



GRADUATE SCHOOL OF
**BUSINESS AND ADVANCED
TECHNOLOGY MANAGEMENT**



ABAC ODI JOURNAL Vision. Action. Outcome

ISSN: 2351-0617 (print), ISSN: 2408-2058 (electronic)

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ABAC ODI JOURNAL Vision. Action. Outcome Vol 10(2) pp. 55-72

www. <http://www.assumptionjournal.au.edu/index.php/odijournal>

Published by the Organization Development Institute
Graduate School of Business and Advanced Technology Management Assumption
University Thailand

ABAC ODI JOURNAL Vision. Action. Outcome
is indexed by the Thai Citation Index and ASEAN Citation Index

Designing A Proposed Organizational Climate Model: The Case of the Workplaces of Civil Servants, Kingdom of Cambodia

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Received: 07 August 2022. Revised: 19 September 2022. Accepted: 22 September 2022.

Abstract

The study has three objectives: (1) to determine the influence of structure, warmth, support, identity and reward on the perceived workplace organizational climate (PWOC); (2) to explore influence of PWOC on job performance; and (3) to design a proposed model for organizational climate (OC) for Cambodian Civil service workplaces based on the findings. A cross-sectional design approach and a quantitative approach were applied in the research study. Structural Equation Model were utilized to conduct statistical analysis and to analyze the relationships between the measured variables, and latent constructs as well as to construct the model. The results indicate that there were four OC factors, such as structure, warmth, support and identity, that provide significant influence on the PWOC at the level of .05. Also, it is found that these four factors show significant and positive impact on job performance as mediated by the PWOC. Then, a proposed OC Model for workplaces of Cambodian civil servants was drawn from the findings of the study. The study recommends further research, considering different kinds of organizations including government or non- governmental organizations or private sector institutions, and by applying a mixed-method approach.

Keywords: OC, workplaces, job performance, efficiency

Introduction

Organizational climate (OC) has various definitions. Litwin & Stringer, (1968) defined OC as “a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behavior”. It is generally acknowledged that OC plays an extremely important role for enabling organizations to achieve organizational objectives because it is capable of making differences in promoting efficiency and effectiveness of every organization (Gul, 2008). As OC affects the behavior of people in many ways, it provides a useful platform for understanding organizations' atmosphere such as stability, creativity, innovation, communication and effectiveness (Simberova, 2007). This paper, however, defined OC as the general atmosphere or multiple factors of civil service organizations that could be able to generate direct or indirect influence on civil servants or public employee's behavior and attitudes as well as job satisfaction and job commitment to improve organizational job performance.

It is further argued that the perceived workplace organizational climate (PWOC) is an effective mediating mechanism that provide significant positive impacts on innovative workplace behavior (IWB) and constructive behavior of employees. Also, it is found that PWOC is an effective mediating mechanism for stimulating efficient organizational performance (Agnieszka & Dariusz, 2016). Furthermore, the OC model is considered to be an effective designed for improving productivity and efficiency as well as mediating mechanism that could effectively act as intervening variables to promote organizational job performance (Ahmad et al., 2018).

In this study, PWOC is defined as mediating mechanisms that play a crucial role in stimulating an innovative workplace atmosphere, positive attitudes as well as motivating job satisfaction and commitment of public servants for achieving better job performance. To begin with, SWOT analysis was conducted. It is indicated that there were major issues that create obstacles for job performance in the civil service organizations. Those key issues were: blurred and fragmented OC, limited productivity and performance inefficiency, limited institutional and managerial capabilities and management systems that tend to be inefficiently operationalized (RGC, 2014a, 2018a). These badly need to be enhanced. This study, therefore, aims to: (1) determine the influence of Structure, Warmth, Support, Identity, and Reward on the PWOC; (2) explore influence of PWOC on job performance; and (3) design a proposed model for OC for Cambodian Civil service workplaces based on the findings. Based on these objectives, three research questions and hypotheses are developed as follows:

1. What are the influences of Structure, Warmth, Support, Identity, and Reward on the PWOC?
2. What is the influence of PWOC on job performance?
3. What model for OC for Cambodian Civil Service workplaces could be designed based on the findings?

H1o: There is no significant influence of Structure on PWOC.

H1a: There is a significant influence of Structure on PWOC.

H2o: There is no significant influence of Reward on PWOC.

H2a: There is a significant influence of Reward on PWOC.

H3o: There is no significant influence of Warmth on PWOC.

H3a: There is a significant influence of Warmth on PWOC.

H4o: There is no significant influence of Support on PWOC.

H4a: There is a significant influence of Support on PWOC.

H5o: There is no significant influence of Identity on PWOC.

H5a: There is a significant influence of Identity on PWOC.

H6o: There is no significant influence of PWOC on Job Performance.

H6a: There is a significant influence of PWOC on Job Performance.

Literature Review

Concept of Organizational Climate

Numerous studies indicated that OC is regarded as multi-dimensional or multi-faceted and has a direct impact on employees' behaviors and attitudes which make a significant contribution in shaping and promoting the commitment of organizational members towards performance efficiency (Schneider, Ehrhard & Macey, 2011). Furthermore, OC can be impacted by several different variables that make it difficult for measuring and evaluating which led some researchers to establish

different options or approaches to be applied in the assessment of the climate (Naldoken & Tengilimoglu, 2017). According to Bellou and Andronikidis (2009), OC should be measured perceptually or objectively. According to Litwin and Stringer (1968), there are nine climate factors including structure, responsibility, standard, support, warmth, identity, reward, risk and conflict. However, this study focused mainly on five factors such as structure, support, warmth, identity and reward depending on the results of the reliability and validity tested.

1. Identity. Identity refers to the feeling that participants belong to a company and are a valuable member of a working team; the importance placed on this kind of spirit (Litwin & Stringer, 1968). Furthermore, Identity is not only seen as one of the most influential factors that show significant impact on the perceived organizational workplace but also it could be constructed based upon local context and acknowledged by internal group in organization as well as by an adopted country at large (Rondeaux, 2006).

2. Structure. According to Litwin and Stringer (1968), Structure refers to the feeling that participants have about the constraints in the group, such as how many rules, regulations, and procedures utilized. Is there an emphasis on 'red tape' and going through channels, or is there a loose and informal atmosphere? Structure is one of the most important elements in any kind of organizations including public and private sectors as well as civil society organizations. It should be observed that business organizations had closely paid attention on redesign of management structure in line with internal and external drivers of organizational changes to meet with the business community requirements (Roh, et al., 2017; Rosenberg & Keller, 2016).

3. Support. Support refers to the perceived importance of implicit and explicit goals and performance standards; including: the emphasis on doing a good job, and the challenges represented in personal and group goals (Litwin & Stringer, 1968). In addition, Support contains some vital elements such as resources, teamwork, technological innovation, and capacity development. Moreover, building an efficient and effective teams with individual different characteristics to work together in teams would be one of the smarter way to realize organizational performance objectives (Yeager & Nafukho, 2012).

4. Warmth. Warmth refers to the feeling of general good fellowship that prevails in a work group atmosphere, including: the emphasis on being well-liked and the prevalence of friendly and informal social groups (Litwin & Stringer, 1968). A Warmth climate in an organization enable employees to enjoy a relaxed and friendly communication, both informational and relational atmosphere, flexible working and time arrangement, which create communication satisfaction and workers' commitment leading to making significant improvement in job performance in organizations (Mohammad et al., 2016; Chandra & Manoj, 2021; M. Anaam, et al., 2021).

5. Rewards. Reward refers to the feeling of being rewarded for a job well done; emphasizing positive rewards rather than punishment; including perceived fairness of pay and promotion policies (Litwin & Stringer, 1968). Some studies indicated that a range of reward showed impact on employees' job performance by increasing their skills, knowledge and abilities. In addition, motivation of employees could play an essential role in mediating significant relationship between rewards and job performance (Ajila and Abiola, 2004; Manzoor, Wei and Asif, 2021).

Related Studies on Organizational Climate

Ahmad et al., (2018) conducted a study to deeply evaluate the mediating effects of personality traits on the relationship between OC and job satisfaction. Hatjidis et al., (2019) empirically examined the direct and indirect impacts of tacit knowledge and OC in public sector organizations in Abu Dhabi of the UAE. The study revealed that there was a positive direct effects associated with change readiness. Bamel et al., (2013) conducted a study to design a proposed conceptual model that provides empirical examination involved with OC and managerial efficiency and effectiveness in some selected private institutions in India.

Agbejule et al. (2021) found that horizontal trust provides the most significant influence on OC and team learning. Menezes et al. (2021) conducted a survey of workers from 284 firms representing different sectors around Brazil.

Related studies on the relationship of Organizational Climate on Job Performance

Job performance is defined as quantity and quality of the products, as well as the amount, of the job and functions performed, or more commonly, as to how well an individual's tasks and duties can be effectively performed (Peng, 1014). Existing literature suggested that positive OC can have impact on accelerating levels of commitment for the organizations (Osborne & Hammoud, 2017). Also, OC and job performance were found related to each other, Kunnanatt (2007) clearly stated that up to 29 percent of variance in the key performance measures was accounted for by the climate. Moreover, it is found that positive OC creates enabling environment to increase job satisfaction and promote higher performance in the firms (Griffith, 2006; Schyns et al., 2009; Nazari et al., 2011).

Furthermore, OC is considered to be vital important for the improvement of human resource management system as well as improvement of the overall organizational development (Bogdanović, 2011; Gurpreet & Kuldeep, 2015). Prosperous organizations require their staff to do more than their usual job assignments, and this could be realized only if employees are strongly satisfied with the organizational working environment (Maamari & Messarra, 2012).

Parke, (2014) states that the climate has its influence not only on individual employee but also show its impact on unit productivity and organizational performance outcomes because the climate types could have their effects on collective engagement.

Fauzi (2005) added values to the previous research by indicating that OC has a moderate level and job performance has a high level in terms of the relationship between these two components. Furthermore, Edaham (2009) found that OC has a positive correlation with job performance. Moreover, most of the studies seem to be in agreement that supportive OC can leads to higher organizational performance (Jing et al., 2010; Fauzi, 2005).

The Research Framework

It is indicated that OC factors provide significant impacts on job satisfaction and job commitment of organizational members which leads to obtaining higher job performance for organizations (Osborne & Hammoud, 2017; Gurpreet & Kuldeep, 2015). Also, it is revealed that the PWOC is an effective mediating variable that provides significant positive impacts on innovative workplace behavior (IWB) and constructive behavior of employees. In addition, it is found that PWOC is an effective mediating mechanism for stimulating efficient organizational performance (Agnieszka & Dariusz, 2016). Based on the related literature, those factors could be incorporated into

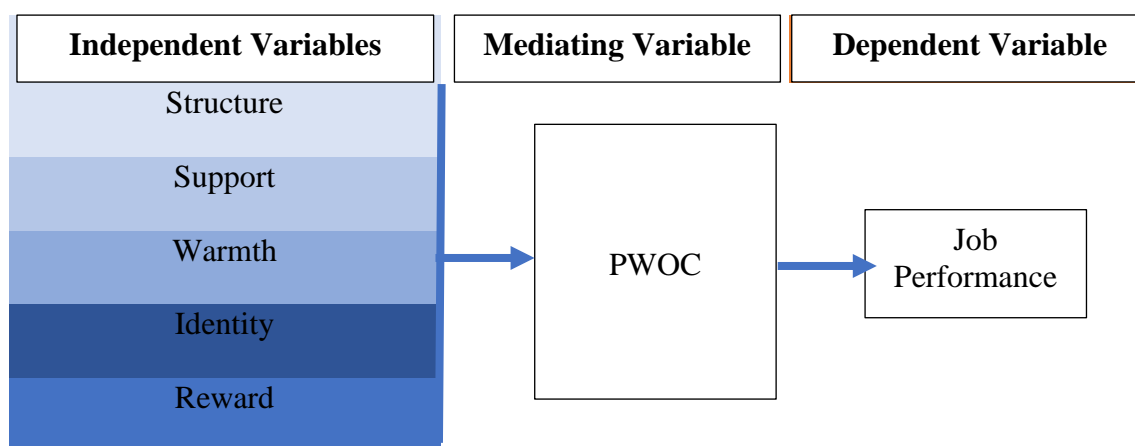
three key components including: motivation, behavior and ability forming to be mediating variables (MV) (McShane & Von Glinow, 2010; Peng, 2014; Van den Berge, 2011; Cambell, 1993; Parke, 2014; Muhammad & Ajmal, 2011; Hyeung & Matusik, 2016; Osborne & Hammoud, 2017).

Conceptual Framework of Research

The conceptual framework of the research contains Independent Variables, Mediating Variable and Dependent Variable.

Figure 1

Conceptual Framework of Research



Actually, OC factors could have more significant impacts on job performance as the dependent variable if mediated by key mediating factors such as motivation, behavior and attitudes of employees and their ability forming to be perceived workplace organizational climate (Cambell, 1993; Hyeung & Matusik, 2016; McShane & Von Glinow, 2010; Muhammad & Ajmal, 2011; Osborne, & Hammoud, 2017; Parke, 2014; Peng, 2014; Van den Berge, 2011).

Methodology

In this study, the researcher utilized cross-sectional design approach and quantitative approach. The final survey questionnaire contains 17 scales items for the independent variables, five scale items for the intervening variable (PWOC) and four scaled items for the dependent variable of job performance. Participants were asked to rate each statement from 1 (strongly disagree) to 6 (strongly agree).

Population and Research Samples

Targeted population were Cambodian civil service workforce who working for the six ministries of the Royal Government of Cambodia. The population is N= 1281 people and the

sampling size is $N=916$. The sampling size was determined using the Table of Krejcie and Morgan (1970), stratified random sampling, and simple random sampling.

Reliability and Validity Test for the Survey Questionnaire

Reliability testing for the survey questionnaire was implemented by administering the questionnaire to 30 respondents and used the Cronbach's alpha reliability test. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. Validity of the questionnaire was established by asking five experts to conduct the IOC. A score average greater than 0.66 per question item indicated the validity of the questions. The questionnaire was implemented to the samples only when reliability and validity is established with the results from Cronbach's alpha test and IOC results. The obtained Cronbach's alpha range between 0.715 and 0.880; and the IOC were congruent.

Data Collection

The respondents included Cambodian civil servants who hold junior, middle, and senior managerial positions and working at six ministries of the Royal Government of Cambodia. There were 763 responses (83.3%) out of 916 selected samples returned. Therefore, 763 (83.3%) respondents provided valid data, which indicated a very effective response rate.

Results and discussion

Results of Surveyed Samples' Demographic Variables

The demographic data indicated that 68% of participants were male, of which 46.1% were aged between 30-40 years old, 29% were between 41-50 years old, 17% were between 50-60 years old, and 7.9% were below 30 years old. The largest percentage (55.6%) of participants held a Bachelor's degree, followed by Master's degree (34.5%), 9.3% below Bachelor's degree, and 0.7% for Doctoral degree. Only 29.5% of participants have experience working at their ministries between 5-10 years, 20.8% between 11-16 years, 20.3% for more than 25 years, 19.5% between 17-25 years, and 9.8% below five years. The largest percentage (64.7%) of participants were junior management civil servants, followed by middle management (29.8%), and senior management (5.5%).

Results of the Descriptive Analysis of the Variables

This survey measured five subcategories of independent variables (Structure, Reward, Warmth, Support, and Identity), mediating variable (PWOC), and dependent variable (job performance). Table 1 below demonstrates the computed arbitrary Levels of the Derived Means.

Table 1

The computed arbitrary Levels of the Derived Means (6-likert scale)

Level	Arbitrary Level Formula: 6-1/6=.83 (Arbitrary level)	Qualitative description
6	5.18-6.00	Strongly agree
5	4.35-5.17	Agree
4	3.51-4.34	Slightly agree
3	2.67-3.50	Slightly disagree
2	1.84-2.66	Disagree
1	1.00 -1.83	Strongly disagree

Table above demonstrates the value of the mean referring to the frequency of the PWOC among Cambodian civil servants which ranged between 1.00-1.83 (strongly disagree) to 5.18-6.00 (strongly agree). Table 2 below displays the means and standard deviations for each questionnaire item.

Table 2

Descriptive Analysis of the Variables in the Study (N=763)

Independent Variables	Variable Names	M	Arbitrary Descriptions	SD
Structure (STRUC)				
The jobs in this organization are clearly defined.	struc1	4.96	Agree	0.96
The structure of the organization is clearly explained.	struc2	5.10	Agree	0.93
It is clear who has the formal authority to decide in this organization	struc3	4.89	Agree	1.02
Reward (REWD)				
This organization rewards employees based on their job performance evaluation.	rewd1	4.40	Agree	1.25
The reward system has been set up appropriately in this organization.	rewd2	4.28	Slightly Agree	1.29
The promotion system can help the qualified persons to attain managerial positions in this organization.	rewd3	4.59	Agree	1.15
Pension reward encourages employees to keep working for this organization.	rewd4	4.53	Agree	1.14
Warmth (WARM)				
I think that the working environment is characterized by a relaxed atmosphere.	warm1	4.96	Agree	0.99
I sense that a friendly atmosphere prevails among the people in this organization	warm2	4.98	Agree	0.93
I think that Managers and staff have warm working relationship	warm3	4.90	Agree	1.00
Support (SUP)				
The managers make an effort to talk with staff's career aspirations.	sup1	4.73	Agree	1.08
I think that people in this organization trust each other.	sup2	4.45	Agree	1.15
I can count on getting assistance from my boss and co-workers when working on challenging assignments.	sup3	4.80	Agree	0.98
The organization provides appropriate resources so I can perform my tasks well.	sup4	4.67	Agree	1.05
Identity (IDEN)				
I am proud to belong to this organization	iden1	5.20	Strongly Agree	0.92
I feel that I am a member of a well-functioning team	iden2	5.01	Agree	0.86
I feel a sense of personal loyalty to this organization.	iden3	5.31	Strongly Agree	0.81
Mediating Variable: Perceived Workplace Organizational Climate (PWOC)				
The organization has clear organizational mission which improves performance outcomes.	poc1	4.86	Agree	0.95
The organization has clear organizational strategy which improves performance outcomes.	poc2	4.83	Agree	0.95
The quality of leadership in the organization affects the delivery of my tasks.	poc3	4.83	Agree	0.94
The quality of teamwork in the workplace contributes to my work efficiency.	poc4	5.04	Agree	0.84
I am encouraged to produce desired job results because of the appropriate remuneration I receive for my work.	poc5	4.53	Agree	1.16
Dependent Variable: Job Performance (PERF)				
I fulfill my assigned job tasks and duties with commitment	perf1	5.16	Agree	0.83

I consider that having good managerial capabilities enhances my job performance	perf2	5.18	Strongly Agree	0.76
I think that my skills competency level contributes to the quality of my job performance	perf3	5.11	Agree	0.77
I consider that having positive attitudes lead to quality job outcomes	perf4	5.27	Strongly Agree	0.81

Results of the Model Designing for OC in Cambodia

Confirmatory Factor Analysis (CFA) was used to summarize the factors among the existing relationships of individual variables in this study. This analytical procedure serves as a data reduction method that condenses large sets of data into smaller, more manageable amounts of data. Confirmatory, rather than Exploratory Factor Analysis (EFA) was the procedural choice because the constructs had been previously identified in the survey instrument used in this study. The Structural Equation Model (SEM Model) was used to test the hypotheses in the study. The reliability of the constructs was assessed using the Cronbach's alpha and composite reliability. Convergent validity and discriminant validity were tested using the average variance extracted (AVE) method (Hair et al., 2010). Finally, hypotheses were tested using the SEM analysis.

Results of the Factor Analysis

The Kaiser-Mayer-Olkin Measure of Sample Adequacy (KMO value) provides a more formal way of assessing whether a set of variables overall, and each item, is appropriate for a factor analysis. Academically, the KMO value should be .6 or .7 or above for a value/item to be included in the factor analysis. However, the Bartlett's Test of Sphericity value, a statistical test for presence of overall significance of the correlations among the variables, should be significant, with significant values of .05 or smaller. The obtained Kaiser-Meyer-Olkin measures of sampling adequacy was 0.96, and Bartlett's test of Sphericity had a value of .000. Thus, the initial steps in preparation for Cambodian civil servants' factor analysis justified that factors analysis could be applied on the data set.

Results of the Confirmatory Factor Analysis (CFA)

CFA was performed to test the measurement model for SEM model. Cronbach's alpha and composite reliability (CR) were calculated and used to test the construct reliability. Both Cronbach's alpha values and CR obtained values are above the suggested values (0.7) for all factors, indicating good reliability (Hair et al., 2010; Nunnally, 1978). High factor loadings of measured variables to the corresponding factors (above 0.7), except for the three variables. However, they are not too low to exclude. The results presents the obtained Average Variance Extracted (AVE) value being greater than 0.5 for each factor indicate good convergent validity (Hair et al., 2010). In conclusion, the measurement model has good fit, and the instrument has good construct reliability and construct validity.

Results of Structural Equation Model (SEM)

Two models are fitted with those data. Model 1 investigated the mediation of PWOC on job performance. Model 2 investigated both direct effect of PWOC factor on job performance and the mediation of PWOC on the job performance.

Model 1: Workplace OC Mediation on Performance

Model 1 is evaluated, and research hypotheses were tested with the structure equation model featured in Figure 1 with fit indices. This model depicted that perception of Structure, Support, Reward, Warmth and Identity determined the PWOC, and its influence on Job Performance.

Under this model, those five independent variables have no direct influence on job performance. All the effects will be mediated by PWOC. The fit indices also show a good fit of the structural model with the data. GFI, AGFI, and NFI are all above 0.9, and CFI is above 0.93. In addition, RMSEA is below 0.08 and the normed chi-squares (χ^2/df) is between 3-5. The path diagram of the final measurement model 1 is presented in Figure 1.

Considering the data revealed in Figure 2, it was found that the final model 1 of the Cambodian civil servants provided a marginally well-fitting model to the data (CMIN/df = 3.994, NFI = 0.925, GFI = 0.890, AGFI = 0.862, CFI = 0.942, RMSEA = 0.06). Obtained results show the positive relationship between PWOC and Job Performance with a standardized regression coefficient of 0.833 ($p < 0.05$).

H1o: There is no significant influence of Structure on PWOC ($r = 0.104$, $p < 0.05$.) among Cambodian civil servants. H1o is rejected. The relationship found was positive and high at the significant level of .05. Therefore, the Structure with working climate among Cambodian civil servants do not depend on other factors in addition to working climate.

H2o: There is no significant influence of Reward on PWOC ($r = 0.085$, $p > 0.05$.) among Cambodian civil servants. H2o is failed to rejected.

H3o: There is no significant influence of Warmth on PWOC ($r = 0.208$, $p < 0.05$.) among Cambodian civil servants. H3o is rejected. The relationship found was positive and high at the significant level of .05.

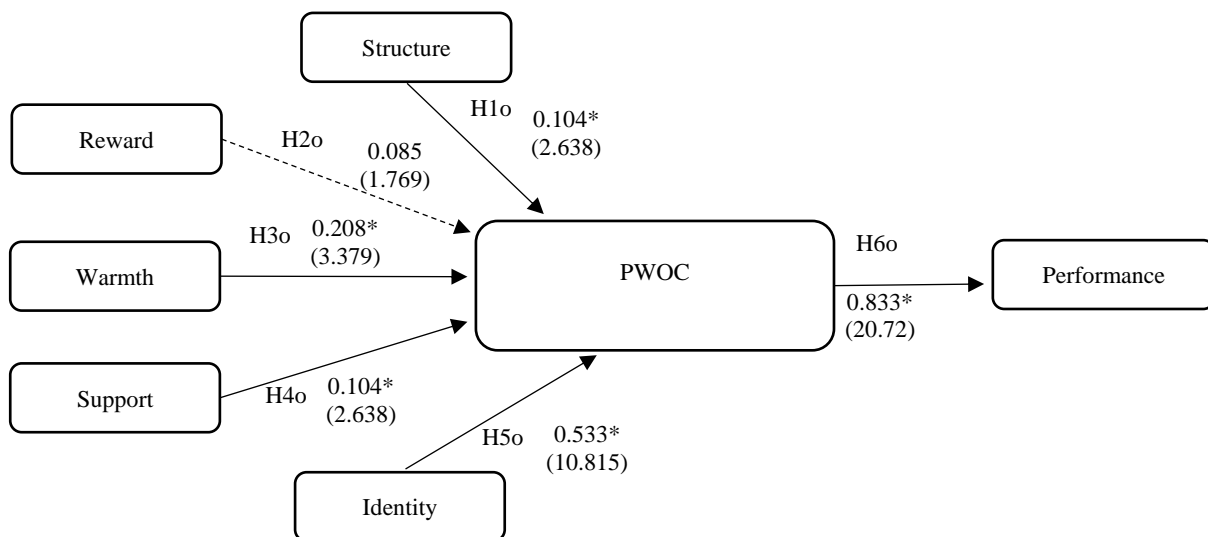
H4o: There is no significant influence of Support on working climate ($r = 0.104$, $p < 0.05$.) among Cambodian civil servants. H4o is rejected. The relationship found was positive and high at the significant level of .05.

H5o. There is no significant influence of Identity on PWOC ($r = 0.533$, $p < 0.05$.) among Cambodian civil servants. H5o is rejected

H6o: There is a no significant influence of PWOC on Job Performance ($r = 0.833$, $p < 0.05$.) among Cambodian civil servants. H6o is rejected.

Figure 2

SEM Result of Working Climate Mediation on Performance



$CMIN/df = 3.994$, $NFI = 0.925$, $GFI = 0.890$, $AGFI = 0.862$, $CFI = 0.942$, $RMSEA = 0.063$

Model 2: Direct factors on Performance and mediation of working climate

Model 2 assumes the direct effect of five independent variables on job performance as mediated by PWOC. The fit indices also show a better fit for model 2 on indicators such as GFI, AGFI, NFI CFI, RMSEA and the normed chi-squares (c^2/df) as well as exceed the minimum criteria.

The final model 2 of the direct factors on performance and mediation of working climate provided a marginally well-fitting model to the data ($CMIN/df = 4.642$, $NFI = 0.932$, $GFI = 0.902$, $AGFI = 0.875$, $CFI = 0.949$, $RMSEA = 0.059$).

AMOS results show that Structure obtained a standardized regression coefficient of 0.070 at a p-value of more than 0.05, indicating that Structure has no significant influence on PWOC. Therefore, H1o: There is no significant influence of Structure on PWOC is failed to reject.

Support obtained a standardized regression coefficient of 0.070 ($p = 0.1$), thus H4o: There is no significant influence of Support on PWOC is failed to reject.

The results show that Reward obtained a standardized regression coefficient of 0.2147 ($p < 0.05$), Structure has a standard coefficient of 0.331 ($p < 0.005$); Identity obtained a standard coefficient of 0.415 ($p < 0.05$), and Performance obtained a standard coefficient of 0.669 ($p < 0.05$) respectively. Therefore:

H2o: There is no significant influence of Reward on PWOC is rejected.

H3o: There is no significant influence of Warmth on PWOC is rejected.

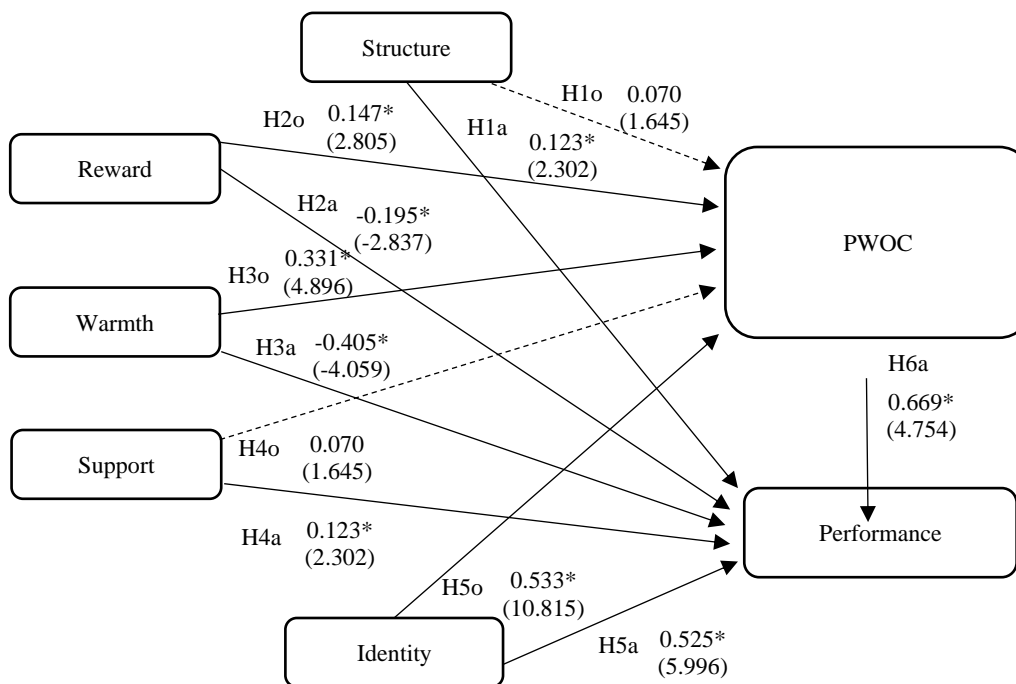
H5o: There is no significant influence of Identity on PWOC is rejected.

H6o: There is no significant influence of PWOC on Performance is rejected.

Among the five factors, Identity accounts for the most influence on PWOC about 41.5% (Standard coefficient = 0.415) It means that for every unit of change in identity, there is a 41.5% change in PWOC.

Figure 3

Mediation and Direct Effect of Factors on Performance



$CMIN/df = 4.642$, $NFI = 0.932$, $GFI = 0.902$, $AGFI = 0.875$, $CFI = 0.949$, $RMSEA = 0.059$

For direct effect PWOC on Performance, the results show that Structure obtained a standardized regression coefficient of 0.123 ($p=0.021$), Reward has a standard coefficient of -0.195 ($p=0.005$); Warmth has a standard coefficient of -0.405 ($p<0.05$); Support has a standard coefficient of 0.123 ($p=0.021$); and Identity obtained a standard coefficient of 0.525 ($p<0.05$) respectively. Therefore:

- H1o: There is no significant influence of Structure on Performance is failed to reject.
- H2o: There is no significant influence of Reward on Performance is failed to reject.
- H3o: There is no significant influence of Warmth on Performance is failed to reject.
- H4o: There is no significant influence of Support on Performance is failed to reject.
- H5o: There is no significant influence of Identity on Performance is failed to reject.

Hypothesis testing for moderation of perceived workplace climate on performance

The hypothesis testing for mediation of PWOC on Performance shows that Structure is mediated by climate has a standardized regression coefficient of 0.039 ($p<0.005$), Reward is mediated by climate has a standard coefficient of 0.70 ($p=0.001$); Warmth is mediated by Reward has a standard coefficient of 0.4176 ($p=0.001$); Support is mediated by climate has a standard coefficient of 0.039 ($p<0.05$); and Identity is mediated by climate has a standard coefficient of 0.247 ($p=0.001$) respectively.

Discussion

According to the SEM, five climate factors of Identity, Structure, Support, Warmth and Reward that showed influence on the PWOC. It further showed that all the climate factors provide no direct influence on job performance. Thus, those factors must be mediated by the PWOC in order to cast their significant influence on Job Performance.

In accordance with this new emergence, in the context of civil service organizations in Cambodia, only significant climate factors such as Identity, Structure, Support, Warmth and PWOC

were included while Reward was excluded. Therefore, a proposed OC Model is proposed with these significant factors yielded by this research.

In considering contextual and situational variances, there was a need to make revisions and include new elements within the four significant climate factors in order to be in line with the requirements of ODI application in the civil service organizations in Cambodia. In this regards, Identity contains vision, mission, purpose, policy and strategy, which are regarded as essential to navigate and to achieve positive and fruitful reform (RGC, 2021, 2022).

Furthermore, structure incorporated tasks and duties, responsibility, system and procedure as well as authority into vital elements for ODI designed that could be applied in the public sector reform (RGC, 2018b). In addition, the third significant climate factor explored was Support which included resources, teamwork, technological innovation and capacity development as important elements for supporting all climate factors to realize successful implementation of the proposed ODI of OC on job performance.

The last significant climate factor was Warmth, which is composed of three key elements such as relax, friendly and communicative, which creates communication satisfaction leading to making significant improvements in job performance in organizations (Mohammad et al. 2016).

Moreover, PWOC has a significant mediating effect on human resource management practices in the areas of performance appraisal, human resource planning, competency and compensation that enable an organization to generate higher job performance outcomes (Damoe et al., 2017; Rahimpour, K. et al., 2020).

Managerial leadership and behaviors play vital roles in promoting inclusive workplaces through communication, alignment and interaction between leaders and employees to enhance positive outcomes as well as to achieve desired organizational goals (Gotis & Grimani, 2016; Repucci, 2012).

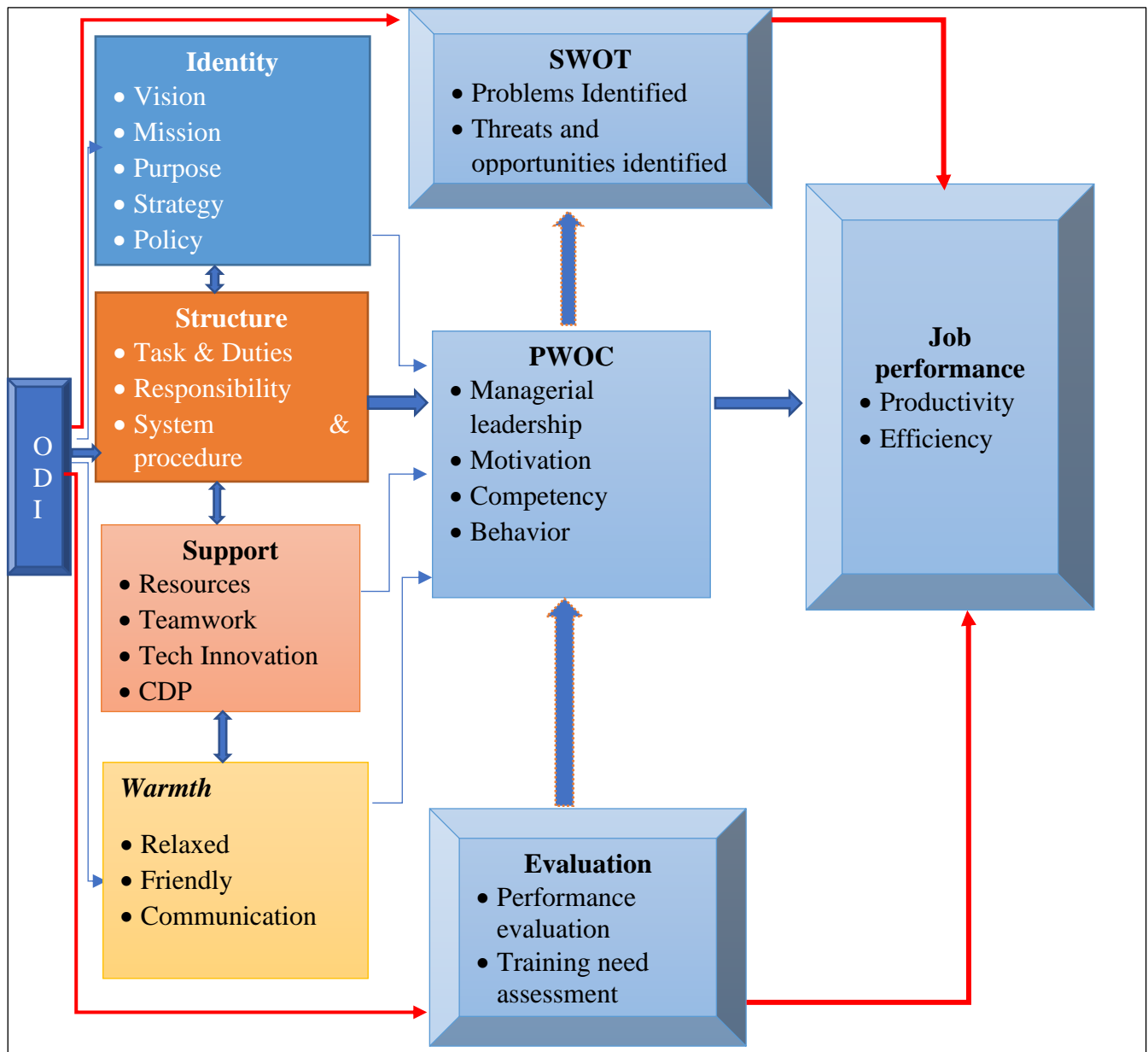
Motivation is one of the key factors in promoting effectiveness of public sector organizations because it is closely associated with various types of organizational behavior, ethical behavior and the operations of public institutions (Vandenabeele, 2009)..

Behavior and attitude of organizational members play crucial role in improving organizational effectiveness through mediating positive impact on the relationship between human resource practices and organizational performance (Taamneh, A. et al., 2018). It is indicated that OC has a direct mediating role in employees' innovative behavior and creative performance leading to improve overall organizational performance (Mutonyi et al., 2020).

In accordance with recent development, however, the component of evaluation in this proposed model is included (1) performance evaluation consisting of organizational and individual evaluation and (2) training needs assessment.

Figure 4

A Proposed OC Model in ODI Framework



Job performance is the final component of the proposed model. Job performance, in this context, is defined as work productivity and work efficiency performed by public servants related to their assigned tasks and duties as well as other functions and responsibilities indicated in the job description (RGC, 2015). Work productivity is the capability of individual public servants to generate products or services in response to the requirements for achieving organizational mission and goals (Yunus and Ernawati, 2018). Moreover, work efficiency is the quality of products or services provided to citizens or clients consistent with defined standards, resources available, and timeframes (Cooper & Pearce, 2011; RGC, 2013, 2018c).

Conclusion and Recommendations

Depending on the results yielded by the computing program, it is indicated that there were four climate factors including Identity, Structure, Support and Warmth that provide significant and

positive influence on job performance. These four significant climate factors were included in the proposed OC Model.

This study contributes to knowledge by addressing the need for empirical inquiries on the relationship between OC and job performance in government sector organizations. The discussion and conclusion of this study suggest a number of recommendations relative to designing a proposed OC model in the context of civil servant workplaces of the Kingdom of Cambodia. Therefore, key recommendations could be made as follows:

1. It is vital to take into account the climate factor related to Identity which account for 41.5% of the most influence on PWOC meaning that for every unit of change in identity, there would be 41.5% change in PWOC.

2. Managerial leadership capabilities must be strengthened in order for public servants who hold managerial positions to be able to lead and to provide directions to their subordinate towards desired results.

3. Rationalization of organizational structure should be seriously reconsidered.

4. Organizations should take strategic positions for improving productive use of human capital, taking into account cost efficiency and improving work systems and procedures within organizations.

6. Well-designed capacity development program should be developed and implemented depending on training needs assessment.

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