Collaborative Culture, Good Governance, and Organizational Capability as independent constructs rather than as an integrated framework. Previous studies have demonstrated that Social Innovation enhances an organization's ability to create social value and strengthen competitiveness (Cajaiba-Santana, 2014; Rodrigues et al., 2022). Similarly, a Collaborative Culture has been shown to promote organizational learning, knowledge sharing, and adaptive capability (AlNuaimi et al., 2022; Lei et al., 2017), while the implementation of Good Governance improves organizational effectiveness and overall performance (Mubarak & Petraite, 2020; Carmeli et al., 2017). Furthermore, Organizational Capability has been identified as a strategic resource that enables organizations to integrate resources, respond to environmental change, and sustain competitive advantage (Mikalef & Gupta, 2021; Teece, 2018). However, the existing literature remains fragmented in two important respects. First, most empirical studies have focused on business organizations, public institutions, or nonprofit organizations, with limited attention given to youth organizations. Second, relatively few studies have simultaneously examined the combined effects of Social Innovation, Collaborative Culture, and Good Youth Governance, while positioning Organizational Capability as the mediating mechanism through which these factors enhance Youth Organizational Competitiveness, particularly within the context of local government in Indonesia. Consequently, there is still no comprehensive empirical model that explains how

these strategic factors interact to develop organizational capability and, ultimately, strengthen the competitiveness of youth organizations. Addressing this gap is essential for advancing theoretical understanding and providing an evidence-based foundation for policies aimed at strengthening youth organizations.

Based on the identified empirical and conceptual gaps, this study proposes an integrated model that examines Social Innovation, Collaborative Culture, and Good Youth Governance as key determinants of Youth Organizational Competitiveness, with Organizational Capability serving as the mediating mechanism. The novelty of this study lies not only in integrating these four constructs into a single conceptual framework but also in empirically examining the mediating role of organizational capability within the context of youth organizations operating at the local government level, an area that has received limited scholarly attention. Unlike previous studies, which have predominantly investigated these relationships separately or within business, public, and nonprofit organizations, this study specifically focuses on youth organizations by adopting the Dynamic Capability Theory perspective to explain how organizational capability transforms social innovation, collaborative culture, and good youth governance into sustainable competitive advantage. Accordingly, this study contributes to the literature by extending the application of Dynamic Capability Theory to the youth organization context while providing empirical evidence on the strategic role of organizational capability in enhancing organizational competitiveness. From a practical perspective, the findings are expected to provide valuable insights for local governments, Departments of Youth and Sports, and youth organizations in designing more effective and sustainable organizational capacity-building strategies. Accordingly, the objective of this study is to examine the effects of Social Innovation, Collaborative Culture, and Good Youth Governance on Youth Organizational Competitiveness, with Organizational Capability as a mediating variable, using youth organizations in Pangkalpinang City as the empirical setting.

RESEARCH METHODS

This study employed a quantitative approach using an explanatory research design to examine the causal relationships among Social Innovation, Collaborative Culture, Good Youth Governance, and Youth Organizational Competitiveness, with Organizational Capability serving as the mediating variable. The research was conducted among youth organizations in Pangkalpinang City, Bangka Belitung Islands Province, Indonesia. The target population comprised active members of youth organizations affiliated with the Indonesian National Youth Committee, Karang Taruna, registered Youth Organizations, and youth communities actively involved in social and regional development activities. A purposive sampling technique was employed, with respondents required to have been active members of their respective organizations for at least one year to ensure adequate knowledge of organizational activities and governance practices. A total of 200 respondents participated in

the survey, satisfying the recommended sample size for Partial Least Squares Structural Equation Modeling (PLS-SEM) as suggested by (Hair et al., 2021)

Primary data were collected through a structured questionnaire using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). All measurement items were adapted from established studies and modified to reflect the context of youth organizations. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4, as this approach is appropriate for examining complex research models involving multiple latent constructs and mediation relationships simultaneously (Hair et al., 2021). The measurement model (outer model) was evaluated by assessing indicator reliability and construct validity using outer loadings, Average Variance Extracted (AVE), Cronbach's alpha, and Composite Reliability (CR). Subsequently, the structural model (inner model) was assessed using the coefficient of determination (R^2), path coefficients, and mediation effects estimated through the bootstrapping procedure. Hypotheses were considered statistically supported when the t-value exceeded 1.96 and the p-value was below 0.05.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 1. Respondent Characteristics

Characteristics	Category	N	Percentage (%)
Gender	Male	88	44 %
	Female	112	56 %
Age	<20 years	49	24.5 %
	20-25 years	47	23.5 %
	26-30 years	55	27.5 %
	>30 years	49	24.5 %
Organization Type	Student Organization	83	41.5 %
	Youth Organization (OKP)	61	30.5 %
	KNPI	26	13 %
	Karang Taruna	13	6.5 %
	Social Community	17	8.5 %

Source: Processed primary data (2026).

Table 1 presents the demographic characteristics of the 200 respondents representing various youth organizations in Pangkalpinang City. Female respondents accounted for 56.0% of the sample, while males represented 44.0%. In terms of age, the largest proportion of respondents was in the 26–30 years age group (27.5%), followed by respondents aged under 20 years and over 30 years (each 24.5%), and those aged 20–25 years (23.5%). Regarding organizational affiliation, most respondents were members of Student Organizations (41.5%), followed by Youth Organizations (OKP) (30.5%), KNPI (13.0%), Social Communities (8.5%), and Karang Taruna (6.5%). Overall, the distribution indicates that the sample adequately represents diverse types of youth organizations actively engaged in youth and community development activities in Pangkalpinang City.

Measurement Model Assessment (Outer Model)

The measurement model was evaluated to assess convergent validity and construct reliability using Average Variance Extracted (AVE), Cronbach's alpha, and Composite Reliability (CR). Following the guidelines of (Hair et al., 2021), a construct is considered acceptable when the AVE exceeds 0.50, while both Cronbach's alpha and Composite Reliability are greater than 0.70.

Table 2. Construct Reliability and Convergent Validity

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Social Innovation	0.853	0.863	0.901	0.694
Collaborative Culture	0.868	0.876	0.909	0.715
Good Youth Governance	0.870	0.884	0.911	0.720
Organizational Capability	0.912	0.914	0.939	0.792
Youth Organizational Competitiveness	0.900	0.903	0.930	0.769

Source: Data processing results using SmartPLS 4.118, 2026.

As presented in Table 2, all constructs satisfy the recommended thresholds for reliability and convergent validity. Cronbach's alpha values range from 0.853 to 0.912, while Composite Reliability (ρ_c) ranges from 0.901 to 0.939, both exceeding the recommended minimum value of 0.70. Likewise, the AVE values range from 0.694 to 0.792, surpassing the recommended threshold of 0.50 (Hair et al., 2021). These results confirm that all constructs demonstrate satisfactory internal consistency and convergent validity, indicating that the measurement model is reliable and suitable for subsequent structural model analysis.

Structural Model Assessment (Inner Model)

The structural model was evaluated to examine the overall model fit and the explanatory power of the proposed research model. Model fit was assessed using the Standardized Root Mean Square Residual (SRMR), whereas the explanatory power of the endogenous constructs was evaluated using the coefficient of determination (R^2), following the recommendations of (Hair et al., 2021).

Table 3. Model Fit Assessment

Fit Index	Saturated model	Estimated model
SRMR	0.057	0.057

Source: SmartPLS data processing results 4.118, 2026

As presented in Table 3, the SRMR value is 0.057, which is below the recommended threshold of 0.08 (Hair et al., 2021). This result indicates that the proposed model demonstrates an acceptable level of model fit, suggesting that the discrepancy between the observed covariance matrix and the model-implied covariance matrix is sufficiently small. Therefore, the structural model is considered appropriate for further evaluation.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to assess the explanatory power of the structural model by measuring the proportion of variance explained in each endogenous construct (Hair et al., 2021).

Table 4. Coefficient of Determination (R^2)

Endogenous Construct	R-square	R-square adjusted
Organizational Capability	0.781	0.777
Youth Organizational Competitiveness	0.704	0.698

Source: SmartPLS data processing results 4.118, 2026

As presented in Table 4, the R^2 value for Organizational Capability is 0.781, indicating that Social Innovation, Collaborative Culture, and Good Youth Governance explain 78.1% of its variance. Meanwhile, the R^2 value for Youth Organizational Competitiveness is 0.704, indicating that Social Innovation, Collaborative Culture, Good Youth Governance, and Organizational Capability jointly explain 70.4% of its variance. These findings indicate that the proposed model has substantial explanatory power (Hair et al., 2021).

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4 to examine the significance of both direct and indirect effects among the constructs. The hypotheses were evaluated based on the path coefficient (β), t-value, and p-value. Following (Hair et al., 2021), a hypothesis was considered statistically supported when the t-value exceeded 1.96 and the p-value was below 0.05.

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS 4. The results of the direct and indirect effects are presented in Table 5.

Table 5. Direct and Indirect Effects (Path Coefficients)

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Social Innovation → Organizational Capability	0.388	0.389	0.036	10.891	0.000
Collaborative Culture → Organizational Capability	0.399	0.400	0.036	11.073	0.000
Good Youth Governance → Organizational Capability	0.406	0.405	0.040	10.201	0.000
Social Innovation → Youth Organizational Competitiveness	0.221	0.221	0.057	3.889	0.000
Collaborative Culture → Youth Organizational Competitiveness	0.259	0.258	0.062	4.199	0.000
Good Youth Governance → Youth Organizational Competitiveness	0.236	0.237	0.052	4.579	0.000
Organizational Capability → Youth Organizational	0.332	0.329	0.089	3.712	0.000

Competitiveness					
Social Innovation → Organizational Capability → Youth Organizational Competitiveness	0.129	0.127	0.036	3.618	0.000
Collaborative Culture → Organizational Capability → Youth Organizational Competitiveness	0.132	0.132	0.039	3.418	0.001
Good Youth Governance → Organizational Capability → Youth Organizational Competitiveness	0.135	0.132	0.037	3.688	0.000

Source: SmartPLS data processing results 4.118, 2026

As presented in Table 5, all direct effects are positive and statistically significant ($p < 0.05$), providing support for H1–H7. Among the antecedents of Organizational Capability, Good Youth Governance exhibits the strongest positive effect ($\beta = 0.406$), whereas Organizational Capability has the strongest direct effect on Youth Organizational Competitiveness ($\beta = 0.332$). Furthermore, all indirect effects through Organizational Capability are positive and statistically significant ($p < 0.05$), supporting H8–H10. Among the mediated relationships, Good Youth Governance demonstrates the largest indirect effect on Youth Organizational Competitiveness ($\beta = 0.135$), followed by Collaborative Culture ($\beta = 0.132$) and Social Innovation ($\beta = 0.129$). These findings confirm that Organizational Capability serves as a significant mediating mechanism linking Social Innovation, Collaborative Culture, and Good Youth Governance to Youth Organizational Competitiveness.

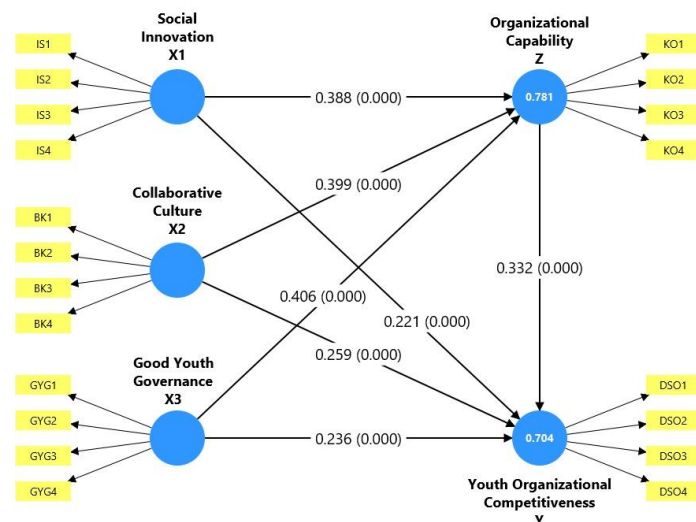


Figure 1. Bootstrapping Structural Models

Source: SmartPLS data processing results 4.118, 2026.

Figure 1 presents the results of the structural model estimation obtained through the bootstrapping procedure. All structural relationships exhibit positive path coefficients, while their statistical significance is reported in the results of the direct and indirect effect analysis.

The Effect of Social Innovation on Organizational Capability

The results indicate that Social Innovation has a positive and significant effect on Organizational Capability ($\beta = 0.388$, $p < 0.001$), thereby supporting H1. This finding suggests that the ability of youth organizations to generate innovative ideas, develop creative solutions, and foster collaborative initiatives to address community needs contributes significantly to strengthening their organizational capability. Within the context of youth organizations in Pangkalpinang City, social innovation not only enables the development of programs that are more responsive to societal challenges but also promotes organizational learning, enhances problem-solving capacity, and improves adaptability to changing environmental conditions. These findings support Dynamic Capability Theory (Teece et al., 1997; Teece, 2018), which posits that the ability to create and implement innovations is a fundamental component of organizational capability development. The results are also consistent with the Resource-Based View (RBV) (Barney, 1991), which recognizes knowledge, creativity, and innovation as strategic resources that enable organizations to build sustainable capabilities and maintain competitive advantage. Furthermore, the findings are consistent with those of (Cajaiba-Santana, 2014) and (Howaldt et al., 2016), who demonstrated that social innovation enhances organizational capability by creating social value while strengthening organizational adaptability to environmental change. However, whereas previous studies have primarily focused on public or business organizations, the present study provides empirical evidence that Social Innovation also plays a crucial role in strengthening the internal capability of volunteer-based youth organizations through collective learning, member creativity, and social collaboration. This finding broadens the application of social innovation theory by demonstrating its strategic importance in enhancing organizational capability within youth organizations.

The Effect of Collaborative Culture on Organizational Capability

The results indicate that Collaborative Culture has a positive and significant effect on Organizational Capability ($\beta = 0.399$, $p < 0.001$), thereby supporting H2. This finding suggests that open communication, mutual trust, coordination, and knowledge sharing among members contribute to strengthening organizational capability in managing programs, solving problems, and adapting to environmental changes. Such conditions reflect the characteristics of youth organizations in Pangkalpinang City, which rely heavily on active member participation, making effective collaboration a key driver of organizational capability development. This finding is consistent with the Resource-Based View (RBV) (Barney, 1991) and Dynamic Capability Theory (Teece et al., 1997; Teece, 2018), which argue that collaborative culture constitutes a valuable organizational resource that facilitates organizational learning, knowledge integration, and adaptive capability. By fostering

collaboration among members, organizations are better able to mobilize and reconfigure their internal resources to respond effectively to changing environmental conditions. The findings are also consistent with those reported by (AlNuaimi et al., 2022) and (Donate & Sánchez de Pablo, 2015), who demonstrated that collaborative culture enhances organizational learning, promotes organizational agility, and strengthens organizational capability. However, unlike previous studies that primarily examined business organizations, the present study extends this evidence to the context of youth organizations. The results suggest that within volunteer-based youth organizations, collaborative culture serves as a critical mechanism for developing organizational capability, enabling organizations to sustain their effectiveness and competitiveness in a dynamic environment.

The Effect of Good Youth Governance on Organizational Capability

The results indicate that Good Youth Governance has a positive and significant effect on Organizational Capability ($\beta = 0.406$, $p < 0.001$), thereby supporting H3. This coefficient represents the strongest effect among all exogenous variables, indicating that the implementation of transparency, accountability, participation, responsiveness, and compliance with organizational rules plays the most influential role in strengthening organizational capability. These findings suggest that youth organizations require not only active member participation but also an effective governance system capable of translating such participation into sound decision-making, efficient program coordination, and effective resource management. This is particularly relevant to youth organizations in Pangkalpinang City, where organizational sustainability and effectiveness largely depend on active member involvement supported by high-quality governance practices. These findings support Dynamic Capability Theory (Teece, 2018; Teece et al., 1997), which emphasizes that effective governance mechanisms enhance an organization's ability to integrate, build, and reconfigure resources in response to environmental changes. The results are also consistent with the Resource-Based View (RBV) (Barney, 1991), which recognizes governance capability as a strategic managerial resource that improves the effective utilization of organizational resources. Furthermore, the findings are consistent with those reported by (Mubarak & Petraite, 2020) and (AlNuaimi et al., 2022), who found that governance practices contribute significantly to organizational capability and long-term organizational effectiveness. However, unlike previous studies that primarily focused on business organizations, the present study demonstrates that within youth organizations, Good Youth Governance is not merely an administrative principle but a strategic organizational mechanism that exerts the strongest influence on the development of Organizational Capability. This finding extends the application of governance theory to volunteer-based youth organizations, highlighting the critical role of governance quality in enhancing organizational capability and sustaining organizational competitiveness.

The Effect of Social Innovation on Youth Organizational Competitiveness

The results indicate that Social Innovation has a positive and significant effect on Youth Organizational Competitiveness ($\beta = 0.221$, $p < 0.001$), thereby supporting H4. This finding suggests that the ability of youth organizations to develop innovative programs, respond effectively to community needs, and address social challenges plays an important role in enhancing their organizational competitiveness. In the context of youth organizations in Pangkalpinang City, social innovation not only generates social value but also strengthens organizational reputation, expands collaborative networks, and enhances the organization's ability to adapt to the evolving needs and expectations of stakeholders. These findings support Dynamic Capability Theory (Teece, 2018; Teece et al., 1997), which argues that the capability to create and implement innovation is fundamental to sustaining competitive advantage in dynamic environments. The results are also consistent with the Resource-Based View (RBV) (Barney, 1991), which recognizes knowledge-based innovation as a valuable and difficult-to-imitate strategic resource that enhances organizational competitiveness. Furthermore, the findings are consistent with those reported by (Barney, 1991), who demonstrated that social innovation enhances organizational competitiveness by creating social value while strengthening organizational adaptability. However, the present study extends this evidence by showing that within volunteer-based youth organizations, Social Innovation functions not only as a mechanism for addressing social problems but also as a strategic capability for building organizational competitiveness through enhanced organizational legitimacy, cross-sector stakeholder collaboration, and adaptive capacity. This finding highlights the strategic role of social innovation in enabling youth organizations to achieve sustainable competitiveness while simultaneously generating positive social impact.

The Effect of Collaborative Culture on Youth Organizational Competitiveness

The results indicate that Collaborative Culture has a positive and significant effect on Youth Organizational Competitiveness ($\beta = 0.259$, $p < 0.001$), thereby supporting H5. Among the exogenous variables, Collaborative Culture exerts the strongest direct effect on Youth Organizational Competitiveness, highlighting the critical role of interpersonal relationships in enhancing the ability of youth organizations to respond to environmental changes and stakeholder expectations. In the context of youth organizations in Pangkalpinang City, open communication, mutual trust, effective coordination, and knowledge sharing enable organizations to utilize members' potential more effectively, accelerate decision-making processes, and improve program implementation. These findings support the Resource-Based View (RBV) (Barney, 1991) and Dynamic Capability Theory (Teece, 2018; Teece et al., 1997), which suggest that collaborative culture represents a valuable strategic resource that strengthens organizational learning, knowledge integration, and adaptive capability, thereby enhancing organizational competitiveness. Organizations that cultivate a collaborative culture are better positioned to leverage internal knowledge and coordinate collective efforts in response to increasingly dynamic environmental conditions. Furthermore, the findings are consistent with those reported by (Carmeli et al., 2017) and (Donate & Sánchez de Pablo,

2015), who demonstrated that internal collaboration is a key driver of organizational competitiveness. However, the present study extends this evidence by showing that within volunteer-based youth organizations, competitiveness is shaped not only by the quality of organizational programs but also by the organization's ability to cultivate a collaborative culture that promotes synergy, innovation, and timely responses to environmental changes. This finding underscores the strategic importance of collaborative culture as a source of sustainable competitiveness in youth organizations.

The Effect of Good Youth Governance on Youth Organizational Competitiveness

The results indicate that Good Youth Governance has a positive and significant effect on Youth Organizational Competitiveness ($\beta = 0.236$, $p < 0.001$), thereby supporting H6. This finding suggests that the implementation of transparency, accountability, participation, responsiveness, and compliance with organizational rules enhances members' trust, improves the quality of decision-making, and increases the effectiveness of organizational program implementation. In the context of youth organizations in Pangkalpinang City, effective governance provides a structured framework for transforming member participation into coordinated organizational actions, thereby strengthening organizational adaptability and the achievement of shared objectives. These findings support the Resource-Based View (RBV) (Barney, 1991) and Dynamic Capability Theory (Teece, 2018; Teece et al., 1997), which posit that governance represents a strategic organizational capability that enhances resource utilization, improves decision-making quality, and strengthens the organization's ability to respond to environmental change. Through effective governance mechanisms, youth organizations are better equipped to coordinate their resources and sustain their competitiveness in an increasingly dynamic environment. Furthermore, the findings are consistent with those reported by (AlNuaimi et al., 2022) and (Mubarak & Petraite, 2020), who found that sound governance practices contribute significantly to organizational effectiveness and competitiveness. However, the present study extends this evidence by demonstrating that within volunteer-based youth organizations, Good Youth Governance serves not only as an administrative framework but also as a strategic mechanism for enhancing competitiveness through more professional, accountable, and adaptive organizational management. This finding reinforces the importance of governance quality as a critical driver of sustainable competitiveness in youth organizations.

The Effect of Organizational Capability on Youth Organizational Competitiveness

The results indicate that Organizational Capability has a positive and significant effect on Youth Organizational Competitiveness ($\beta = 0.332$, $p < 0.001$), thereby supporting H7. This coefficient represents the strongest direct determinant of Youth Organizational Competitiveness, indicating that an organization's ability to effectively manage resources, develop members' competencies, coordinate organizational activities, and adapt to environmental changes is fundamental to enhancing its competitiveness. In the context of youth organizations in Pangkalpinang City, strong organizational capability enables members'

collective potential to be transformed into programs that are more effective, innovative, and responsive to the needs of communities and other stakeholders. These findings support Dynamic Capability Theory (Teece, 2018; Teece et al., 1997), which argues that sustainable organizational success depends on the ability to integrate, build, and reconfigure internal and external resources in response to rapidly changing environments. The findings are also consistent with the Resource-Based View (RBV) (Barney, 1991), which recognizes organizational capability as a strategic asset that transforms organizational resources into sustainable competitive advantage. Furthermore, the findings are consistent with those reported by (Mikalef & Gupta, 2021) and (Teece, 2018), who identified organizational capability as a key determinant of organizational competitiveness and long-term performance under dynamic environmental conditions. Beyond confirming this relationship, the present study demonstrates that within volunteer-based youth organizations, Organizational Capability not only exerts the strongest direct influence on Youth Organizational Competitiveness but also functions as the central strategic mechanism through which Social Innovation, Collaborative Culture, and Good Youth Governance are translated into sustainable organizational competitiveness. This finding highlights the pivotal role of organizational capability in enabling youth organizations to convert strategic resources and governance practices into long-term competitive advantage.

The Mediating Role of Organizational Capability

The results demonstrate that Organizational Capability serves as a partial mediator in the relationships between Social Innovation, Collaborative Culture, Good Youth Governance, and Youth Organizational Competitiveness. All indirect effects are positive and statistically significant, including Social Innovation $\rightarrow$ Organizational Capability $\rightarrow$ Youth Organizational Competitiveness ($\beta = 0.129$, $p < 0.001$), Collaborative Culture $\rightarrow$ Organizational Capability $\rightarrow$ Youth Organizational Competitiveness ($\beta = 0.132$, $p = 0.001$), and Good Youth Governance $\rightarrow$ Organizational Capability $\rightarrow$ Youth Organizational Competitiveness ($\beta = 0.135$, $p < 0.001$). These findings indicate that the influence of Social Innovation, Collaborative Culture, and Good Youth Governance on organizational competitiveness is strengthened when these strategic factors are translated into enhanced Organizational Capability. In other words, youth organizations achieve greater competitiveness not merely by possessing innovative practices, collaborative values, or sound governance, but by transforming these strategic resources into capabilities that enable effective resource integration, member competency development, and continuous adaptation to environmental change. These findings provide strong support for Dynamic Capability Theory (Teece, 2018; Teece et al., 1997), which argues that sustainable competitive advantage depends on an organization's ability to integrate, build, and reconfigure resources in response to changing environments. The results are also consistent with the Resource-Based View (RBV) (Barney, 1991), which emphasizes that organizational resources create competitive advantage only when they are effectively deployed through superior

organizational capabilities. Thus, Organizational Capability represents the strategic mechanism through which valuable organizational resources are converted into sustainable organizational competitiveness.

Furthermore, the findings are consistent with those reported by (Mikalef & Gupta, 2021) and (Teece, 2018), who identified organizational capability as a key determinant of sustainable organizational competitiveness under dynamic environmental conditions. They also support the findings of Handrimurtjahjo and Kuncoro (2012), who highlighted dynamic capability and cultural competitiveness as essential foundations for improving organizational performance. However, the present study extends this body of knowledge by demonstrating that within volunteer-based youth organizations, Organizational Capability functions not only as a direct determinant of competitiveness but also as the central mechanism linking Social Innovation, Collaborative Culture, and Good Youth Governance to Youth Organizational Competitiveness. Among the three mediated relationships, Good Youth Governance exhibits the strongest indirect effect ($\beta = 0.135$), followed by Collaborative Culture ($\beta = 0.132$) and Social Innovation ($\beta = 0.129$). This finding suggests that governance practices contribute most effectively to organizational competitiveness when they are translated into strong organizational capabilities. Overall, the results confirm that Organizational Capability is the pivotal strategic mechanism through which Social Innovation, Collaborative Culture, and Good Youth Governance are transformed into sustainable Youth Organizational Competitiveness.

CONCLUSION

This study demonstrates that Social Innovation, Collaborative Culture, and Good Youth Governance exert positive and significant effects on both Organizational Capability and Youth Organizational Competitiveness. Among the three antecedents, Good Youth Governance has the strongest influence on Organizational Capability, while Organizational Capability emerges as the strongest direct determinant of Youth Organizational Competitiveness. Furthermore, Organizational Capability functions as a partial mediator, strengthening the effects of Social Innovation, Collaborative Culture, and Good Youth Governance on organizational competitiveness. These findings indicate that the competitiveness of youth organizations depends not only on innovation, collaborative culture, and effective governance but also on the organization's ability to transform these strategic resources into organizational capabilities. From a theoretical perspective, this study enriches the Resource-Based View (RBV) and Dynamic Capability Theory by providing empirical evidence that Organizational Capability serves as the strategic mechanism through which organizational resources and governance practices are translated into sustainable competitiveness. Moreover, the findings extend the application of these theories to the context of volunteer-based youth organizations in Indonesia, a setting that has received limited attention in previous studies. From a practical perspective, the findings suggest that youth

organizations should prioritize strengthening Organizational Capability by investing in member competency development, organizational learning, knowledge management, and the continuous enhancement of Social Innovation, Collaborative Culture, and Good Youth Governance. Such efforts are expected to improve organizational adaptability, effectiveness, and long-term competitiveness.

This study is limited to youth organizations in Pangkalpinang City and employs a cross-sectional research design, which may limit the generalizability of the findings and the ability to infer causal relationships over time. Future research is therefore encouraged to include broader geographical coverage, adopt longitudinal research designs, and examine additional organizational or environmental factors that may influence Youth Organizational Competitiveness.

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