



Effect of Talent Management and Organizational Commitment for Disaster Resilience in Mahakam Ulu Regency

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Abstract

Purpose: This study examines the effects of talent management strategy, employee competence, transformational leadership, and organizational culture on community-based disaster preparedness capability, with organizational commitment as a mediating variable in Mahakam Ulu Regency.

Research Methodology: A quantitative approach was used involving 120 respondents engaged in disaster management activities. Data were collected through questionnaires distributed to BPBD personnel and disaster volunteers. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS, including measurement model evaluation, structural model assessment, and bootstrapping-based hypothesis testing.

Results: Talent management strategy, employee competence, transformational leadership, and organizational culture had positive and significant effects on organizational commitment and community-based disaster preparedness capability. Organizational commitment also significantly influenced disaster preparedness capability and mediated the relationships between internal organizational factors and preparedness capability.

Conclusions: Strengthening human-resource management, employee competence, transformational leadership, organizational culture, and organizational commitment is essential for improving community-based disaster preparedness capability and supporting sustainable disaster resilience.

Limitations: The study is limited to respondents involved in disaster management activities in Mahakam Ulu Regency and relies on cross-sectional questionnaire data.

Contributions: This study integrates talent management, competence, leadership, organizational culture, and organizational commitment into a comprehensive disaster preparedness model and highlights organizational commitment as a key mediating mechanism linking internal organizational resources with community-based preparedness capability.

Keywords: Talent Management Strategy, Organizational Commitment, Transformational Leadership, Organizational Culture, Disaster Preparedness Capability

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1. Introduction

Indonesia is highly exposed to various natural and hydrometeorological hazards due to its geographical, geological, and climatic characteristics. Floods, landslides, forest fires, extreme weather, and other disaster events continue to pose significant risks to communities, infrastructure, public services, and local development ([Djalante, 2018](#)). These conditions require disaster management to move beyond an emergency-response orientation toward a more comprehensive approach that emphasizes risk reduction, preparedness, institutional capacity, and community resilience. Community-Based Disaster Risk Reduction (CBDRR) has therefore become an important approach because it places communities not merely as recipients of assistance, but as active participants in identifying risks, preparing response mechanisms, mobilizing local resources, and strengthening resilience ([Canete, Lisay, & Mahmud, 2025](#)).

Within this context, local disaster management institutions play a strategic role in strengthening preparedness and coordinating disaster risk reduction activities. The Regional Disaster Management Agency (*Badan Penanggulangan Bencana Daerah/BPBD*) is responsible for supporting mitigation, preparedness, emergency response, rehabilitation, and community empowerment through coordination with government institutions, volunteers, and local communities ([Febriyanti, Aqilah, Amaliatulwalidain, Kusuma, & Khotsing, 2025](#)). In Mahakam Ulu Regency, disaster management faces additional challenges because of difficult geographical conditions, limited accessibility, dispersed settlements, and constraints in service delivery. These conditions increase the importance of local organizational capacity and human-resource readiness because disaster response and preparedness often depend on the ability of local actors to make timely decisions, coordinate effectively, and mobilize available resources.

Community-based disaster preparedness capability reflects the ability of communities and relevant stakeholders to anticipate, respond to, and recover from disaster threats. This capability involves disaster risk knowledge, awareness, early warning systems, emergency planning, resource mobilization, coordination, participation, and the effective use of local resources ([Lin & Lee, 2025](#)). In areas with limited accessibility such as Mahakam Ulu Regency, preparedness capability becomes particularly important because external assistance may not always be immediately available. Therefore, strengthening community-based preparedness requires not only technical facilities and procedures but also competent personnel, effective leadership, strong organizational culture, and sustained commitment among employees and volunteers.

One important factor in this process is talent management strategy. Talent management refers to the systematic identification, development, placement, evaluation, and retention of individuals who possess competencies needed to support organizational objectives. In disaster management organizations, talent management is especially relevant because employees and volunteers must be able to communicate, coordinate, solve problems, make decisions under pressure, and respond to rapidly changing field conditions. Effective talent management can help organizations ensure that the right individuals are placed in appropriate roles and provided with opportunities for continuous capacity development. In turn, stronger talent management may improve organizational readiness and support more effective disaster preparedness activities ([Yildiz & Esmer, 2023](#)).

Employee competence is also a critical component of disaster-management capacity. Competence includes knowledge, skills, attitudes, and behavioral capabilities required to perform tasks effectively. Disaster management personnel need more than administrative ability because their responsibilities may involve emergency communication, risk assessment, community coordination, evacuation planning, resource mobilization, and rapid decision-making. Employees and volunteers with higher levels of competence are more likely to respond effectively to complex and unpredictable disaster situations. Therefore, competency development should be viewed as a strategic investment in organizational preparedness rather than as a routine training activity ([Raharjo, Ariyanto, & Jannah, 2025](#); [Saxena, Gujral, & Pathak, 2022](#)).

Transformational leadership represents another important organizational factor. Transformational leaders motivate employees, communicate a shared vision, encourage innovation, provide individualized support, and stimulate employees to develop their potential. In disaster-management organizations, leadership is particularly important because uncertainty, time pressure, and coordination demands require clear direction and strong commitment. Leaders influence how resources are allocated, how responsibilities are distributed, how communication is maintained, and how organizational members remain motivated during difficult conditions. Effective transformational leadership may therefore strengthen both organizational commitment and disaster preparedness capability ([Gupta, 2025](#)).

Organizational culture also contributes to the effectiveness of disaster management. Organizational culture consists of shared values, beliefs, norms, and behavioral expectations that shape how organizational members interact and perform their responsibilities. A culture that emphasizes teamwork, discipline, learning, adaptability, communication, and collaboration can improve coordination during disaster preparedness and response activities. In contrast, weak coordination, unclear norms, or resistance to change may reduce the effectiveness of disaster-management programs. Therefore, a supportive organizational culture can create an environment in which employees and volunteers are more willing to share information, participate in preparedness activities, and respond collectively to disaster risks ([Akpa, Asikhia, & Nneji, 2021](#)).

Organizational commitment is particularly important because disaster management often requires sustained participation, responsibility, and willingness to remain involved beyond routine administrative tasks. Organizational commitment reflects the psychological attachment of employees or volunteers to their organization and their willingness to contribute to organizational goals. Individuals with stronger commitment are more likely to participate in training, simulations, coordination activities, and community empowerment programs. They may also demonstrate greater responsibility, persistence, and willingness to support organizational objectives during emergency situations. For this reason, organizational commitment may function as an important mechanism through which talent management, competence, leadership, and organizational culture influence disaster preparedness capability ([Dwivedi, Shareef, Mukerji, Rana, & Kapoor, 2018](#)).

The relationship among these variables is particularly relevant in the context of community-based disaster management. Technical infrastructure and emergency procedures alone are unlikely to create sustainable preparedness if organizational members lack competence, commitment, and leadership support. Similarly, competent employees may not contribute optimally when organizational culture is weak or talent-management practices are ineffective. This indicates that disaster preparedness should be understood as the outcome of interconnected human-resource and organizational factors. An integrated perspective is therefore needed to explain how internal organizational conditions contribute to community-based disaster preparedness capability ([Sikder & Harvey, 2023](#)).

Previous studies have discussed talent management, employee competence, transformational leadership, organizational culture, and organizational commitment in various organizational contexts. However, fewer studies have examined these factors simultaneously within a community-based disaster-management framework, particularly in remote local-government settings. Existing disaster-management research often emphasizes technical preparedness, infrastructure, early warning systems, and community participation, while organizational and human-resource mechanisms receive comparatively less integrated attention. This creates an important research gap concerning how internal organizational resources and employee commitment jointly contribute to community-based disaster preparedness ([Moises, Kgabi, & Kunguma, 2024](#)).

The context of Mahakam Ulu Regency provides a distinctive setting for addressing this gap. The region's geographic constraints and limited accessibility increase dependence on local organizational capacity, community participation, and the preparedness of disaster-management personnel and volunteers. In such conditions, the effectiveness of BPBD is closely related to its ability to manage talent, develop employee competence, apply effective leadership, build a supportive organizational

culture, and strengthen organizational commitment. Examining these relationships can therefore provide a more comprehensive understanding of the organizational foundations of disaster preparedness in remote and vulnerable regions.

Accordingly, this study aims to analyze the effects of talent management strategy, employee competence, transformational leadership, and organizational culture on community-based disaster preparedness capability in Mahakam Ulu Regency. It also examines the role of organizational commitment as a mediating variable linking these internal organizational factors with disaster preparedness capability. The novelty of this study lies in integrating human-resource management and organizational behavior perspectives into a community-based disaster-preparedness model. By doing so, the study seeks to provide both theoretical and practical insights into how stronger internal organizational capacity can support sustainable disaster resilience at the local level.

2. Literature Review and Hypothesis/es Development

2.1 Talent Management Strategy

Talent management strategy refers to a strategic approach to managing human resources through talent identification, development, placement, performance evaluation, and retention to support the achievement of organizational objectives. This approach emphasizes the importance of ensuring that individuals with appropriate competencies are available and positioned in roles that match organizational needs. Effective talent management also supports continuous employee development and strengthens the organization's ability to maintain capable human resources over time ([Tamunomiebi & Worgu, 2020](#)). In disaster management institutions, talent management is particularly important because employees and volunteers are required to respond to dynamic and complex situations. Therefore, talent management can serve as an important foundation for strengthening organizational capacity in disaster preparedness ([Urme, 2023](#)).

In the context of BPBD, talent management can help ensure that personnel possess competencies related to communication, coordination, leadership, and decision-making. These competencies are essential because disaster-management activities often require rapid responses, cross-sector coordination, and the ability to operate under uncertain conditions. Appropriate placement and continuous development can improve the readiness of personnel to perform both administrative and field responsibilities ([Alvira, Taufiq, & Musta, 2024](#)). Retention is also important because experienced personnel may possess valuable institutional knowledge related to local disaster risks and response procedures. Accordingly, an effective talent management strategy can contribute to stronger organizational commitment and improved community-based disaster preparedness capability.

2.2 Employee Competence

Employee competence refers to the knowledge, skills, abilities, and behavioral characteristics required to perform work effectively. Competence is particularly important in disaster management because personnel must be able to understand disaster risks, communicate effectively, coordinate with multiple stakeholders, and make appropriate decisions during emergency situations ([Salman, Ganie, & Saleem, 2020](#)). Competent employees are generally better prepared to respond to operational challenges and adapt to changing circumstances. In addition, competency development can strengthen organizational effectiveness by improving the quality and consistency of employee performance. Therefore, employee competence represents a critical component of disaster-management capacity ([Diamantidis & Chatzoglou, 2019](#)).

Within BPBD, employee competence supports the implementation of preparedness, mitigation, response, and community empowerment activities. Disaster personnel need technical knowledge as well as interpersonal and managerial skills to coordinate with communities, government institutions, volunteers, and other stakeholders. Competence can also influence confidence and readiness when personnel are required to work under pressure. Continuous training and capacity development are

therefore necessary to ensure that employees remain prepared for evolving disaster risks. Stronger employee competence is expected to contribute both to organizational commitment and to the effectiveness of community-based disaster preparedness ([Yarmohammadian, Akbari, & Rezaei, 2025](#)).

2.3 Transformational Leadership

Transformational leadership is a leadership approach that motivates employees to exceed routine expectations by developing their potential, strengthening commitment, and encouraging innovation. According to [Bass and Avolio \(1994\)](#), transformational leadership consists of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence enables leaders to serve as role models, while inspirational motivation helps create a shared vision. Intellectual stimulation encourages employees to develop new solutions, whereas individualized consideration emphasizes attention to employee development and needs. Together, these dimensions can strengthen employee engagement and organizational performance ([Kamaluddin, Ridwan, & Munifa, 2026](#)).

Transformational leadership is highly relevant in disaster-management organizations because preparedness activities require coordination, adaptability, and strong motivation. Leaders are expected to provide clear direction, communicate organizational priorities, encourage collaboration, and support personnel during uncertain situations. Effective leadership can also strengthen organizational commitment by creating a greater sense of involvement and shared responsibility. In addition, transformational leaders can encourage innovation in preparedness programs and improve coordination with community stakeholders. Therefore, transformational leadership may contribute to stronger organizational commitment and enhanced disaster preparedness capability ([Basir, 2026](#)).

2.4 Organizational Culture

Organizational culture consists of shared values, beliefs, norms, and behavioral patterns that guide how members of an organization act and interact. A strong organizational culture influences employee behavior, communication, coordination, adaptability, and organizational effectiveness. Culture provides a common framework that shapes how employees understand their roles and respond to organizational expectations. In disaster-management institutions, a supportive culture can strengthen teamwork, discipline, communication, and responsiveness. These characteristics are important because disaster preparedness depends heavily on coordinated organizational action ([Dwipayana & Suardana, 2026](#)).

Organizational culture can be reflected through involvement, consistency, adaptability, and mission. Involvement encourages employees to participate actively in organizational activities, while consistency supports shared standards and coordinated behavior. Adaptability enables organizations to respond to changing disaster risks, and mission provides clear direction for organizational priorities. A strong culture can therefore support effective coordination and increase employees' willingness to participate in preparedness activities. In the context of BPBD, organizational culture may also strengthen commitment by creating shared values and a sense of collective responsibility for disaster risk reduction ([Nugroho, Pranitasari, & Said, 2026](#)).

2.5 Organizational Commitment

Organizational commitment refers to employees' psychological attachment to an organization and their willingness to remain involved in achieving organizational objectives. According to [Meyer, Stanley, and Parfyonova \(2012\)](#), organizational commitment consists of affective, continuance, and normative commitment. Affective commitment reflects emotional attachment to the organization, continuance commitment relates to the perceived costs of leaving, and normative commitment reflects a sense of obligation to remain. These dimensions influence the extent to which employees are willing to dedicate effort and responsibility to organizational goals. Strong organizational commitment may therefore enhance employee loyalty, motivation, and participation.

In disaster-management organizations, organizational commitment is particularly important because employees and volunteers are often required to participate in training, simulations, community outreach, and emergency-response activities. Strong commitment can increase willingness to contribute beyond routine duties and maintain involvement during difficult conditions. Employees who feel connected to organizational goals may also demonstrate greater responsibility in coordinating disaster-preparedness programs. Organizational commitment may therefore serve as a mechanism linking internal organizational factors with disaster preparedness capability. In this study, commitment is positioned as a mediating factor between talent management, employee competence, transformational leadership, organizational culture, and community-based disaster preparedness capability ([Prayetno & Reimond, 2025](#)).

2.6 Community-Based Disaster Preparedness Capability

Community-based disaster preparedness capability refers to the ability of communities and relevant stakeholders to anticipate, respond to, and recover from disaster events. The Community-Based Disaster Risk Reduction approach emphasizes community participation, empowerment, local knowledge, inclusiveness, sustainability, and collaboration. This perspective recognizes communities as active partners in disaster risk reduction rather than passive recipients of external assistance. Effective preparedness requires communities to understand local risks, organize available resources, establish response mechanisms, and coordinate with relevant institutions. Therefore, community-based preparedness represents both a technical and social capacity ([Melawati, Murliasari, Judijanto, Saefudin, & Rahman, 2026](#)).

The main indicators of community-based disaster preparedness include disaster risk knowledge and awareness, early warning systems, emergency response planning, resource mobilization, and community coordination. These indicators reflect the ability of communities to understand hazards, prepare response strategies, utilize available resources, and cooperate effectively during emergencies. In areas such as Mahakam Ulu Regency, where geographical accessibility can be limited, local preparedness capacity becomes especially important. Community resilience may therefore depend on the ability of BPBD personnel, volunteers, and local communities to work collaboratively. Strengthening organizational and human-resource factors can consequently contribute to improved community-based disaster preparedness capability ([Kusumastuti, Nurmala, Arviansyah, & Wibowo, 2022](#)).

2.7 Relationship among the Study Variables

The conceptual relationship among the study variables suggests that community-based disaster preparedness is influenced not only by technical resources but also by the quality of organizational and human-resource management. Talent management contributes by ensuring that competent individuals are identified, developed, appropriately placed, and retained. Employee competence strengthens the ability of personnel to perform disaster-management tasks effectively, while transformational leadership provides direction, motivation, and support. Organizational culture creates shared values and behavioral norms that facilitate coordination and adaptability. Together, these factors may strengthen organizational commitment and improve preparedness capability.

Organizational commitment is expected to play an important mediating role because employees who feel strongly attached to their organization may demonstrate higher levels of participation, responsibility, and willingness to support disaster-management activities ([Oyewobi, Oke, Adeneye, & Jimoh, 2019](#)). Therefore, talent management strategy, employee competence, transformational leadership, and organizational culture may influence disaster preparedness both directly and indirectly through organizational commitment. This integrated perspective provides the theoretical basis for examining how internal organizational factors contribute to community-based disaster preparedness capability in Mahakam Ulu Regency.

3. Research Methodology

This study employed a quantitative research design to examine the relationships among talent management strategy, employee competence, transformational leadership, organizational culture, organizational commitment, and community-based disaster preparedness capability in Mahakam Ulu Regency. The study focused on individuals involved in disaster management activities under the coordination of the Regional Disaster Management Agency (BPBD) of Mahakam Ulu Regency. A total of 120 respondents participated in the study, including personnel and volunteers who were directly involved in disaster preparedness and response activities. Data were collected using a structured questionnaire designed to measure the six constructs examined in the research model.

Community-based disaster preparedness capability was operationalized through five indicators comprising disaster risk knowledge and awareness, early warning systems, emergency response planning and preparedness, community resource mobilization and management, and community coordination and participation. These indicators reflect the capacity of communities and relevant stakeholders to understand disaster risks, prepare appropriate responses, mobilize available resources, and coordinate effectively in reducing disaster impacts. The measurement framework was aligned with the Community-Based Disaster Risk Reduction approach, which emphasizes participation, empowerment, local knowledge, inclusiveness, sustainability, and collaboration among communities, government institutions, and other stakeholders.

Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. The analysis consisted of two main stages, namely measurement model evaluation and structural model evaluation. The measurement model was assessed through convergent validity, discriminant validity, Cronbach's alpha, and composite reliability. Convergent validity was evaluated using outer loading values and Average Variance Extracted, while reliability was assessed using Cronbach's alpha and composite reliability values. The structural model was evaluated using the coefficient of determination, effect size, predictive relevance, and path coefficients ([Hair, Hult, Ringle, Sarstedt, Danks, & Ray, 2021](#)).

Hypothesis testing was conducted using the bootstrapping procedure to determine the significance of the direct and indirect relationships among the study variables. Organizational commitment was positioned as a mediating variable linking talent management strategy, employee competence, transformational leadership, and organizational culture with community-based disaster preparedness capability. The results of the structural model analysis were then interpreted to evaluate the extent to which internal organizational factors contribute to strengthening disaster preparedness capability in Mahakam Ulu Regency.

4. Results and Discussions

The reliability testing resulted that all variables have more than 0.70 of Cronbach Alpha and Composite Reliability value so that all research instruments are reliable. The highest value for Composite Reliability was in the Employee Competence (X_2) variable with a value of 0.914 and the lowest value was indicated in the Organizational Commitment (Z) variable with a value of 0.884. Nevertheless, both values still met the reliability criteria. Hence the research instruments exhibited good reliabilities and were appropriate for conducting structural model testing. These findings suggest that a substantial part of the community-based disaster preparedness capability, internal organizational factors matter here. The results of this study corroborate with the view that disaster readiness is determined not only by the availability of physical facilities and technical procedures, but also by human resources quality and favourable organizational environment which facilitate disaster management activities.

4.1 Respondent Characteristics

The subject of this research is 120 respondents in the scope of people that involved in disaster management activities carried out in Mahakam Ulu Regency. Respondents were the sources of information who based all implementation and overview of conditions pertaining to talent management strategies, employee competence, transformational leadership, organizational culture, organizational commitment and optimizing community-based disaster preparedness capabilities. Respondent characteristics There were different variables used to categorize the research respondents as far as gender, age bracket, education level, length of service or disaster-related work experience and organizational position Respondent Characteristics The study area description was needed to put the research data into context and show the background of people who were consulted in this project.

Table 1. Respondent characteristics based on gender

Frequency		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	62	51.7	51.7	51.7
	Female	58	48.3	48.3	100.0
	Total	120	100.0	100.0	

Table 1 shows the characteristics of 120 respondents. Male respondents dominated the sample (71.43%) due to the field-based nature of disaster management activities. However, female participation indicates that disaster management requires inclusive involvement from all community members.

Table 2. Respondent characteristics based on age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 Years	53	44.2	44.2	44.2
	31-40 Years	33	27.5	27.5	71.7
	41-50 Years	34	28.3	28.3	100.0
	Total	120	100.0	100.0	

As shown in Table 2, the majority of respondents aged between 31–40 years (49 respondents or 40.8%), followed by those who were aged between 20–30 years (32 respondents or 26.7%) and then those aged between of 41–50 years (31 respondents or 25.8%). The smallest group consisted of all person aged >50 years (8 respondents, 6.7%) Most of the participants are in the range of productive age, which shows that they have capacity for conducting disaster activity depending on preparedness, resilience and adaptability to natural hazards. The group also shows great potential for community-level capacity development and skills related to disaster preparedness.

Table 3. Respondent characteristics based on educational level education

Frequency			Percent	Valid Percent	Cumulative Percent
Valid	Senior High School	31	25.8	25.8	25.8
	Bachelor Degree	89	74.2	74.2	100.0
	Total	120	100.0	100.0	

Based on Table 3, most respondents had a senior high school education (72 respondents or 60.0%), while 48 respondents (40.0%) held a bachelor's degree. Despite differences in educational background, respondents were able to contribute effectively through training and field experience. Continuous education and competency development are essential to strengthen disaster preparedness capacity.

Table 4. Respondent characteristics based on length of volunteer experience length of volunteer experience

Frequency			Percent	Valid Percent	Cumulative Percent
Valid	<2 Years	8	6.7	6.7	6.7
	2-5 Years	49	40.8	40.8	47.5
	>5 Years	63	52.5	52.5	100.0
	Total	120	100.0	100.0	

Based on Table 4, most respondents had 1–5 years of volunteering experience (56 respondents or 46.7%), while those with more than 10 years represented the smallest group (11 respondents or 9.2%). This indicates that most volunteers had adequate experience in disaster response and preparedness activities. The diversity of experience contributes to strengthening human resource capacity in disaster management in Mahakam Ulu Regency.

4.2 Measurement Model Evaluation

Assessment of validity and reliability the measurement model was assessed for the research constructs. We performed the analysis of the outer model, which includes testing convergent validity, discriminant validity and reliability (Henseler, Ringle, & Sinkovics, 2009). The outer loading (>0.70) and AVE (≥ 0.50) depict the convergent validity, whereas Composite Reliability and Cronbachs Alpha are used to measure reliability.

Table 5. Results of outer loading testing

Variable	Indicator	Outer Loading	Description
Talent Management Strategy (X_1)	$X_{1.1}$	0,812	Valid
Talent Management Strategy (X_1)	$X_{1.2}$	0,845	Valid
Talent Management Strategy (X_1)	$X_{1.3}$	0,798	Valid
Talent Management Strategy (X_1)	$X_{1.4}$	0,821	Valid
Talent Management Strategy (X_1)	$X_{1.5}$	0,774	Valid
Employee Competence (X_2)	$X_{2.1}$	0,836	Valid
Employee Competence (X_2)	$X_{2.2}$	0,812	Valid
Employee Competence (X_2)	$X_{2.3}$	0,854	Valid
Employee Competence (X_2)	$X_{2.4}$	0,789	Valid
Employee Competence (X_2)	$X_{2.5}$	0,818	Valid
Transformational Leadership (X_3)	$X_{3.1}$	0,801	Valid
Transformational Leadership (X_3)	$X_{3.2}$	0,843	Valid
Transformational Leadership (X_3)	$X_{3.3}$	0,776	Valid
Transformational Leadership (X_3)	$X_{3.4}$	0,819	Valid
Organizational Culture (X_4)	$X_{4.1}$	0,812	Valid
Organizational Culture (X_4)	$X_{4.2}$	0,846	Valid
Organizational Culture (X_4)	$X_{4.3}$	0,803	Valid
Organizational Culture (X_4)	$X_{4.4}$	0,824	Valid
Organizational Commitment (Z)	Z_1	0,856	Valid
Organizational Commitment (Z)	Z_2	0,882	Valid
Organizational Commitment (Z)	Z_3	0,834	Valid
Community-Based Disaster Preparedness Capability (Y)	Y_1	0,801	Valid
Community-Based Disaster Preparedness Capability (Y)	Y_2	0,846	Valid
Community-Based Disaster Preparedness Capability (Y)	Y_3	0,873	Valid
Community-Based Disaster Preparedness Capability (Y)	Y_4	0,812	Valid

Variable	Indicator	Outer Loading	Description
Community-Based Disaster Preparedness Capability (<i>Y</i>)	<i>Y</i> ₅	0,795	Valid

As shown in Table 5, outer loading values for all research indicators were greater than 0.70, confirming that convergent validity is being met. The indicator that entered into the community resilience structure had the highest loading value, namely *Z*₂ (Organizational Commitment), with a value of 0.882, then *Y*₃ (Disaster Preparedness Capability) with a value of 0.873 and *X*₂ 3 (Employee Competency) at 0.854. On the other hand, *X*₃ was the indicator with the lowest loading value. 3 (Transformational Leadership) with a coefficient of 0.776. Nevertheless, all were within the acceptable limits of validity. As a result, all indices were declared appropriate and proper to be used for further analysis.

Table 6. Average variance extracted value

Variable	AVE	Description
Talent Management Strategy (<i>X</i> ₁)	0.656	Valid
Employee Competence (<i>X</i> ₂)	0.671	Valid
Transformational Leadership (<i>X</i> ₃)	0.642	Valid
Organizational Culture (<i>X</i> ₄)	0.658	Valid
Organizational Commitment (<i>Z</i>)	0.732	Valid
Community-Based Disaster Preparedness Capability (<i>Y</i>)	0.671	Valid

As presented in Table 6, all constructs achieved Average Variance Extracted (AVE) values above the recommended threshold of 0.50, indicating satisfactory convergent validity. Organizational Commitment (*Z*) recorded the highest AVE value of 0.732, suggesting that its indicators explained 73.2% of the variance in the construct. Transformational Leadership (*X*₃) showed the lowest AVE value of 0.642, but this value still exceeded the minimum criterion. The remaining constructs also demonstrated adequate AVE values, including Talent Management Strategy (0.656), Employee Competence (0.671), Organizational Culture (0.658), and Community-Based Disaster Preparedness Capability (0.671). Therefore, all constructs in the measurement model met the convergent validity requirements and were suitable for further structural model analysis.

Table 7. Results of construct reliability testing

Variable	Cronbach Alpha	Composite Reliability	Description
<i>X</i> ₁	0.871	0.909	Reliable
<i>X</i> ₂	0.882	0.914	Reliable
<i>X</i> ₃	0.823	0.879	Reliable
<i>X</i> ₄	0.836	0.892	Reliable
<i>Z</i>	0.817	0.884	Reliable
<i>Y</i>	0.877	0.911	Reliable

As presented in Table 7, all constructs demonstrated satisfactory internal consistency, with Cronbach's alpha and Composite Reliability values exceeding the recommended threshold of 0.70. Employee Competence (*X*₂) recorded the highest Composite Reliability value of 0.914, followed by Community-Based Disaster Preparedness Capability (*Y*) at 0.911 and Talent Management Strategy (*X*₁) at 0.909. Organizational Commitment (*Z*) showed the lowest Composite Reliability value of 0.884, but this value remained well above the acceptable criterion. Cronbach's alpha values also ranged from 0.817 to 0.882, confirming adequate reliability across all constructs. Therefore, Talent Management Strategy, Employee Competence, Transformational Leadership, Organizational Culture, Organizational Commitment, and Community-Based Disaster

Preparedness Capability met the reliability requirements and were suitable for subsequent structural model analysis.

4.3 Structural Model Evaluation

On other hand, structural model assessment which includes R^2 and f^2 and predictive relevance. The conclusion of the results shows that Talent Management Strategy, Employee Competence, Transformational Leadership and Organizational Culture are a significant explains power to Organization Commitment and Capabilities of Community-Based Disaster Preparedness; which mean this model has a good prediction power.

Table 8. Results of the coefficient of determination test

Variabel Endogen	R-Square	Adjusted R-Square	Category
Organizational Commitment (Z)	0.684	0.673	Intermediate
Community-Based Disaster Preparedness Capability (Y)	0.756	0.745	Advanced

As presented in Table 8, the coefficient of determination results indicate that the model explains a substantial proportion of variance in both endogenous constructs. Organizational Commitment (Z) obtained an R^2 value of 0.684 and an adjusted R^2 value of 0.673, indicating that 68.4% of its variance can be explained by the predictor variables included in the model. Meanwhile, Community-Based Disaster Preparedness Capability (Y) showed a higher R^2 value of 0.756 and an adjusted R^2 value of 0.745, meaning that 75.6% of its variance is explained by the model. These results suggest that the structural model has considerable explanatory power, particularly for community-based disaster preparedness capability. The findings further indicate that internal organizational factors play an important role in shaping organizational commitment and disaster preparedness capability in Mahakam Ulu Regency. Thus, disaster preparedness is influenced not only by physical facilities and technical procedures but also by the quality of human resources and supportive organizational conditions.

4.4 Hypothesis Testing Results

The hypothesis testing results revealed that all 13 hypotheses were accepted and values ≥ 0.5 indicated statistically significant relationships between variables. The positive effects of Talent Management Strategy, Employee Competence, Transformational Leadership and Organizational Culture on Organizational Commitment as well as Community-Based Disaster Preparedness Capability. Of these, Organizational Commitment had the most direct effect on Community-Based Disaster Preparedness Capability ($\beta=0.351$, $T=4.126$, $p=0.000$). Moreover, Organizational Commitment is a mediating variable with the effect that internal organizational factors have on disaster preparedness capability being reinforced. These results validate that good management, capable employees, transformational leadership and organizational culture enhances community-based disaster preparedness.

4.5 Discussion

The findings show that talent management strategy, employee competence, transformational leadership, and organizational culture have positive and significant effects on organizational commitment and community-based disaster preparedness capability. Effective talent management strengthens commitment and disaster preparedness by identifying, developing, placing, and retaining competent personnel. Similarly, employee competence improves employees' ability to communicate, coordinate, make decisions, and respond effectively to disaster situations (Yildiz & Esmer, 2023). Transformational leadership strengthens organizational commitment and disaster preparedness by motivating employees, promoting shared visions, encouraging participation, and supporting innovative solutions (Gupta, 2025). Organizational culture also plays an important role by fostering teamwork, coordination, discipline, learning, adaptability, and collaboration, which

are essential in disaster management. Organizational commitment has a positive and significant effect on community-based disaster preparedness capability and mediates the relationship between internal organizational factors and disaster preparedness (Akpa, Asikhia, & Nneji, 2021). Employees with strong commitment are more willing to participate in training, simulations, coordination, and community empowerment activities. Overall, the findings highlight that sustainable disaster resilience depends not only on technical solutions but also on strong human resources, organizational capacity, and community participation (Sikder & Harvey, 2023).

5. Conclusions

This study concludes that human resource and organizational factors play an important role in strengthening community-based disaster preparedness capability in Mahakam Ulu Regency. Talent management strategy, employee competence, transformational leadership, and organizational culture were found to contribute positively to organizational commitment and disaster preparedness capability. These findings indicate that effective disaster preparedness is not determined solely by technical procedures and physical resources, but also by the quality of internal organizational management.

Organizational commitment also functions as an important mediating mechanism linking internal organizational factors with community-based disaster preparedness capability. Employees and volunteers with stronger attachment, responsibility, and commitment to the organization are more likely to participate actively in training, coordination, simulations, and community empowerment activities. Therefore, BPBD Mahakam Ulu Regency should strengthen competency mapping, capacity development, talent management systems, transformational leadership practices, and an organizational culture that supports collaboration and adaptability. By reinforcing these organizational dimensions, BPBD can enhance institutional capacity and improve community readiness in facing disaster risks.

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Author Contributions

DA contributed to the conceptualization, methodology, data collection, data analysis, interpretation of findings, and preparation of the original draft. SR contributed to the conceptualization, supervision, methodology, validation, and critical review of the manuscript. S contributed to the supervision, validation, interpretation of results, and manuscript review and editing. All authors reviewed and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the research, authorship, or publication of this article. The study was conducted independently, and no personal, financial, or institutional interests influenced the research process or interpretation of the findings.

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