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The Influence of Message Source Credibility, Content-Based Trust, and Engagement-Based Trust on Member Contribution Performance through Social Media Engagement with the Moderation of Community Manager in the FRC Ecosystem of PT. MSBU Konsultan Indonesia

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Abstract

Background: Professional digital communities face a persistent paradox wherein high member engagement does not reliably translate into substantive contribution performance.

Objective: This study developed and tested a moderated mediation model examining the roles of *Message Source Credibility*, *Content-Based Trust*, and *Engagement-Based Trust* as antecedents of *Social Media Engagement*, which subsequently predicts *Member Contribution Performance*, moderated by *Community Manager Support*.

Methods: Grounded in *Source Credibility Theory*, *Trust Theory*, and *Engagement Theory*, the study employed a quantitative explanatory design with purposive sampling of 140 active members of the *FRC Ecosystem*, PT. MSBU Konsultan Indonesia. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.

Results: All nine hypotheses were supported. *Engagement-Based Trust* emerged as the strongest antecedent of *Social Media Engagement*, establishing the primacy of relational-affective over informational-cognitive mechanisms in professional community engagement formation. *Social Media Engagement* demonstrated a dominant effect on *Member Contribution Performance*, repositioning engagement as a conversion mechanism rather than a terminal outcome. *Community Manager Support* both directly influenced contribution performance and positively moderated the engagement–contribution relationship, functioning as a governance amplifier. Full mediation across all indirect pathways resolved contradictory findings in prior literature regarding the trust–contribution relationship.

Conclusion: These findings advance engagement and community governance theory while providing evidence-based implications for professional digital community governance design. Community practitioners are advised to prioritize relational trust cultivation, implement structured recognition systems, and calibrate managerial support intensity proportionate to observed engagement levels.

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INTRODUCTION

Professional digital communities are in a strategic position in knowledge-intensive industries; however, a prevailing paradox persists in the governance of these communities: members who exhibit high participatory behavior do not necessarily convert that relational investment into a contribution to a digital community (Krause & Oertel, 2024). This dichotomy

between member involvement and actual contribution to a digital community represents a theoretical gap, as interaction intensity has been conceptualized as a terminal outcome rather than a conversion process.

Behavioral participation in social media communities, defined as the concomitant cognitive, emotional, and behavioral investment of members in community activities Brodie (2002) and Hornuf (2022), has been primarily anteceded by message source credibility, rooted in Source Credibility Theory Hovland (1951) and Ohanian (1990), in which perceptions of expertise and trustworthiness are determinants of message acceptability and participatory response (Appelman & Sundar, 2016). Trust represents a parallel structural antecedent to levels of relational commitment Gefen (2003) and Shirazi (2022), which has been differentiated into content-based trust in relation to perceptions of information quality and relevance to a digital community Bazi (2025) and Pramono (2025), and engagement-based trust that develops as a result of reciprocal interaction among members of a digital community.

Notwithstanding this theoretical basis, two empirical inconsistencies have remained unresolved. First, in terms of credibility and engagement, Alkan (2025) showed that dimensions of message source credibility significantly predicted behavioral engagement in a social media community; Dominic (2023) found that when content quality and interactivity were statistically controlled, credibility predicted only attitudinal engagement, with behavioral engagement losing significance. The second unresolved inconsistency concerns trust and contribution performance, where Weerapperuma (2025) showed that trust directly and significantly predicted member contribution intention, whereas Bazi (2022) found this direct link nonsignificant and mediated only through engagement. These two unresolved inconsistencies have important structural implications: models that do not include engagement as a mediating factor may mis-specify the underlying contribution performance structure and, hence, are likely to misguide governance interventions.

A third gap concerns the moderating impact of managerial intervention on engagement formation. Although community governance research recognizes that structured managerial facilitation of engagement formation is beneficial for member participation Been (2017) and Kamboj (2017), no study has isolated whether Community Manager support moderates credibility and engagement. The existing body of research conflates managerial facilitation of engagement in general with credibility facilitation in particular, leaving this moderating link theoretically unspecified and hence unanswered, particularly in the context of professional digital community engagement.

This current study resolves these three gaps by using a moderated mediation model in which engagement is used as a mediating factor in the relationship between message source credibility, content-based trust, and engagement-based trust and member contribution performance, and is moderated by Community Manager support. Theoretically, this study resolves two existing causality ambiguities by using engagement as a conversion factor in contribution performance; it also contributes to engagement and community governance theory and literature. Empirically, this study is based on an investigation of the FRC Ecosystem of PT. MSBU Konsultan Indonesia and hence provides evidence-based implications for professional digital community governance.

Literature Review and Hypothesis Development

Theoretical Foundation

This research is theoretically informed by three distinct yet complementary theoretical frameworks that converge to form a unified theoretical framework for the proposed model. Source Credibility Theory Hovland (1951), operationalized and adapted for the digital environment by Ohanian (1990), posits that communicator-perceived expertise and trustworthiness determine the levels of informational acceptance and behavioral engagement responses. Importantly, this framework provides a basis for understanding why audiences respond differently to the same information depending on their assessment of the source, a critical phenomenon in professional digital community environments.

Trust Theory in online communities Gefen (2000) and Mcknight (2002) proposes a multidimensional construct of trust, distinguishing between cognitive trust, developed

systematically from evaluating information quality, and affective trust, developed through positive interaction experiences. Li (2020) and Bazi (2025) operationalize these dimensions as content trust and engagement trust, respectively, providing a theoretical basis for their differential antecedent effects in the proposed model. Engagement Theory Brodie (2002) & Dessart (2015) conceptualizes engagement as a dynamic psychological construct comprised of simultaneous cognitive, emotional, and behavioral dimensions. Hollebeek (2014) further developed this theory, indicating that engagement acts as a motivational conversion mechanism. Together, these three theoretical frameworks provide the foundation for the proposed full moderated mediation model.

Message Source Credibility and Social Media Engagement

Source Credibility Theory argues that the perceived expertise and trustworthiness of communicators directly influence the extent of informational engagement by the audience (Hovland & Weiss, 1951; Ohanian, 1990). In digital community environments, credibility cues help mitigate informational uncertainty and cognitive processing difficulties, thereby lowering thresholds for participatory behavior (Appelman & Sundar, 2016). Members who perceive community communicators as credible demonstrate higher willingness to cognitively process, emotionally respond, and behaviorally interact with community content (Reinikainen et al., 2020). In professional community systems, where expertise is a prerequisite for informational authority, credibility perceptions are especially salient in influencing engagement depth (Alkan et al., 2025). Therefore, it is expected that the expert and trustworthy administrator of the FRC Ecosystem will serve as a structural catalyst for facilitating member engagement.

H1: Message Source Credibility positively influences Social Media Engagement.

Content-Based Trust and Social Media Engagement

Cognitive trust, facilitated by evaluations of content quality, is considered a primary antecedent of user engagement in digital environments (Mcknight et al., 2002). When community members believe that the information shared is "correct," "pertinent," and "reliable" across contexts, cognitive friction is reduced, allowing them to focus more fully on engagement behaviors (Mu'Min et al., 2025; Roy et al., 2018). Empirical research conducted by Garavan (2016) confirms that information quality significantly predicts engagement intensity across social media platforms. In professional digital communities, where members rely on community content for knowledge and career development, content-based trust is a strategic factor in fostering user engagement (Kim et al., 2008; Kong et al., 2024).

H2: Content-Based Trust positively influences Social Media Engagement.

Engagement-Based Trust and Social Media Engagement

Relational trust, developed through shared interaction experiences, is a self-sustaining process within digital communities. As members experience positive interactions characterized by responsiveness and communicative consistency, emotional loyalty to the community is amplified, promoting deeper engagement (M. Harrigan et al., 2021; Pramono et al., 2025). Brodie (2011) argue that interaction-based trust reduces perceptions of social risk associated with active participation, promoting behavioral engagement. Morgan (2020) found that this type of trust fosters emotional loyalty that transcends transactional engagement and supports identity-integrated engagement. In the context of the FRC Ecosystem, where relational safety is critical for collaborative engagement among professionals, engagement-based trust serves as a structural antecedent of member engagement.

H3: Engagement-Based Trust positively influences Social Media Engagement.

Social Media Engagement and Member Contribution Performance

Engagement Theory explains behavioral engagement as the immediate motivational driver for active contribution to the community (Brodie et al., 2011; Hollebeek et al., 2014). Members who are cognitively engrossed, emotionally attached, and behaviorally active demonstrate a heightened motivation to share knowledge, create content, and facilitate community initiatives (Cai et al., 2023). Barykin (2020) showed that engagement level is a

significant predictor of the frequency and quality of contributions in professional digital ecosystems. The psychological investment of community members induced by high engagement evokes a sense of obligation to reciprocate by contributing in proportion to the benefits received.
H4: Social Media Engagement positively influences Member Contribution Performance.

Community Manager Support and Member Contribution Performance

The role of Community Manager Support (CMS) in developing normative and instrumental structures that facilitate contribution behavior has been demonstrated (Been et al., 2017). Specifically, managerial facilitation increases members' perceived legitimacy of contribution activities, reducing hesitancy in sharing knowledge. Instrumental support includes guidance, feedback, and recognition, which decrease the transactional costs of contribution and enhance perceived efficacy (Dalenogare et al., 2018). In professional digital communities, contribution quality can be peer-evaluated, making managerial endorsement a source of reputational reward. Denter (2023) showed that perceived management support increases community belonging, which correlates with the frequency and quality of contributions in knowledge-intensive community settings.
H5: Community Manager Support positively influences Member Contribution Performance.

Moderates

Beyond its direct impact, Community Manager Support is theorized to enhance the translation of engagement into contribution performance. Kamboj (2017) demonstrated that engagement's behavioral outcomes are mediated by managerial structures. High levels of CMS provide recognition and facilitation, converting member motivation into actual contribution behavior (Been et al., 2017). Without managerial support, highly engaged members may lack the structural support to translate motivation into performance.
H6: Community Manager Support positively moderates the relationship between Social Media Engagement and Member Contribution Performance, such that the positive effect is amplified when Community Manager Support is high.

Mediation

Social media engagement serves as the key psychological mechanism converting message source credibility, content-based trust, and engagement-based trust into contribution performance outcomes. This mediated relationship aligns with dual-process persuasion theory. Without engagement, credibility alone may initiate message elaboration but is insufficient to elicit contribution performance (Hollebeek et al., 2014). Engagement provides community identification necessary to transform credibility into active contribution (M. Harrigan et al., 2021). Similarly, content-based trust reduces cognitive friction and promotes informational willingness; however, informational willingness alone is insufficient to drive contribution without social media engagement (Kulikovskaja et al., 2023; Li et al., 2020). Any theoretical approach failing to include the mediating effect of social media engagement would be mis-specified (Sashi, 2012). Engagement-based trust requires social media engagement to activate relational trust toward contribution performance (Bazi et al., 2025). Dessart (2015) empirically confirm social media engagement mediates affective community attachment.
H7: Social Media Engagement mediates the positive relationship between Message Source Credibility and Member Contribution Performance.
H8: Social Media Engagement mediates the positive relationship between Content-Based Trust and Member Contribution Performance.
H9: Social Media Engagement mediates the positive relationship between Engagement-Based Trust and Member Contribution Performance.

Research Framework

The proposed framework operationalizes a moderated mediation architecture in which Social Media Engagement functions as the psychological conversion mechanism bridging three theoretically distinct antecedents and member contribution performance. Message Source Credibility influences engagement via cognitive-persuasion mechanisms derived from Source

Credibility Theory (Hovland & Weiss, 1951; Ohanian, 1990). Content-Based Trust operates through informational-cognitive pathways, where perceived content quality reduces processing friction and enhances participatory investment (Anokhov, 2019; Mcknight et al., 2002). Engagement-Based Trust activates relational-affective mechanisms through accumulated reciprocal interactions (Bazi et al., 2025; M. Harrigan et al., 2021).

Social Media Engagement is positioned as a proximal behavioral determinant of contribution performance rather than as a terminal outcome, consistent with Engagement Theory's conversion logic (Brodie et al., 2002; Hollebeek et al., 2019). Community Manager Support introduces a governance boundary condition, amplifying the engagement-to-contribution conversion magnitude (Behl et al., 2023; Kamboj & Rahman, 2017). The complete model includes three mediated pathways and one moderated path, forming an integrated moderated mediation framework with direct implications for professional digital community governance design.

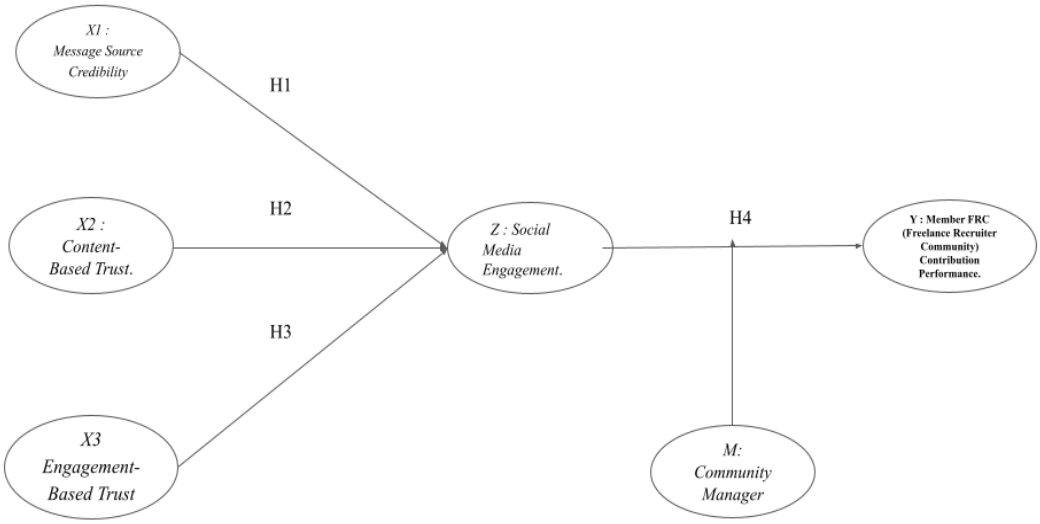

Figure 1. Research Framework

METHOD

Population and Sampling

The study's target population comprised active FRC Ecosystem (Freelance Recruiter Community) members under the management of PT. MSBU Konsultan Indonesia. It represented a structured digital community of professionals whose sole medium of interaction was social media. Purposive sampling was employed. The inclusion criteria were operationalized as follows: (1) the respondent had to be a registered community member for at least three months, (2) the respondent had to demonstrate evidence of interaction within the community by posting, commenting, or sharing community-related posts within the last 30 days, and (3) the respondent had to provide informed consent.

These criteria ensured that respondents were aware of all variables under investigation, a prerequisite for the construct validity of community engagement research (M. Harrigan et al., 2021; P. Harrigan et al., 2020). The minimum sample size was calculated using the inverse square root method of power analysis recommended by Kock (2015) indicating a minimum required sample exceeding 100 observations for the anticipated minimum path coefficient of 0.20, consistent with prior community engagement literature (Bazi et al., 2025; Srivastava et al., 2023). Consequently, the minimum sample size was set at 100. However, the study targeted 140 respondents to ensure a test power above 0.80 at an alpha level of 0.05 and to counter a 15% non-response rate common in online surveys (J. F. Hair, 2022).

Measurement Instrument

Data were collected via a structured self-administered online questionnaire distributed through official FRC Ecosystem communication channels on Google Forms. All constructs were measured using reflective multi-item scales anchored on a five-point Likert scale (1 = strongly disagree; 5 = strongly agree), consistent with the continuous latent variable assumption underlying PLS-SEM (Hair et al., 2019). A total of 26 measurement items were distributed across six constructs, each adapted from validated instruments in prior literature to ensure theoretical fidelity while preserving contextual relevance to the professional digital community setting.

Message Source Credibility was measured using five items adapted from Alkan (2025) and Dominic (2023), capturing respondents' perceptions of communicator expertise, trustworthiness, and informational reliability within the FRC Ecosystem platform. Content-Based Trust was operationalized through four items drawn from Mcknight (2011) , reflecting cognitive evaluations of information accuracy, relevance, transparency, and consistency of community-shared content. Engagement-Based Trust was assessed via four items adapted from Harrigan (2021) and Bazi (2025), capturing relational trust formed through accumulated reciprocal and responsive interaction experiences among community members.

Social Media Engagement was measured using five items adapted from Brodie (2002) and Dessart (2015), encompassing the cognitive, emotional, and behavioral dimensions of member involvement in community activities. Community Manager Support was operationalized through four items derived from Been (2017) and Hornuf (2022), reflecting members' perceptions of managerial facilitation, responsiveness, and legitimizing communication functions. Finally, Member Contribution Performance was assessed using four items adapted from Singh (2015), capturing both the quality and intensity of knowledge sharing, content creation, and collaborative contributions provided by members to the community ecosystem.

All items underwent expert panel review involving three academic reviewers with competencies in digital community research and two FRC Ecosystem practitioners prior to pilot administration, ensuring content validity and contextual appropriateness (Gefen & Straub, 2000; Straub & Whalen, 2013). Minor wording adjustments were introduced following panel feedback to enhance construct-context alignment without compromising theoretical correspondence to source instruments. A pilot study (n = 30) drawn from the target population confirmed item comprehensibility and preliminary psychometric adequacy, with Cronbach's α exceeding 0.70 for all constructs, satisfying the threshold for acceptable internal consistency at the pre-validation stage (J. F. Hair, 2022).

Common Method Bias Mitigation

Given the single-source, self-report design, procedural and statistical remedies for common method bias (CMB) were implemented. Procedurally, item order was randomized, predictor and outcome constructs were separated within the questionnaire, and respondent anonymity was assured to reduce social desirability bias (Podsakoff et al., 2003). Statistically, the unmeasured latent factor technique was applied post-collection, providing a robust assessment of CMB absence, as no single factor accounted for more than 50% of total variance (Podsakoff et al., 2003).

Analytical Procedure

Data analysis proceeded in two sequential stages following the two-step assessment protocol recommended by (J. Hair & Alamer, 2022). In Stage 1, the measurement model was evaluated through reflective measurement model assessment, encompassing: (a) indicator reliability (outer loadings ≥ 0.708); (b) internal consistency reliability (Composite Reliability, CR ≥ 0.70; Cronbach's α ≥ 0.70); (c) convergent validity (Average Variance Extracted, AVE ≥ 0.50); and (d) discriminant validity assessed via the Heterotrait-Monotrait ratio (HTMT < 0.85). In Stage 2, the structural model was evaluated through path coefficient estimation via bootstrapping (5,000 resamples, bias-corrected confidence intervals), effect size assessment (f^2), predictive relevance ($Q^2 > 0$ via blindfolding), and variance inflation factor inspection (VIF < 3.3) to confirm the absence of collinearity (J. Hair & Alamer, 2022). Mediation was assessed through indirect effect confidence intervals excluding zero, and moderation through interaction term significance

and slope analysis (Hayes, 1996).

RESULTS AND DISCUSSION

Results

Measurement model

The measurement model demonstrated satisfactory psychometric properties across all six constructs (Table 1). All indicator outer loadings exceeded the recommended threshold of 0.708 Hair (2022), ranging from 0.782 (EBT.4) to 0.948 (CMS.6), confirming adequate indicator reliability at the item level. Internal consistency was established through Cronbach's alpha (α: 0.911–0.976) and composite reliability (CR: 0.937–0.980), both substantially exceeding the minimum threshold of 0.70 across all constructs (Table 1). Convergent validity was confirmed as Average Variance Extracted (AVE) exceeded the 0.50 threshold for all constructs, ranging from 0.756 (CBT) to 0.857 (CMS), indicating that each construct accounts for the majority of variance in its respective indicators (Hair et al., 2022).

Descriptive statistics revealed consistently high mean scores across antecedent constructs (Table 2), with Community Manager Support recording the highest mean values (M = 4.650–4.714, SD = 0.525–0.630), followed by Message Source Credibility (M = 4.636–4.700, SD = 0.503–0.600) and Content-Based Trust (M = 4.500–4.607, SD = 0.594–0.671). Member Contribution Performance exhibited comparatively lower means (M = 3.986–4.264) with larger standard deviations (SD = 0.752–0.967; Table 2), suggesting greater inter-respondent variability in actual contribution behavior, a pattern theoretically consistent with the engagement–contribution gap motivating this investigation. Collectively, the results presented in Tables 1 and 2 confirm measurement model validity and support structural path estimation.

Table 1. Construct Reliability and Validity

Code	Variable	Mean	Sd	Outer loadings	CA	CR	AVE
Credibility and Member Contribution Performance					0.954	0.961	0.756
CBT.1	Content shared within FRC is accurate and credible.	4.607	0.594	0.876			
CBT.2	Information shared in FRC rarely contains errors or ambiguous claims.	4.557	0.647	0.787			
CBT.3	Information shared in FRC is relevant to my professional needs.	4.543	0.659	0.883			
CBT.4	Topics discussed in FRC align with current developments and challenges in my professional field.	4.593	0.654	0.838			
CBT.5	Content in FRC is delivered in a consistent manner.	4.593	0.631	0.896			
CBT.6	The quality of information shared in FRC is relatively stable over time.	4.571	0.645	0.905			
CBT.7	I feel confident using information obtained from FRC.	4.579	0.633	0.895			
CBT.8	I trust that information from FRC can be used as a reliable reference for my professional decision-making.	4.500	0.671	0.868			
Community Manager Support					0.976	0.980	0.857
CMS.1	The FRC Community Manager responds quickly and helpfully when members raise questions or concerns.	4.693	0.533	0.928			
CMS.2	Member inquiries and needs are consistently and appropriately addressed by the Community Manager.	4.657	0.630	0.908			
CMS.3	The Community Manager consistently initiates and directs meaningful discussions within the community.	4.650	0.585	0.926			
CMS.4	The Community Manager actively encourages productive and engaging discussions among members.	4.693	0.596	0.923			
CMS.5	The Community Manager ensures that communication in FRC remains clear, relevant, and respectful.	4.686	0.549	0.942			
CMS.6	The Community Manager maintains a professional and purposeful communication environment within FRC.	4.714	0.525	0.948			
CMS.7	The presence of the Community Manager increases member participation within the FRC community.	4.650	0.560	0.930			
CMS.8	The support provided by the Community Manager motivates members to actively engage in community activities.	4.693	0.533	0.899			
Engagement-Based Trust					0.943	0.955	0.779
EBT.1	Interactions among FRC members take place in a positive	4.571	0.623	0.898			

	and constructive manner.						
EBT.2	Discussions within FRC are conducted constructively and with mutual respect.	4.679	0.511	0.867			
EBT.3	I feel comfortable interacting with other members in the FRC community.	4.579	0.644	0.919			
EBT.4	FRC members are responsive and engaged in community discussions.	4.429	0.803	0.782			
EBT.5	My interaction experiences in FRC have cultivated a sense of mutual trust among members.	4.571	0.645	0.904			
EBT.6	I trust that FRC members have genuine and positive intentions in every community interaction.	4.550	0.647	0.916			
Member Contribution Performance					0.968	0.973	0.817
MCP.1	I actively contribute to discussions taking place within the FRC community.	4.036	0.967	0.882			
MCP.2	I consistently participate in relevant activities and discussions in FRC.	4.057	0.939	0.898			
MCP.3	I share useful and informative content with other FRC members.	4.000	0.956	0.946			
MCP.4	I share professional experiences and insights that are beneficial to other community members.	4.057	0.908	0.923			
MCP.5	I assist other members by offering practical solutions and professional advice.	3.986	0.933	0.913			
MCP.6	I willingly dedicate time to support other members whenever they require assistance.	4.264	0.752	0.896			
MCP.7	My contributions provide meaningful added value to the FRC community.	4.214	0.818	0.886			
MCP.8	The contributions I make are relevant and have a positive impact on other community members.	4.229	0.831	0.885			
Message Source Credibility					0.911	0.937	0.789
MSC.1	The FRC administrator possesses expertise relevant to the topics discussed in the community.	4.650	0.585	0.888			
MSC.2	Information delivered by the FRC administrator is presented in a professional manner.	4.700	0.503	0.887			
MSC.3	I trust the honesty of the FRC administrator in conveying information to community members.	4.650	0.597	0.895			
MSC.4	I regard the FRC administrator as a reliable and dependable source of information.	4.636	0.600	0.882			
Social Media Engagement					0.944	0.956	0.782
SME.1	I pay serious attention to information posted within the FRC community.	4.221	0.820	0.915			
SME.2	Activities in FRC make me enthusiastic about following the community's ongoing developments.	4.314	0.738	0.881			
SME.3	I feel emotionally involved in the activities and interactions taking place in FRC.	4.293	0.681	0.902			
SME.4	I frequently respond to and interact with content published in FRC.	4.200	0.830	0.837			
SME.5	I actively participate in discussions or events organized within the FRC community.	4.071	0.938	0.893			
SME.6	I pay serious attention to information posted within the FRC community.	4.121	0.898	0.878			

Table 2. (Discriminant Validity — HTMT Ratio Matrix)

	Community Manager Support	Content-Based Trust	Contribution Performance	Engagement-Based Trust	Message Source Credibility	Social Media Engagement	Community Manager Support x Social Media Engagement
Community Manager Support							
Content-Based Trust	0.722						
Contribution Performance	0.530	0.537					
Engagement-Based Trust	0.741	0.732	0.539				

Message Source Credibility	0.815	0.846	0.605	0.829		
Social Media Engagement	0.584	0.627	0.828	0.644	0.669	
Community Manager Support x Social Media Engagement	0.712	0.433	0.172	0.485	0.591	0.243

Discriminant validity was assessed using the Heterotrait-Monotrait ratio (HTMT), which provides a more statistically conservative criterion than the Fornell-Larcker procedure by directly estimating true inter-construct correlations. As presented in Table 2 (Discriminant Validity – HTMT Ratio Matrix), all HTMT values fell below the stringent threshold of 0.85, confirming empirical distinctiveness across all construct pairs. The highest value was observed between Message Source Credibility and Content-Based Trust (HTMT = 0.846; Table 2), which, while proximate to the threshold, remains within acceptable bounds and is theoretically attributable to the shared informational evaluation dimension underlying both constructs, distinguishable as source-level versus content-level perceptions, respectively (Mcknight et al., 2002; Ohanian, 1990).

The HTMT value between Social Media Engagement and Member Contribution Performance (HTMT = 0.828; Table 2) confirms that these two constructs, central to the mediation architecture, remain empirically distinct despite their strong theoretical relationship, validating the structural separation of engagement as a mediating mechanism from contribution as a behavioral outcome. The interaction term CMS × SME returned the lowest HTMT values across all construct pairs (range: 0.172–0.712; Table 2), confirming the absence of construct redundancy between the moderation term and its constituent variables. Collectively, the results in Table 2 authorize structural path estimation with full confidence in the discriminant integrity of the measurement model (J. F. Hair, 2022).

Common Method Bias

Prior to structural path estimation, collinearity among predictor constructs was assessed through Variance Inflation Factor (VIF) values for each predictor–criterion relationship (Table 3). Results indicated that the majority of VIF values fell below the conservative threshold of 3.3 recommended for PLS-SEM contexts Hair (2022), ranging from 1.579 (SME → MCP) to 2.949 (CMS → MCP), confirming the absence of problematic multicollinearity for these paths. However, Message Source Credibility recorded a VIF of 3.600 in its relationship with Social Media Engagement — marginally exceeding the 3.3 threshold, yet remaining well below the liberal ceiling of 5.0 widely accepted in behavioral research (Hair et al., 2019). Given that this value does not approach the critical threshold of 5.0, and that all remaining predictors demonstrated VIF values within acceptable bounds, collinearity is not considered a substantive threat to the validity of structural path estimates in the present model (Table 3). These results collectively authorize proceeding to hypothesis testing with confidence that path coefficients are not artificially inflated by inter-construct collinearity.

Table 3. Variance Inflation Factor (VIF) — Collinearity Assessment

Predictor Path	VIF	Collinearity Status
Content-Based Trust (CBT) → Social Media Engagement (SME)	2.843	*Acceptable (< 3.3)*
Community Manager Support (CMS) → Member Contribution Performance (MCP)	2.949	*Acceptable (< 3.3)*
Community Manager Support × SME (Interaction Term) → Member Contribution Performance (MCP)	2.135	*Acceptable (< 3.3)*
Engagement-Based Trust (EBT) →	2.583	*Acceptable (< 3.3)*

Social Media Engagement (SME)		
Message Source Credibility (MSC) → Social Media Engagement (SME)	**3.600**	*Marginal — Within Acceptable Bound (< 5.0)*
Social Media Engagement (SME) → Member Contribution Performance (MCP)	1.579	*Acceptable (< 3.3)*

Direct Effect Hypothesis Testing (H1–H6)

Structural path coefficients and their significance levels were estimated through bootstrapping with 5,000 resamples using bias-corrected confidence intervals, following (J. Hair & Alamer, 2022). All six direct hypotheses were supported at α = 0.05, as presented in Table 4.

Message Source Credibility exerted a significant positive effect on Social Media Engagement (β = 0.228, t = 2.246, p = 0.025, f^2 = 0.058), supporting H1, with a small-to-medium practical effect consistent with Source Credibility Theory's context-conditional influence in professional community settings (Ohanian, 1990). Content-Based Trust (β = 0.228, t = 2.004, p = 0.045, f^2 = 0.038) and Engagement-Based Trust (β = 0.276, t = 2.263, p = 0.024, f^2 = 0.033) demonstrated significant positive effects on Social Media Engagement, supporting H2 and H3, respectively. Engagement-Based Trust exhibited the strongest direct path coefficient among the three antecedents, reinforcing the primacy of relational-affective mechanisms over informational-cognitive pathways in professional digital community engagement formation (Bazi et al., 2025; M. Harrigan et al., 2021).

Social Media Engagement exerted a significant positive effect on Member Contribution Performance (β = 0.696, t = 10.332, p < 0.001, f^2 = 0.053), supporting H4 and establishing SME as the proximal behavioral determinant of contribution performance. Community Manager Support demonstrated a significant direct effect on MCP (β = 0.244, t = 2.662, p = 0.008, f^2 = 0.026), supporting H5 and confirming the governance facilitation function of managerial actors in professional ecosystems (Been et al., 2016; Hornuf & Jeworrek, 2022). The interaction term CMS × SME yielded a significant positive effect on MCP (β = 0.144, t = 2.127, p = 0.033, f^2 = 0.876), supporting H6. The large effect size of the moderation term (f^2 = 0.876) indicates that Community Manager Support constitutes a substantively consequential boundary condition in the engagement–contribution relationship, amplifying the behavioral yield of engagement in proportion to managerial governance intensity (J. F. Hair, 2022; Kamboj & Rahman, 2017).

Table 4. Path Coefficients — Direct Effects

Hypothesis	β	Mean	STDEV	t-stat	f^2	p	Decision
H1: MSC → SME	0.228	0.219	0.101	2.246	0.058	0.025	Supported ✓
H2: CBT → SME	0.228	0.227	0.114	2.004	0.038	0.045	Supported ✓
H3: EBT → SME	0.276	0.287	0.122	2.263	0.033	0.024	Supported ✓
H4: SME → MCP	0.696	0.693	0.067	10.332	0.053	< 0.001	Supported ✓
H5: CMS → MCP	0.244	0.247	0.092	2.662	0.026	0.008	Supported ✓
H6: CMS × SME → MCP	0.144	0.147	0.068	2.127	0.876	0.033	Supported ✓

Mediation Hypothesis Testing (H7–H9)

Specific indirect effects were estimated through bootstrapping (5,000 resamples) with bias-corrected confidence intervals. A mediation effect is confirmed when the indirect effect confidence interval excludes zero. All three mediation hypotheses were supported (Table 5). Given that direct paths from MSC, CBT, and EBT to MCP were not specified in the structural model, consistent with the theoretical full mediation design, these results indicate that Social Media Engagement fully mediates the relationship between each antecedent construct and Member Contribution Performance.

Social Media Engagement significantly mediated the relationship between Message Source Credibility and Member Contribution Performance (β = 0.158, t = 2.125, p = 0.034, 95% CI [0.021, 0.315]), supporting H7. The indirect effect of Content-Based Trust on Member

Contribution Performance through Social Media Engagement was also significant (β = 0.158, t = 1.998, p = 0.046, 95% CI [0.008, 0.314]), supporting H8, with the t-statistic approaching the critical boundary, indicating a modest yet statistically adequate mediation effect. Engagement-Based Trust demonstrated the strongest indirect effect on Member Contribution Performance via Social Media Engagement (β = 0.192, t = 2.224, p = 0.026, 95% CI [0.031, 0.367]), supporting H9 and reinforcing the theoretical primacy of relational-affective mechanisms in the contribution performance pathway.

Table 5. Specific Indirect Effects — Mediation Testing (H7–H9)

Indirect Path	β	Mean	STDEV	t-stat	p	95% CI
H7: MSC → SME → MCP	0.158	0.153	0.075	2.125	0.034	[0.021, 0.315]
H8: CBT → SME → MCP	0.158	0.157	0.079	1.998	0.046	[0.008, 0.314]
H9: EBT → SME → MCP	0.192	0.199	0.086	2.224	0.026	[0.031, 0.367]

Moderation Analysis — Conditional Direct Effects (H6)

To further specify the moderation effect confirmed in H6, conditional direct effects of Social Media Engagement on Member Contribution Performance (MCP) were estimated at three levels of Community Manager Support (CMS; −1 SD, Mean, +1 SD), following the simple slopes procedure. Results presented in Table 6 demonstrate a monotonically increasing pattern in the SME → MCP relationship as CMS increases, confirming a positive amplification mechanism consistent with the hypothesized boundary condition.

At low CMS (−1 SD), Social Media Engagement still produced a significant positive effect on MCP (β = 0.552, t = 4.849, p < 0.001), indicating that engagement retains baseline behavioral efficacy even in the absence of strong managerial support. At mean CMS, this effect intensified to β = 0.696 (t = 10.332, p < 0.001). At high CMS (+1 SD), the engagement–contribution path reached β = 0.839 (t = 11.610, p < 0.001)—a 52.1% increase over the low-CMS condition. This slope differential confirms that CMS functions as a governance amplifier, systematically increasing the rate at which engagement translates into measurable contribution performance. The total variance in MCP explained by the full moderated model (R^2 = 0.650) further underscores the practical significance of CMS as a structural moderator in professional digital community ecosystems.

Table 6. Conditional Direct Effects — SME → MCP at Three Levels of CMS (H6)

Condition (CMS Level)	β	Mean	STDEV	t-stat	p
CMS at −1 SD (Low Support)	0.552	0.545	0.114	4.849	< 0.001
CMS at Mean (Moderate Support)	0.696	0.693	0.067	10.332	< 0.001
CMS at +1 SD (High Support)	0.839	0.840	0.072	11.610	< 0.001

Determination (R^2 and Adjusted R^2)

The explanatory power of the structural model was assessed using R^2 and adjusted R^2, as reported in Table 3. Social Media Engagement yielded R^2 = 0.447 (adjusted R^2 = 0.434), indicating that Message Source Credibility, Content-Based Trust, and Engagement-Based Trust collectively account for 44.7% of the variance in engagement—classified as moderate predictive power (Hair et al., 2022; Cohen, 1988). Member Contribution Performance demonstrated substantial explanatory power at R^2 = 0.650 (adjusted R^2 = 0.642), exceeding the 0.50 threshold for substantial in-sample predictive capacity in organizational behavior research (J. F. Hair, 2022). The negligible discrepancy between R^2 and adjusted R^2 for both endogenous constructs (ΔSME = 0.013; ΔMCP = 0.008) confirms that each predictor contributes substantively to model explanation rather than artificially inflating fit, lending confidence to the parsimony of the proposed moderated mediation framework (Table 7).

Table 7. Coefficient of Determination (R^2 and Adjusted R^2)

	R-square	R-square adjusted
Contribution Performance	0.650	0.642
Social Media Engagement	0.447	0.434

Blindfolding

Out-of-sample predictive power was assessed using PLS-predict (k = 10 folds, 10 repetitions), following Shmueli (2019), with results reported in Table 8. Two criteria were applied: (1) all Q^2predict values must exceed zero, confirming predictive relevance; and (2) PLS-SEM prediction errors (RMSE and MAE) must be lower than the linear regression benchmark (LM), confirming that the structural model generates superior predictive accuracy beyond a naïve baseline (Shmueli et al., 2019).

All Q^2predict values for Social Media Engagement indicators were positive, ranging from 0.289 (SME.1, SME.6) to 0.395 (SME.4), confirming construct-level predictive relevance (Table 8). Similarly, all Member Contribution Performance indicators returned positive Q^2predict values, ranging from 0.228 (MCP.2) to 0.328 (MCP.1; Table 8). Across all 14 indicators, PLS-SEM RMSE and MAE values were consistently and substantially lower than both the linear regression (LM) and individual average (IA) benchmarks — for instance, SME.1 recorded PLS-SEM RMSE = 0.696 versus LM RMSE = 0.868 and IA RMSE = 0.825, while MCP.3 yielded PLS-SEM RMSE = 0.834 versus LM RMSE = 0.980 (Table 8) — confirming medium predictive accuracy at the indicator level (J. F. Hair, 2022; Shmueli et al., 2019). Collectively, the results in Table 8 establish that the proposed moderated mediation model possesses both explanatory power and meaningful out-of-sample predictive relevance for both endogenous constructs.

Table 8. PLS-Predict Results — Out-of-Sample Predictive Power

	Q^2predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE	IA_RMSE	IA_MAE
SME.1	0.289	0.696	0.539	0.868	0.663	0.825	0.682
SME.2	0.310	0.617	0.495	0.661	0.543	0.742	0.641
SME.3	0.308	0.570	0.458	0.655	0.534	0.685	0.589
SME.4	0.395	0.650	0.546	0.725	0.584	0.835	0.702
SME.5	0.337	0.770	0.627	0.938	0.743	0.946	0.762
SME.6	0.289	0.762	0.603	0.897	0.697	0.903	0.732
MCP.1	0.328	0.798	0.660	0.898	0.719	0.973	0.805
MCP.2	0.228	0.831	0.682	0.940	0.769	0.945	0.772
MCP.3	0.248	0.834	0.671	0.980	0.793	0.962	0.782
MCP.4	0.260	0.786	0.645	0.974	0.791	0.914	0.759
MCP.5	0.300	0.786	0.659	0.917	0.757	0.939	0.769
MCP.6	0.256	0.653	0.534	0.834	0.675	0.757	0.645
MCP.7	0.275	0.701	0.564	0.911	0.697	0.823	0.678
MCP.8	0.293	0.705	0.556	0.856	0.690	0.838	0.689

Discussion

Message Source Credibility and Social Media Engagement

The current study confirms the significant and positive relationship between Message Source Credibility and Social Media Engagement, thus offering empirical support for Source Credibility Theory Hovland (1951) and Ohanian (1990) in the context of professional digital communities. Indeed, when members of such communities perceive the FRC administrator as possessing relevant expertise and communicating in a trustworthy manner, their cognitive receptivity to community content will be positively affected, thus reducing the psychological threshold of participatory engagement.

This finding is in line with Tang (2022), who showed that the dimensions of credibility systematically activate behavioral engagement in social media settings, as well as Appelman (2016), who found that source credibility positively influences informational acceptance in digital settings. Crucially, however, the effect size of the practical application of MSC in the context of the current study, which can be characterized as small to medium, offers a partial resolution of the apparent contradiction between (J. Li et al., 2026). Indeed, the latter study showed that the effect of credibility on behavioral engagement diminishes when content quality is statistically

controlled, thus suggesting context-conditionality rather than universality of the effect. The finding of the current study that MSC has an independent effect in addition to CBT and EBT in the context of professional digital communities, in which institutionalized standards of credibility are in effect, such as the FRC Ecosystem in which administrator authority is structurally legitimized, thus suggests that in such settings, the effect of credibility can be characterized as necessary but not maximally differentiating. In other words, the theoretical proposition of Source Credibility Theory can be refined to include the moderating effect of institutional context on the engagement-activation function of credibility, which was not addressed in single-concept studies.

Content-Based Trust and Social Media Engagement

The significance of Content-Based Trust (CBT) having a positive influence on Social Media Engagement is consistent with the cognitive trust framework advanced by Tripp (2023), wherein the researchers showed the significance of the systematic appraisal of the accuracy, appropriateness, and consistency of the provided information. When the community's content is perceived to be accurate and relevant from a professional point of view, the cognitive friction of informational processing is reduced, shifting the allocation of cognitive resources to the development of participatory commitment (Alomani et al., 2022). Furthermore, the significance of the aforementioned variables is supported by Garavan (2016), wherein the researchers showed the significance of the quality of the provided information as a predictor of the intensity of the engagement response across digital platforms. However, the similar predictive power of both Content-Based Trust (CBT) and Source Credibility (MSC) variables on Social Media Engagement must be interpreted.

In the FRC Ecosystem, the quality of the provided content is institutionally aligned because the administrator is credentialed. It is possible that the similar predictive power of both variables is because of the institutional alignment of the variables. The significance of the results is the suggestion of the co-production of informational trust within the digital community of professionals. The results of the present study extend the cognitive trust framework advanced by Shanahan (2019) and Wu (2023) by suggesting the significance of the institutional architecture of the digital community wherein the content is provided.

Engagement-Based Trust and Social Media Engagement (H3)

Engagement-Based Trust was identified as the strongest antecedent of Social Media Engagement among the three predictor constructs. This is a theoretically significant contribution of this study. This result supports Harrigan (2021) argument that relational trust, developed over a series of reciprocal and responsive interaction experiences, is a key driver of affective safety that allows members to make deep investment in community engagement. Members of a community develop a sense of identity-integrated belonging when they experience consistent and respectful interaction with other members of the community. This, in turn, promotes the emotional and behavioral dimensions of engagement proposed by (Brodie et al., 2002).

The preeminence of relational-affective mechanisms over informational-cognitive mechanisms in the context of this professional community challenges the conventional assumption that is common in the digital marketing literature and posits that content quality is the primary driver of community engagement (Garavan et al., 2016; Shanahan et al., 2019). In a professional community context, members share a common identity and rely on career interdependence. In such a context, it is apparent that the quality of interpersonal interaction is a stronger motivator for engagement than the quality of information. This study is consistent with Bazi (2025), which demonstrated that engagement-based trust promotes emotional bonds beyond transactional platform use. These bonds are apparent in the context of FRC members and are expressed as community engagement. This study is also consistent with Bailey (2017) argument that community engagement in a professional community context is fundamentally relational and not informational.

Social Media Engagement and Member Contribution Performance

The extremely significant and dominant positive influence of Social Media Engagement on Member Contribution Performance is the primary empirical contribution of this research,

supporting Engagement Theory's assumption that engagement is the proximal motivational antecedent of active community contribution (Hollebeek et al., 2014). The dominance of this effect path, representing the largest effect size in the model, provides a new perspective on the role of engagement in reframing it from a terminal outcome measure to a conversion mechanism that links psychological antecedents to behavioral outcomes. This reframes the theoretical gap identified in the research background section: the engagement-contribution gap in professional digital communities is not caused by a lack of engagement but by a lack of understanding of how engagement is converted into contribution in prior models.

This research challenges the assumption of Attar (2023) that trust directly predicts contribution behavior and is in line with Kim (2008), showing that engagement intensity predicts the frequency and quality of member contributions in professional digital ecosystems. This is a significant theoretical contribution since it directly impacts community management strategies. Governance efforts to increase contribution performance should be channeled through engagement activation and not direct stimulation of contribution behavior. A further theoretical assumption is supported in this research: the reciprocity norm proposed by Islam (2019), in which members who are heavily engaged feel an implicit obligation to contribute back to the community in a proportionate amount to the value they derive from it.

Community Manager Support and Member Contribution Performance

The evidence of a direct positive effect of Community Manager Support on Member Contribution Performance adds to the existing body of literature on community governance by confirming that managerial facilitation indeed plays an independent and important role in instigating contribution performance, through a channel other than engagement. The current study is in line with Dalenogare (2018), which found that managerial facilitation increases members' perceived legitimacy of contribution activities, and Islam (2019), which found that instrumental scaffolding, including guidance, feedback, and recognition, decreases transactional costs of knowledge sharing. In the context of the FRC Ecosystem, in which members' professional reputations are implicated in each contribution activity, it seems that the endorsement and facilitation provided by the Community Manager helps to mitigate the social risk of knowledge exposure and therefore incentivizes members who might otherwise choose not to contribute, despite possessing relevant knowledge.

This study also engages critically with Kamboj (2017), who argued that community governance in general enhances participation but failed to elucidate how exactly managerial support results in contribution performance. The current study found that Community Manager Support results in Member Contribution Performance through a legitimacy-conferring mechanism, in which the Community Manager's endorsement of contribution activities as valued, legitimate, and professionally approved motivates members' willingness to contribute into actual contribution performance. The legitimacy-conferring mechanism is particularly relevant in a professional context in which contribution visibility is implicated in members' reputations and therefore serves as a disincentive for disclosure.

Community Manager Support as Governance Moderator (H6)

The demonstration of Community Manager Support's role as a positive moderator of the Social Media Engagement-Contribution Performance relationship represents the most significant governance-related finding of the present research. The observed monotonically increasing pattern of the engagement-contribution performance relationship across low, moderate, and high levels of Community Manager Support indicates that community governance indeed functions as a structural amplifier of member engagement's conversion into contribution performance, rather than merely serving as a co-predictor of contribution performance. Thus, the present research extends the general effects of community governance on member participation found by Kamboj (2017) by specifying the underlying mechanism of the Community Manager Support effect: rather than merely adding to contribution performance, community governance in the form of Community Manager Support actively amplifies the behavioral effect of member engagement.

The effect size of the moderation term deserves special consideration. The effect size of the moderation term indicates that community governance indeed significantly influences the

efficiency of engagement motivation's conversion into contribution performance: in poorly governed communities, highly engaged members may not convert their engagement into contribution performance because of the lack of structural pathways, recognition opportunities, and normative support provided by the Community Manager. In contrast, in well-governed communities, the same level of engagement would yield significantly higher contribution performance. This finding has significant implications for the theoretical conceptualization of member engagement: engagement does not represent an autonomous, self-executing behavioral state; rather, engagement represents a motivational potential that requires institutional support to convert into contribution performance.

Social Media Engagement as Full Mediator

The confirmation of full mediation in all three indirect paths of MSC, CBT, and EBT, each of which operates exclusively through Social Media Engagement in predicting Member Contribution Performance, thus helps address the second major empirical inconsistency revealed in the literature review. Featherman (2016) posited trust as a direct predictor of contribution intention, while Bazi (2022) found a non-significant direct trust effect on contribution, with trust working exclusively through engagement. These findings thus support the position of Bazi (2025) position by demonstrating that trust, as well as source credibility, works exclusively through engagement in predicting contribution performance.

This pattern of mediation across all three indirect paths thus offers a theoretically unifying implication: regardless of whether members' psychological disposition towards community engagement is driven by informational evaluation (CBT), relational trust (EBT), or source credibility perception (MSC), the behavioral expression of such disposition nonetheless requires passage through the engagement activation state before yielding contribution outcomes. This finding thus supports the dual-process persuasion mechanism inherent in the engagement theory advanced by Hollebeek (2019): psychological antecedents drive motivational processing, while engagement activates such processing to yield behavioral commitment. Any model that would seek to connect source credibility or trust with contribution behavior without specifying engagement as the intervening mechanism would thus be theoretically incomplete and practically erroneous. Moreover, the relative magnitude of EBT's indirect effect compared to CBT's and MSC's indirect effects would thus reinforce the dominance of relational-affective pathways in professional community contribution dynamics, in line with the relative magnitude of the three direct effects revealed in H1-H3.

Theoretical Contributions

This study makes a contribution to the theoretical body of knowledge on digital community engagement and governance through three key findings. Firstly, this study helps resolve the conceptual confusion associated with engagement in community dynamics by theoretically and empirically demonstrating engagement as a conversion mechanism as opposed to a terminal outcome, connecting psychological antecedents to contribution performance. This is important as it provides a theoretically sound explanation for the engagement-contribution gap identified and provides evidence for a reconceptualization of engagement within community governance theory.

Secondly, this study resolves the mixed findings of Featherman (2016) by theoretically and empirically demonstrating full mediation of MSC, CBT, and EBT through SME, thereby providing evidence for a unified structure in which all psychological antecedents of contribution performance operate through the engagement activation state. Thirdly, this study makes a contribution to community governance theory by demonstrating that managerial support does not only contribute to contribution performance but also increases the behavioral outcome of engagement, thereby reframing the Community Manager's strategic position from a participation facilitator to an engagement conversion amplifier.

Practical Implications

The findings have direct implications for governance structures in professional digital communities. It is recommended that investments in the quality of relational interactions should

be prioritized over investments in optimizing informational content because Engagement-Based Trust emerged as a primary antecedent of engagement. This implies that facilitating positive member-to-member interactions can produce greater engagement return on investment than content curation alone.

Recognition and facilitation approaches that minimize social costs of contributing should be systemically included in governance structures because community management systems have a direct effect on contribution and a multiplicative effect on the engagement-contribution conversion rate. To those who design community ecosystems, it should be noted that the moderation result implies that governance should be structured in accordance with levels of community engagement. Specifically, high-engagement communities with relatively lower levels of managerial governance represent a significant opportunity to increase contribution yield because even small improvements in governance quality can produce large improvements in contribution performance.

Limitations and Future Research Directions

There are a number of limitations associated with the generalization of the present results. First and foremost, the cross-sectional nature of the present study does not allow for any inference regarding the temporal dynamics between trust building, engagement activation, and contribution behavior. In this regard, longitudinal designs would have been better positioned to capture the cumulative and reciprocal nature of these dynamics. Additionally, the present study was conducted using a purposive sample drawn solely from the FRC Ecosystem, which limits the generalizability of the results to professional communities with similar structures and characteristics.

Replicating the present study with consumer-oriented and/or spatially diverse communities would help to extend the generalizability of the results. Finally, although the present study found that CMS moderates the relationships between contribution performance and contribution behavior, it does not specify which managerial behaviors produce the strongest amplification effects. In this regard, qualitative investigations of Community Manager behaviors would help to extend the theoretical mechanism proposed here and provide more specific governance prescriptions for practitioners.

CONCLUSION

In addition, this study extends the theoretical framework of Social Media Engagement as a conversion mechanism through which Source Credibility, Content-Based Trust, and Engagement-Based Trust impact Member Contribution Performance, moderated by Community Manager Support. Engagement-Based Trust emerges as a primary antecedent of engagement in a digital community context, underscoring the relative importance of relational-affective processes over informational-cognitive processes in a professional digital community—a conclusion that runs contrary to prevailing content-related assumptions in engagement studies. The relative importance of Social Media Engagement in determining contribution performance highlights a new perspective on engagement as a conversion mechanism rather than a terminal outcome, thus resolving the theoretical gap underlying the prevailing engagement-contribution conundrum. Community Manager Support emerges as a governance amplifier that systematically boosts the behavioral outcomes of member engagement, thus underscoring a boundary condition with significant implications for community governance.

The presence of full mediation effects across all three indirect pathways establishes a unified framework in which all three psychological antecedents influence outcome behavior exclusively through engagement activation. The practical implications are threefold: (1) community administrators should prioritize relational trust-building through structured member-to-member interaction programs, as Engagement-Based Trust emerged as the strongest predictor of engagement; (2) governance systems should incorporate explicit recognition and facilitation mechanisms for contribution activities, given Community Manager Support's direct and amplifying effects on contribution performance; and (3) governance intensity should be calibrated proportionately to observed engagement levels, with high-engagement communities representing priority targets for governance investment to maximize contribution yield.

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AUTHOR CONTRIBUTION STATEMENT

Septiasari: Conceptualization, research design, data collection, formal analysis, interpretation of results, manuscript drafting, and corresponding author responsibilities.

Denny Bernardus Kurnia Wahyudono: Methodology development, supervision, validation of analytical procedures, critical review, and manuscript editing.

Halek Mu'min: Theoretical framework development, data interpretation, manuscript review, and final approval of the submitted version.

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