



Organizational Climate and Motivation Effects on PMI Surabaya Volunteers' Performance Through Organizational Commitment

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Abstract

Purpose: This study aims to examine the influence of organizational climate and work motivation on the performance of PMI Surabaya volunteers, with organizational commitment as a mediating variable. Specifically, this study investigates whether organizational commitment strengthens the relationship between organizational climate, motivation, and volunteer performance.

Research Methodology: This study employed a quantitative approach with an associative research design. Data were collected through questionnaires distributed to 100 active PMI Surabaya volunteers. The data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to examine the direct and indirect relationships among organizational climate, motivation, organizational commitment, and volunteer performance.

Results: The findings indicate that organizational climate and motivation do not have a direct significant effect on volunteer performance. However, organizational climate and motivation significantly influence organizational commitment, while organizational commitment significantly improves volunteer performance. Furthermore, organizational commitment significantly mediates the effects of organizational climate and motivation on volunteer performance.

Conclusions: Volunteer performance improvement depends not only on creating a supportive organizational climate and maintaining motivation but also on strengthening organizational commitment as a key psychological mechanism.

Limitations: This study focuses only on PMI Surabaya volunteers, which may limit the generalizability of the findings to other humanitarian organizations or volunteer contexts.

Contributions: This study contributes to volunteer management literature by highlighting the mediating role of organizational commitment in explaining how organizational climate and motivation translate into improved volunteer performance. The findings provide practical insights for humanitarian organizations in developing effective volunteer management strategies.

Keywords: Humanitarian Organization, Organizational Climate, Organizational Commitment, Volunteer Performance, Work Motivation

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1. Introduction

The Indonesian Red Cross (*Palang Merah Indonesia*/PMI) is a humanitarian organization with legal entity status as regulated in Law Number 1 of 2018 on Red Cross Affairs. PMI was established on

September 17, 1945, shortly after Indonesia independence, in response to the need for humanitarian services in the country. Its primary purpose is to carry out Red Cross activities to prevent, reduce, and alleviate human suffering, particularly among victims of war, disasters, and other emergencies. In carrying out its duties, PMI upholds the principle of non-discrimination, without distinguishing religion, race, ethnicity, skin color, gender, group, or political view ([Usiono, Apriani, Ayuni, & Islam, 2023](#)).

As a humanitarian organization, PMI relies heavily on volunteers as the main driving force behind its service activities. PMI volunteers play a role in disaster management, health, and humanitarian social services and serve as representatives of humanitarian values in society. The support of thousands of volunteers across various regions makes PMI one of the main forces responding to emergencies at the national and international levels ([Imelda, Nadia, & Nabila, 2024](#)). However, unlike permanent employees who receive work contracts and material compensation, volunteers work without formal binding. As defined by the International Labour Organization (ILO), volunteers are individuals within the productive age range who, for a specific period, engage in activities voluntarily without receiving compensation, and perform tasks that are not obligations in producing a product or service ([Wibowo, 2022](#)). This condition makes volunteers highly dependent on non-financial factors to continue their active participation in organizational activities. In this context, attention to volunteer performance is important. Good performance reflects the productivity of individual volunteers and the extent to which the organization can create a supportive, empowering, and inspiring work environment for its members ([Retnowati, Sudarwati, & Istiqomah, 2019](#); [Traeger, & Alfes, 2019](#)).

Several studies have emphasized the importance of organizational climate and work motivation on employee performance. Organizational climate is understood as members' perceptions of organizational characteristics that influence their behavior ([Danayasa, Kawiana, & Oktarini, 2021](#)). [Khoiri \(2023\)](#) showed that organizational climate significantly affects employee performance through organizational commitment as an intervening variable. Meanwhile, work motivation is viewed as an internal or external drive that encourages individuals to act ([Susilo, Jufrizen, & Khair, 2023](#)). [Hidayati \(2021\)](#) found that motivation significantly influenced PMI volunteers' commitments in Magelang City, while [Retnowati et al. \(2019\)](#) demonstrated that motivation affects PMII volunteers' performance in Surakarta. In addition, [Wiratama and Muryati \(2025\)](#) found that employee commitment fully mediates the relationship between motivation and performance and partially mediates the relationship between organizational climate and employee performance. Employees of the Regional Revenue Agency of Makassar City have reported similar findings. This affirms that organizational commitment functions as an essential psychological variable that bridges the influence of organizational factors on individual performance ([Tanjung, 2025](#)).

Although previous studies' contributions are significant, most still focus on formal employees bound by work contracts, not on volunteers who work voluntarily. Several studies highlighting PMI volunteers are still limited to specific regions and have not comprehensively examined the relationship between organizational climate, motivation, commitment, and volunteer performance in PMI. Thus, there is an empirical and theoretical scientific gap, particularly in humanitarian-based non-profit organizations.

Based on this gap, this study aims to empirically examine the influence of organizational climate and work motivation on the performance of PMI volunteers in Surabaya City, with organizational commitment as an intervening variable. The novelty of this study lies in its focus on PMI volunteers in Surabaya, one of the largest cities in Indonesia, with more than 5,000 active volunteers and complex management challenges in the organization. The results of this research are expected to provide academic contributions to the development of volunteer performance theory and practical input for PMI in improving the effectiveness of volunteer management at both local and national levels.

2. Literature Review and Hypothesis/es Development

2.1 Human Resource Management (HRM)

Human resource management is a continuous process aimed at providing the right individuals for an organization or company so that they can occupy appropriate positions at the required time. Drs. Malayu S. P. Hasibuan, in his book, explains that Human Resource Management (HRM) is both a science and an art that regulates the relationships and roles of the workforce effectively and efficiently, to support the achievement of company goals, employee interests, and society as a whole ([Hasibuan, 2005](#)). The definition of HRM is also explained by [Sutrisno \(2017\)](#), who states that human resource management can be interpreted as a process that includes planning, organizing, directing, and controlling activities related to procurement, development, compensation, integration, maintenance, and termination of employment, all carried out in an integrated manner to support the achievement of organizational or company goals.

From the above definitions, human resource management (HRM) is a planned, integrated, and continuous process that effectively and efficiently manages the workforce to achieve organizational goals. HRM encompasses various strategic functions, such as workforce planning, recruitment, training, career development, performance appraisal, compensation, and termination of employment ([Agustian, Pohan, Zen, Wiwin, & Malik, 2023](#)).

2.2 PMI (Indonesian Red Cross)

The Indonesian Red Cross (*Palang Merah Indonesia*/PMI) is a national humanitarian organization in the form of an association engaged in social and health services in Indonesia. As a non-governmental institution, PMI is tasked with carrying out humanitarian activities without discrimination based on ethnicity, religion, race, skin color, gender, group, or political views ([Rangkuti, Siagian, & Usiono, 2025](#)). The PMI is also part of the International Red Cross and Red Crescent Movement, adhering to the fundamental principles of the international movement, such as neutrality and impartiality. Officially, Law Number 1 of 2018 on Red Cross Affairs established PMI as a legal humanitarian institution that carries out Red Cross activities in accordance with the 1949 Geneva Conventions ([Putra & Lubis, 2022](#)).

According to the law, PMI is mandated to carry out humanitarian duties based on the 1949 Geneva Conventions, with the principle of preventing and reducing suffering and providing protection for victims of disasters and conflicts, regardless of religion, race, nationality, gender, social status, or political views. As of February 2019, PMI had established networks in 33 provinces, 474 regencies/cities, and 3,406 districts, with around 1.5 million volunteers ready to provide humanitarian services ([Pmi, 2025](#)).

2.3 Organizational Climate

According to [Banwo, Onokala, and Momoh \(2022\)](#), organizational climate is the internal environment where employees carry out their tasks. This climate is considered a dynamic concept because it encompasses and influences all aspects of an organization. [Khoiri \(2023\)](#) explains that organizational climate is employees' perception of an organization's environmental conditions, which can affect its members' attitudes, behaviors, and performance. From the above definitions, it can be understood that organizational climate is the internal environmental condition of an organization that reflects its characteristics and is perceived by employees through their attitudes, behaviors, and interactions. This dynamic climate influences various aspects of an organization, including communication, motivation, commitment, and individual performance. Organizational climate also serves as a distinctive identity that differentiates one organization from another ([Marinova, Cao, & Park, 2019](#); [Carlucci, Mura, & Schiuma, 2020](#); [Mutonyi, Slåtten, Lien, & González-Piñero, 2022](#)).

According to [Newman, Round, Wang, and Mount \(2020\)](#), the dimensions and indicators of organizational climate are diverse and may vary from one organization to another. Therefore, several general dimensions and indicators can describe the organizational climate: the Physical Environment Condition, the Social Environment Condition, the Implementation of the Management System, the Physical and Psychological Condition of Organizational Members, and Organizational Culture.

2.4 Motivation

The word motivation comes from the Latin word *move*, which means to push or move. Motivation can be interpreted as the force that drives a person to act in a certain way. It is also an inner drive within an individual that motivates them to engage in certain activities to achieve specific goals. Moreover, motivation is often understood as a person's internal condition that indicates readiness to act ([Hizbul, 2024](#)). According to [Hudayati \(2021\)](#), motivation is an impulse or stimulus that can be provided by a leader or an organization as a strategy to improve the performance of employees or subordinates. Efforts to motivate can be carried out in various ways, such as imposing sanctions and pressure, giving rewards or praise, and creating competitive situations. Meanwhile, [Lukmanul \(2009\)](#) defines motivation as an assessment of the extent to which the strength and direction of impulses influence a person's behavior. Motivation is also a conscious effort to influence individual behavior, as individuals are driven to act and do something to achieve specific results or goals.

Based on the definitions above, motivation is a drive, whether from within the individual or external stimuli, that moves a person to act to achieve their goals. Motivation reflects a person's readiness and can be influenced by factors such as leadership, the organizational environment, and managerial strategies ([Jin, Coombs, Wang, & Shivers, 2024](#); [Yuana, Sabilalo, Fauzih, & Halim, 2025](#)). In general, motivation plays a vital role in shaping individual behavior, as it is the driving force that determines a person's intensity, direction, and persistence in performing an activity.

The indicators and dimensions of work motivation adopted in this study refer to Abraham Maslow hierarchy of needs theory, as cited in [Hasibuan \(2020\)](#). These five dimensions of needs are: physiological, safety and security, social or belongingness, esteem and status, and self-actualization ([Pichainarongk & Bidaisee, 2025](#)).

2.5 Organizational Commitment

According to [Raharjo, Masahere, and Widodo \(2023\)](#), organizational commitment is part of organizational behavior studie and is, manifested through employees' attachment and loyalty. This commitment goes beyond merely being a formal member, as it encompasses a positive attitude toward the organization and a willingness to give maximum effort to achieve shared goals. In addition, [Rizal, Alam, and Asi \(2023\)](#) explain that commitment is a deep acceptance of the company's goals and values, which encourages individuals to remain and contribute within the organization. Based on these definitions, it can be concluded that organizational commitment is a positive psychological attitude reflected in loyalty, involvement, and willingness to contribute to the organization's success ([Lo, Lu, Chang, & Wu, 2024](#); [Ardiyansah, & Mon, 2023](#)) .

[Maisaroh \(2020\)](#) suggests that an employee's organizational commitment can be reflected through several indicators: Ability to Adapt, Being a Role Model, Active Support, and Personal Sacrifice.

2.6 Performance

[Armstrong and Baron \(1998\)](#) state that performance results from work related to an organization's strategic goals, employee satisfaction, and contributions to economic aspects. According to ([Retnowati, Sudarwati, & Istiqomah, 2019](#)), performance is the output produced by an organization, whether profit-oriented or non-profit. Meanwhile, ([Mukhtar & Asmawiyah, 2019](#)) explain that performance results from work behavior in completing tasks and responsibilities within a specific period of time. [Hasibuan \(2007\)](#) defines performance as the work result of an individual achieved

based on skills, experience, diligence, and working time, adjusted to specific standards and criteria for completing their responsibilities. Based on these perspectives, it can be concluded that performance is an individual's achievement in carrying out the tasks and duties assigned to them based on predetermined standards and criteria within a specified time frame. The performance indicators adopted in this study were Work Quality, Work Quantity, Task Implementation, and Responsibility (Hendri, 2019).

2.7 Hypothesis Development

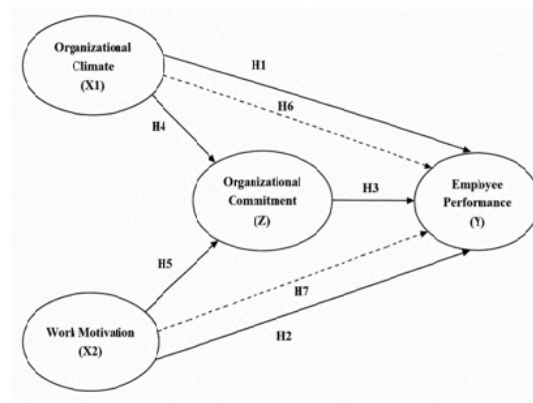


Figure 1. Conceptual Framework

Figure 1 illustrates the proposed research framework, which describes the hypothesized relationships among organizational climate, work motivation, organizational commitment, and employee performance. The framework proposes that organizational climate and work motivation directly influence employee performance, while organizational commitment serves as a mediating variable that explains the indirect relationships between the independent variables and employee performance.

H₁: Organizational Climate affects Employee Performance

H₂: Motivation affects Employee Performance

H₃: Organizational Commitment affects Employee Performance

H₄: Organizational Climate affects Organizational Commitment

H₅: Motivation affects Organizational Commitment

H₆: Organizational Commitment can mediate the effect of Organizational Climate on Employee Performance

H₇: Organizational Commitment can mediate the effect of Motivation on Employee Performance

3. Research Methodology

3.1 Methodology

This study used a quantitative approach with an associative design to determine the direct and indirect relationships and effects between variables. The selection of this research design is in accordance with the problem formulation and research objectives, namely, to analyze the influence of organizational climate and motivation on the performance of PMI volunteers, with volunteer commitment as an intervening variable. This design is appropriate because it can empirically test hypotheses using numerical data measurements and statistical analyses.

$$n = \frac{Z^2 1 - a/2P(1 - P)}{d^2} \quad (1)$$

The study subjects were PMI volunteers in Surabaya City. The number of samples used in this study was determined using Lemeshow formula (1), where n = sample size, Z = z-score at 95% confidence level = 1.96, P = maximum estimation = 0.5, d = alpha (0.10) or sampling error = 10%.

Based on Formula (1), the sample size to be used is:

$$n = \frac{Z^2 1 - a/2P(1 - P)}{d^2} \quad (2)$$

$$n = \frac{1,96^2 \cdot 0,5(1 - 0,5)}{0,1^2} \quad (3)$$

$$n = \frac{3,8416 \cdot 0,25}{0,01} \quad (4)$$

$$n = 96,04 = 100 \quad (5)$$

Based on the formula (2) (3) (4) (5), the obtained n is $96.04 = 100$ people; therefore, this study used a minimum sample of 100 active volunteers from PMI Surabaya City. Data were collected through questionnaires using a five-point Likert scale. Meanwhile, the answer choices were arranged in the form of a Likert scale as described by (Sugiyono, 2019), which was designed to measure respondents' perceptions of each research variable indicator.

The research instrument was developed based on relevant theories, such as indicators of organizational climate, motivation, commitment and performance. Before being used, the instrument was tested through validity and reliability tests to ensure that the obtained data were accurate and reliable. The collected data were analyzed using Structural Equation Modeling (SEM) with SmartPLS. This analysis included an outer model test to examine construct validity and reliability, as well as an inner model test to analyze the relationships between variables.

4. Results and Discussions

4.1 Results

4.1.1 Respondent Characteristics

Table 1. Respondent Characteristics

Gender	Number	Percentage
Female	63	63%
Male	37	37%
Age	Number	Percentage
17 - 24 Years	73	73%
25 - 32 Years	26	26%
33 - 40 Years	1	1%

Gender	Number	Percentage
Occupation	Number	Percentage
Student	69	69%
Teacher	4	4%
Employee	21	21%
Health Worker	3	3%
Freelancer	1	1%
Housewife	1	1%
Work From Home	1	1%
Total	100	100%

Based on Table 1, the majority of respondents were female (63 %), while the remaining 37% were male. Regarding age, most respondents were in the 17–24 years, reflecting the productive age group, followed by the 25–33 age group with a smaller percentage. Meanwhile, from the perspective of occupation, most respondents were students, with a percentage of 69%. These characteristics indicate that the respondents had diverse demographic aspects but generally aligned with the criteria set by the researchers so that the data obtained could represent the population under study.

4.1.2 Convergent Validity Results

This test was performed by examining the loading factor values for each construct indicator. The commonly used rule of thumb for loading factors to measure convergent validity is > 0.5 , but it is even better if the loading factor is > 0.7 (Abdillah & Jogiyanto, 2014).

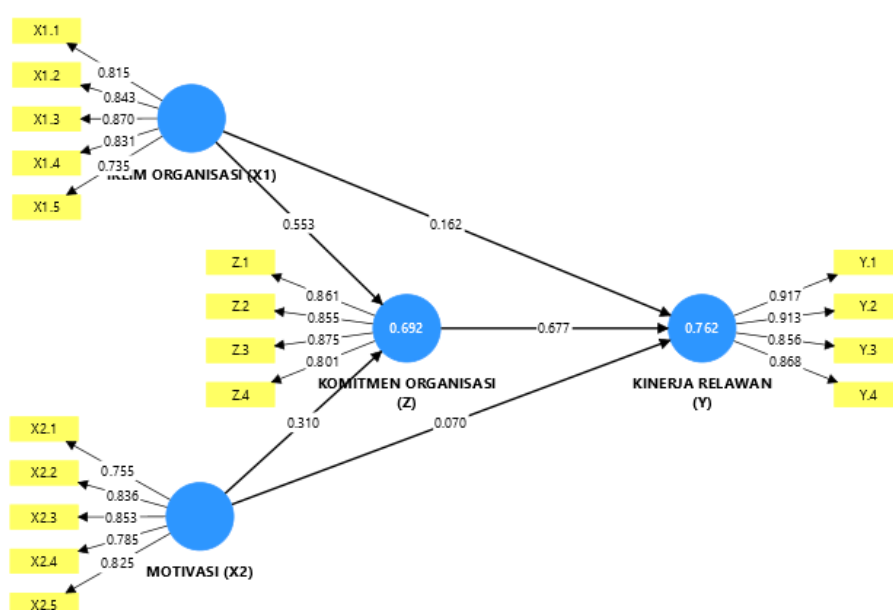


Figure 2. Measurement Model Test

Figure 2 shows that the measurement model test results indicate that the outer loading factor values of the four variables have already exceeded > 0.05 , meaning that all indicators can be considered valid.

4.1.3 Discriminant Validity Result

Discriminant validity occurs when two instruments measuring different constructs do not show a significant correlation between their scores. The results of the discriminant validity test are presented in the following table:

Table 2. Discriminant Validity Result

	Organizational Climate	Performance	Organizational Commitment	Motivation
X1.1	0.815	0.615	0.711	0.634
X1.2	0.843	0.659	0.670	0.753
X1.3	0.870	0.649	0.675	0.785
X1.4	0.831	0.677	0.740	0.680
X1.5	0.735	0.564	0.525	0.623
X2.1	0.617	0.563	0.581	0.755
X2.2	0.717	0.663	0.631	0.836
X2.3	0.722	0.507	0.604	0.853
X2.4	0.653	0.560	0.629	0.785
X2.5	0.725	0.666	0.700	0.825
Y.1	0.772	0.917	0.838	0.734
Y.2	0.702	0.913	0.783	0.624
Y.3	0.621	0.856	0.695	0.603
Y.4	0.643	0.868	0.745	0.642
Z.1	0.762	0.671	0.861	0.727
Z.2	0.672	0.698	0.855	0.572
Z.3	0.692	0.813	0.875	0.659
Z.4	0.640	0.744	0.801	0.680

Discriminant validity is considered fulfilled when the loading value of each indicator is higher than the loading value of other variables (Sarstedt, Ringle, & Hair, 2017). Table 2 show that the loading factor values for each indicator do not have higher correlations with the other constructs. Therefore, all the indicators were considered valid.

4.1.4 Results of Composite Reliability, Cronbach's Alpha, and Average Variance Extracted (AVE)

Reliability testing proves the instrument's accuracy, consistency, and precision in measuring the construct Hengky and Imam (2017). Reliability testing in PLS uses two methods: Cronbach's alpha and composite reliability. The rule of thumb for composite reliability is > 0.6 (Abdillah & Jogiyanto, 2014). The rule of thumb for Cronbach's alpha is > 0.7 (Abdillah & Jogiyanto, 2014). Furthermore, a construct is said to have high reliability if the AVE value is greater than 0.50. The values of each test result are presented in the following table:

Table 3. Results of Composite Reliability, Cronbach's Alpha, and Average Variance Extracted (AVE)

	Cronbach alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Description
Performance	0.911	0.917	0.938	0.790	Reliabel
Organizational Climate	0.877	0.883	0.911	0.672	Reliabel
Organizational Commitment	0.870	0.871	0.911	0.720	Reliabel

	Cronbach alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	Description
Motivation	0.870	0.874	0.906	0.659	Reliabel

Table 3 presents the results of the reliability and convergent validity assessment for all research constructs. The findings indicate that all constructs satisfy the recommended reliability criteria, with Cronbach's alpha values ranging from 0.870 to 0.911 and composite reliability (pc) values ranging from 0.906 to 0.938, exceeding the recommended threshold of 0.70. In addition, the Average Variance Extracted (AVE) values range from 0.659 to 0.790, which are above the recommended minimum value of 0.50. These results confirm that all measurement constructs demonstrate satisfactory internal consistency and convergent validity, indicating that the measurement model is reliable and suitable for further structural model analysis.

4.1.5 R-Square Result

Table 4. R-Square Result

	R-square
Performance	0.762
Organizational Commitment	0.692

Based on Table 4, the R-squared value for the Volunteer Performance variable was 0.762. This indicates that 76.2% of the variation in Volunteer Performance can be explained by Organizational Climate, Motivation, and Organizational Commitment as an intervening variable, while other factors outside the research model influence the remaining 23.8%. This value falls into the strong category, indicating that the research model has a high predictive ability for Volunteer Performance.

Meanwhile, the R-squared value for the Organizational Commitment variable is 0.692, which means that the Organizational Climate and Motivation variables can explain 69.2% of the variation in Organizational Commitment. In comparison, the remaining 30.8% was explained by other variables not examined in this study. This value also falls into the strong category; therefore, it can be concluded that the research model has adequate explanatory power in describing the factors that influence Organizational Commitment. Thus, both R-squared values indicate that the model used in this study is appropriate and has good explanatory ability.

4.1.6 Causality Test Results

The rule of thumb in research hypotheses is that if the coefficient or direction of the variable is consistent with what is hypothesized, and if the t-statistic value is > 1.64 (two-tailed) or > 1.96 (one-tailed), it can be considered significant. If the probability value (p-value) is < 0.01 or < 0.05 , it can also be considered significant. In terms of p-value, if the value obtained is > 0.05 , it is considered insignificant (Abdillah & Jogyanto, 2014).

Table 5. Results of Direct Effect and Indirect Effect Tests

Direct Effect	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Climate (X1) -> Performance (Y)	0.162	0.169	0.107	1.512	0.131
Organizational Climate (X1) -> Organizational Commitment (Z)	0.553	0.551	0.112	4.926	0.000

Direct Effect	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational Commitment_(Z) -> Performance_(Y)	0.677	0.668	0.113	6.008	0.000
Motivation (X2) -> Performance_(Y)	0.070	0.075	0.111	0.627	0.531
Motivasi (X2) -> Organizational Commitment_(Z)	0.310	0.314	0.114	2.721	0.007
Indirect Effect	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Motivation (X2) -> Organizational Commitment_(Z) -> Performance_(Y)	0.210	0.210	0.087	2.406	0.016
Iklim Organisasi (X1) -> Organizational Commitment_(Z) -> Performance_(Y)	0.374	0.367	0.093	4.018	0.000

Based on Table 5, it can be explained that the direct influence of organizational climate on volunteer performance is not significant ($p = 0.131 > 0.05$), thus the hypothesis is rejected. Similarly, motivation does not directly affect volunteer performance ($p = 0.531 > 0.05$), which means that hypothesis is also rejected. However, the effect of organizational climate on organizational commitment was positive and significant ($p = 0.000 < 0.05$), as was the effect of motivation on organizational commitment ($p = 0.007 < 0.05$) and the effect of organizational commitment on volunteer performance ($p = 0.000 < 0.05$). Therefore, all three hypotheses were accepted in this study. Furthermore, the results of the indirect effect test show that both organizational climate and motivation have a positive and significant effect on volunteer performance through organizational commitment as a mediating variable ($p = 0.000$ and $p = 0.016$, respectively, < 0.05). Therefore, it can be concluded that organizational climate and motivation cannot directly improve volunteer performance; however, both contribute significantly to performance improvement when mediated by organizational commitment.

4.2 Discussion

4.2.1 The Influence of Organizational Climate on Volunteer Performance

Table 5. Results of Direct Effect and Indirect Effect Tests

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Based on the statistical test results in Table 5, the influence of organizational climate on volunteer performance was not significant ($p = 0.131 > 0.05$). This means that managing the organizational climate within PMI Surabaya does not directly improve volunteer performance. Thus, even though an organization can create a conducive working atmosphere, it does not automatically enhance PMI volunteers' performance. This condition can be explained by the fact that volunteers do not work in a contractual context like employees but on a voluntary basis. Therefore, a good organizational climate functions more as an affective foundation for building attachment (commitment) rather than directly triggering performance.

Theoretically, a positive organizational climate fosters work enthusiasm and cooperation (Suti, 2021). A study in the employee context emphasizes that a conducive organizational climate can enhance performance (Asmal, Ruslan, & Manne, 2023). However, in the volunteer context, these findings indicate a different dynamic: volunteers who work without financial compensation are more likely to be influenced by intrinsic motivational factors and organizational commitment than by formal climate conditions. According to (Utama, Dewi, & Zwagery, 2018), volunteers work voluntarily without material rewards; therefore, an organizational climate based on policies or monetary compensation may be less directly relevant. Hence, organizational climate does not significantly affect volunteer performance. This finding is consistent with the study of (Yasdianto, Marnisah, & Zamzam, 2020), who stated that organizational climate does not significantly affect performance.

4.2.2 The Influence of Motivation on Employee Performance

The findings of this study show that work motivation does not significantly affect volunteer performance ($p = 0.531 > 0.05$). In other words, an increase in motivation alone does not directly improve volunteer performance. This indicates that the internal or external drive possessed by volunteers does not automatically lead to improved performance if other psychological factors do not support it. In the context of volunteers, motivation often fluctuates and is influenced by situational factors (e.g., disaster operations, blood donation activities, or PMI social programs). These results differ from most employee-related literature, which generally finds a positive correlation between motivation and performance. For instance, Sumiatik et al., 2021 concluded that high motivation drives improved performance, and Dwi Lestari Sulistyaningrum & Sandra Oktaviana Pinaraswati, 2024 found that motivation significantly affects performance. This difference can be explained by the characteristics of PMI volunteers, whose motivation is often altruistic and non-financial, for example, the desire to help humanity, so it does not directly trigger work performance in organizational parameters. Volunteer motivation is more related to inner satisfaction and value attachment, influencing organizational commitment. Thus, although intrinsic motivation is important, its measurement alone cannot guarantee improved performance without organizational engagement or

strong commitment. This study's findings are consistent with [Hidayat, 2021](#), who explained that motivation does not significantly affect performance. Similarly, [Rumbiak et al., 2023](#) also found similar results in their research.

4.2.3 The Influence of Organizational Commitment on Employee Performance

Data analysis showed that organizational commitment positively and significantly affected volunteer performance ($p = 0.000 < 0.05$). Volunteers with a high level of commitment tend to work better and consistently. This finding aligns with [Rizal et al., 2023](#), who found that organizational commitment significantly and positively affects employee performance, reducing absenteeism and increasing loyalty (effort). In addition, [Raharjo et al., 2023](#) confirmed that highly committed employees or volunteers make maximum contributions to organizational goals. In the PMI context, volunteers who feel emotionally or ideologically “attached” to the organization tend to carry out their duties with high dedication, thereby improving their performance. Thus, commitment is crucial for translating motivation and organizational climate into tangible performance outcomes.

4.2.4 The Influence of Organizational Climate on Organizational Commitment

The test results show that organizational climate has a positive and significant effect on organizational commitment ($p = 0.000 < 0.05$). This means that the better volunteers perceive the atmosphere and working conditions within the organization, the stronger their attachment will be. A conducive working climate, open communication, and harmonious relationships between volunteers and PMI administrators can foster emotional bonds and loyalty. This finding is consistent with [Asmal et al., 2023](#), who reported similar results among employees, namely that a conducive organizational climate enhances employee commitment. The study of [Wiratama & Muryati, 2025](#) further support this finding, finding a positive influence of organizational climate on employee commitment. For PMI volunteers, the organizational climate includes inspirational leadership, open communication, and upholding humanitarian values [Imelda et al., 2024](#). Such a favorable climate fosters a sense of togetherness and shared purpose, making volunteers feel more emotionally “attached.” Therefore, this finding underscores the importance of creating a supportive organizational climate to strengthen volunteer commitment

4.2.5 The Influence of Motivation on Organizational Commitment

In this study, motivation was also proven to positively and significantly affect organizational commitment ($p = 0.007 < 0.05$). This shows that volunteers with high motivation—intrinsic drives such as a sense of social responsibility and extrinsic factors such as social recognition—are more committed to their organizations. This finding is consistent with [Hidayati, 2021](#), who found that work motivation significantly increases organizational commitment among PMI volunteers. Theoretically, when individuals feel motivated, they tend to have a stronger emotional bond with their organization [Umar & Norawati, 2022](#). This strong commitment drives them to contribute more actively to the organization's success. In other words, the motivation experienced by volunteers helps build loyalty and dedication, as stated by [Hasrat Putera Damai Daeli et al., 2024](#), who argued that positive motivation fosters work behaviors that support the organization's goals.

4.2.6 The Influence of Organizational Climate on Volunteer Performance Through Organizational Commitment

Mediation analysis revealed that organizational climate had a positive and significant effect on volunteer performance through organizational commitment ($p = 0.000 < 0.05$). In other words, a good climate does not directly improve performance but first enhances commitment, thereby increasing performance. This finding is supported by [Wiratama & Muryati, 2025](#), who stated that a favorable organizational climate strengthens employee commitment. Once commitment is established, employees (or volunteers) become more dedicated and motivated to achieve organizational goals, thereby improving overall performance. [Asmal et al., 2023](#) emphasized that organizational

commitment can mediate the effect of organizational climate on employee performance. In the context of PMI volunteers, an organizational climate that emphasizes humanitarian values and social concern fosters volunteers' commitment to PMI vision. This strong commitment enables improvements in the organizational climate to translate into better performance.

4.2.7 The Influence of Motivation on Employee Performance Through Organizational Commitment

The results also show that work motivation has a positive and significant effect on volunteer performance through organizational commitment ($p = 0.016 < 0.05$). In other words, volunteer motivation strengthens organizational commitment and improves performance. Theoretically, highly motivated individuals are more likely to develop emotional attachment to the organization [Umar & Norawati, 2022](#). This strong commitment drives extra effort and work efficiency, thereby increasing the productivity of employees or volunteers. This finding is consistent with [Asmal et al., 2023](#) and [Wiratama & Muryati, 2025](#), who explained that commitment is a significant mediator in the relationship between motivation and performance. Thus, although volunteer work motivation does not directly enhance performance, it plays an important role in improving performance through the development of organizational commitment.

5. Conclusions

Based on the analysis conducted, this study found that organizational climate and motivation do not have a direct, significant effect on the performance of PMI Surabaya volunteers. However, when organizational commitment was used as a mediating variable, the influence of organizational climate and motivation on volunteer performance was positive and significant. This indicates that organizational commitment is a potent mediator in the research model. Improvements in organizational climate and volunteer motivation will only be effective in enhancing performance if accompanied by strengthening organizational commitment first. The practical implication of this study is that PMI should focus on its volunteer management strategies to build and reinforce its commitment. Creating a conducive working climate, fostering open communication, and appreciating volunteers' contributions are strategic steps to maintain motivation and cultivate loyalty. Volunteers with strong commitment are more consistent, dedicated, and ultimately able to deliver optimal performance.

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Author Contributions

MK conceptualized the study, developed the methodology, conducted the investigation, collected and analyzed the data, interpreted the results, and prepared the original draft of the manuscript. SOP contributed to research supervision, validation, theoretical refinement, critical review, and manuscript editing. Both authors reviewed and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and all findings are

presented objectively without any external influence that could affect the results or interpretation of the study.

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