THE MEDIATING EFFECT OF ORGANISATIONAL IDENTITY ON THE RELATIONSHIP BETWEEN DIMENSIONS OF ORGANISATIONAL CLIMATE AND EMPLOYEE PERFORMANCE OF SINGAPORE SMALL AND MEDIUM SIZE ENTERPRISES (SMEs)

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ABSTRACT

Organizational climate, reflecting employee perceptions, is shaped by institutional policies, practices, and leadership (Cygler et al., 2018; Ehrhart & Schneider, 2016). Positive climates lead to better performance and relationships (Pecino et al., 2019; Castro & Martins, 2010). Despite its established importance (Viitala et al., 2015; Schaufeli, 2016; Albrecht et al., 2018), identifying the most influential dimensions remains challenging (Rožman & Štrukelj, 2021; Pecino et al., 2019). COVID-19's work shifts underscore the need for SMEs to understand and adjust to evolving climates, particularly in leadership and remote engagement (Cohen, 2018; Anand, 2020; Trenerry et al., 2021). Organizational identity, denoting core values (Albert & Whetten, 1985; Ravasi, 2015), could act as a mediator between climate and performance, yet this link is underexplored (Tastana & Gucelb, 2014; Liu et al., 2021). This research, situated in positivist philosophy, employs a deductive approach, surveying four industries to investigate these relationships. Using a Likert scale, four climate dimensions - leadership, relations, commitment, and communication - along with performance and organizational identity, are assessed. Data analysis, done through SPSS (Collis & Hussey, 2009), ensures content validity (Rusticus Shayna, 2021; Anastasia, 1988) and uses correlation and regression to test hypotheses. The goal is to refine models for SMEs in Singapore and offer new theoretical insights on organizational climate.

Keywords: Organizational Climate, Organization Identity, Employee Performance, Leadership, Employee Commitment, Employee Relationship, Employment Communication.

INTRODUCTION

The success of any organization depends in part on the match between individuals and the climate of the organization (Joseph & Panchanatham, 2016). In Singapore, as the economy moves towards the digital economy - there are 83 percent of small and medium enterprises (SMEs) in Singapore that have digital transformation strategies in place (Singapore News Center, 2020); and with the recent COVID-19 pandemic this has accelerated digitalization trends and heightened the importance of employee resilience and well-being in adapting to the widespread job and technological disruption which leads to disruption to the organizational climate in different dimensions such as leadership, team communication and collaboration, workplace relationships and team identification, and team adaptability and resilience (Trenerry et al., 2021).

Several past studies (Berberoglu, 2018; Rozman & Strukelj, 2020) showed that organizational climate has a positive and linear impact in predicting perceived organizational performance of the employees. Organizational climate was found to be statistically significant in determining the perceived organisational performance . From their study on medium-sized organisations, Rozman and Strukelj (2020) suggested that SMEs organisations should understand the important relationship of organisational climate components and the employee performance particularly in enhancing job performance and work engagement.

BACKGROUND OF STUDY

The organizational climate describes how people in an organization perceive and characterize their surroundings based on their attitudes and personal value. Perceptions include leadership style, cooperation, mutual trust, fair dealing, low toxicity environment, performance requirements, and personal commitment (Cygler et al., 2018; Kostic-Bobanovic & Bobanovic, 2013; Bin Saeed et al., 2019; Viitala et al., 2015). Steinke et al. (2015) believe that organizational climates is what an employee perceive of an organisational corporate governance which is expected. This will be compensated based in terms of rewards according to the organisation human resource policy. **Organizational climate is considered as a multi-dimensional concept where its numerous dimensions include the degree of conflict, leadership style, authority structure, and autonomous nature.**

In the fast pace society now, a workforce which is well engaged workforce is key to organisational performance. Recently study showed that well engaged workforce is likely to better improve work performance by 10% which results in 2.5 times increased revenue. Work engagement shows the degree the employee is willing to go the extra mile in their work. It shows the employee commitment to the organisation. Company leaders need to show strong leadership and focus on employees welfare this will help ensure long term employee engagement. Many countries have low employee engagement, but Singapore is on the decreased and below average in 2020 (Qualtrics, 2020).

It is also found that nearly 20 per cent of workers polled in Singapore intend to leave their jobs in less than a year. The study (*The New Paper* , 2020) covers 13,551 respondents across 17 countries with 500 respondents from Singapore. Singaporean work engagement is at 47% – Figure 1, with regards to careers growth, supervisor effectiveness, organisational support. The report noted that the top drivers of employee engagement in Singapore has a relationship with work and the company's strategic objectives, confidence in senior leadership to make the right decisions, managers who help with career development, opportunities for development and recognition for good work (*The New Paper*, 2020).
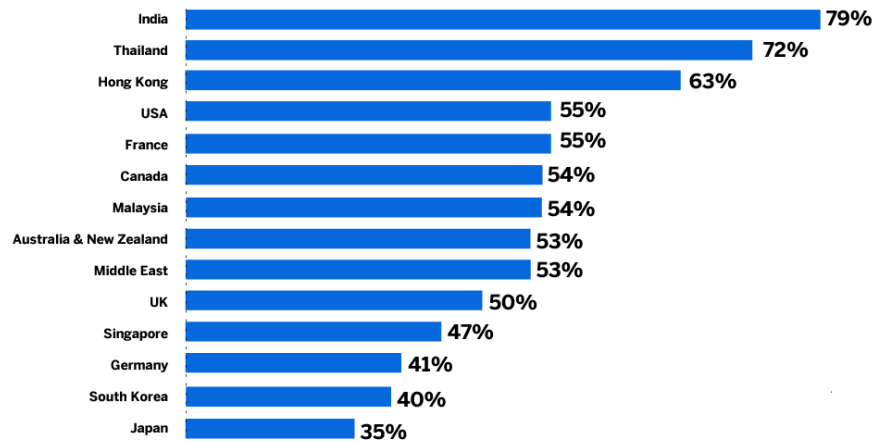
Figure 1. State of Global Engagement 2020 (Qualtrics, 2020)

Factors supporting Singaporean work engagement are: 1.) Alignment of employee's work objectives with company bigger business goals - 52%), 2.) Trust in the leadership to make good decisions - (46%), 3.) Line managers focus on staff career paths - (44%), 4.) Allow Opportunities for learning and development (57%), 5.) Reward for work well performed (52%) (Qualtrics, 2020).

Aon Hewitt put employee commitment or relationship for Singapore at around 59 percent making them among the least engaged in Asia. Employee engagement is highest in Indonesia at 76%, followed by India and the Philippines (71% each), China (69%), Thailand (64%), and Malaysia (63%) (AsiaOne, 2018).

The last 3 years, Singapore faced with the situation of Covid-19 pandemic forced many office-based employees to work from home. The organizational climate in Singapore SMEs have much room for improvement and need a clearer picture of what impact their organizational climate. The dimensions of organizational climate include employee communication, employee relationship, employees' commitments need rewards improvements to be effective (Cohen, 2018).

The leadership of Singapore SMEs needs to check themselves to ensure a sustainable organizational climate for better employee performance. The ongoing disruptive economy has also accelerated the need for SMEs leaders to review their current organizational climate which is still lacking behind in the new digital economy (Anand 2020).

Hence, there is a great need for SMEs leaders to understand the four key dimension of organizational climates namely leadership, employee relationship, employee communication, employee commitment and the relationship with employees' performance (Lee, 2013; Anand, 2020; Trenerry et al., 2021).

STATEMENT OF PROBLEM

The present market situation in Singapore present a number of business challenges to SMEs in terms of business opportunities. The above difficulties lie at the core of the notion of organizational climate which, since it covers a series of elements like policies and leadership styles and practices, is an important factor in regards to employees' point of view and hence their composite working environment. In an attempt to grasp this complexity of the organizational climate and its relation with the performance of employees, this research tries to study its dynamics particularly looking at the perspective of organizational identity in mediating the relation within the view of SMEs in Singapore.

The literature has portrayed organizational climate as a multi-dimensional concept that significantly influences the employees' perceptions, attitudes, and values. It comprises of leadership style, cooperation, mutual trust, performance requirements, and commitment as the different determinative factors (Cygler et al., 2018; Kostic-Bobanovic & Bobanovic, 2013). As the work context continues changing rapidly at the global level, more so amidst the COVID-19 pandemic, there is an increased need of deepening understanding how these dimensions interplay and impact employee performance and well-being. This is especially important given that studies have found organizational climate to strongly predict the well-being and activity of employees (Viitala et al., 2015; Schaufeli, 2016) but there is still a gap on which dimensions of organizational climate has a deeper impact on emloyees' performance.

Further, the catalytic move to remote working paradigms induced by COVID-19 concludes the needs for organizational climate reassessment in view of remote work. This study delves into the resulting effects on leadership, member relations, communication, and commitment of the changeover to remote settings.

One of the novel aspects captured in this study focuses on organizational identity, as defined by the core beliefs and values that bind an organization- and its possible mediating role between organizational climate and employee performance. But despite the importance of such a role, organizational identity has received relatively little attention in the current literature on this nexus (Albert & Whetten, 1985; Ravasi, 2015).

This study would, therefore, have two-fold purposes, i.e. of exploring intricate connections between organizational climate including its key dimensions and employee performance as well as investigating a potential mediating role that would be played by organizational identity in this relationship. The aim of the project is not only enriching theoretical knowledge but crafting them in empirically supported strategies of the SMEs in Singapore. The objective is creating an organizational business model that enhances individual work performance through better fundamentals of cognitive understanding of organizational climate and identity.

This research therefore, is poised to make important contributions to the field of organizational behavior and management especially within the context of SME businesses in Singapore. This paper analyzes the role of organizational identity mediating explanations of how employees engage and perform within their organizational environments
.
The results derived from this investigation will yield tangible consequences for the executives of small and medium-sized enterprises, empowering them to effectively navigate the complexities inherent in the organizational climate and identity. This will enable them to foster a conducive work atmosphere that promotes active involvement of their workforce, thereby enhancing overall performance levels.

PURPOSE OF STUDY

The main objective of this research is to study the key dimensions of organizational climate and a mediating variable impacting employee performance as mentioned in the statement of the problem to provide a practical business model for SMEs in Singapore to improve their employees' work performance. It also intends to provide new insights/theories on existing underpinning theories from past researchers.

RESEARCH QUESTIONS AND OBJECTIVES

Based on the background of study, literature review and problem statement, the following research Question and Research Objective were formulated:

RESEARCH QUESTIONS

1. What is the relationship between the different Organisational Climate dimensions and Employee Performance?

2. What is the relationship between the different Organisational Climate dimensons and Organisational Identity?

3. What is the relationship between Organisational Identity and Employee Performance?

4. What is the mediating effect of Organisational Identity between the different Organisational Climate dimensions and Employee Performance?

5. What is the best organisational climate dimension predictor of employees' performance ?

RESEARCH OBJECTIVES

Below are the research objectives proposed with reference to the problem statement:

1. To examine the relationship between different Organisational Climate dimension and Employee Performance.

2. To identify the relationship between different Organisational Climate dimension and Organisational Identity.

3. To identify the relationship between Organisational Identity and Employee Performance.
4. To evaluate the mediating effect of Organisational Identity on different Organisational Climate dimensions and Employee Performance.
5. To determine the best organisational climate dimension predictor of employees' performance.

SIGNIFICANCE OF STUDY

The findings from this research study will be beneficial in different aspects such as practical aspects of companies, new theoretical contributions to social sciences aspects and government governance agencies in policy making.

Companies will understand what are the key organisational dimensions that would affect employee's performance and what is the best predictor of employees' performance.

Understand how the right organizational climate can impact their employee's performance and thus what measures to take to ensure a good organisational climate that promotes good employees' engagement and thus employee's performance.

This research will provide a good and practical business model to enhance organisational performance and improve leadership of

the company and employee's relationship and commitment and employee's communication with the organisation leadership and management staff. New theory contribution provides new insights to existing theories based on empirical data collected and evaluated and new conclusions drawn. This will further enhance existing theories for future research purpose.

Social aspects as in employee good performance in their work are brought about by employees having better social identity via a good organisational identity. This will also bring about better self-image (when one can identify with the company) in the society.

Government agencies can derive the benefits of the study with a clearer understanding of how to set effective national employee productivity policies if they know what organisational climate can improve employees performance.

SCOPE OF STUDY

The scope of this research study focus on the study of four key dimensions of the organizational climate namely leadership, employee relationship, employee commitment, and employee communication, and their relationship with the employees' performance under the mediating effect of organizational Identity using the Organizational Climate Theory.

The study is based on a sample population of respondents from four categories of Singapore's SMEs namely Chemical, Electronics, Education and Industrial. The data collected from the respondents will consist of descriptive statistics: gender, locality, occupation, age, gender, education, job title, job industry, and work experience. The respondents' sample size will be 400, according to Krejcie and Morgan (1970).

LITERATURE REVIEW

Leadership and Employee Performance

The role of leadership within an organization is crucial for its functioning, progress, and prosperity. Several studies emphasize its importance in diverse ways. Karaa et al. (2013), Aarons (2006), and Lee (2013) underscored the multifaceted influence of leaders in organizations. For instance, a CEO who adopts a participative leadership style may encourage an open dialogue, promoting a culture of innovation and collaboration. Cetin and Karabay (2012) stressed that the combination of robust leadership and high-performing employees significantly drives an organisation's operational efficiency and profitability. An illustrative example can be seen in companies like Apple under Steve Jobs' leadership, which combined visionary leadership with employee excellence.

Elkins and Keller (2014) reiterate that impactful leaders are often the linchpin of organizational success. In a tangible sense, leaders like Indra Nooyi of PepsiCo exemplify this by steering the company towards sustainable practices while maintaining profitability. Maamari and Majdalani (2017) highlighted how superior leadership profoundly shapes the organizational climate, with leaders setting the tone for employee engagement and morale. This can be evidenced in companies like Southwest Airlines, where leadership emphasizes employee well-being, resulting in a positive work environment. Cartwright and Holmes (2006) posited that leaders who actively foster relationships with their employees often see enhanced performance outcomes. This is mirrored in the leadership approach of CEOs like Satya Nadella of Microsoft, emphasizing empathy and connection.

Interestingly, research by Emery and Barker (2007), Rad and Yarmohammadian (2006), and several others suggests that transformational leadership, characterized by inspiring and visionary approaches, typically leads to better work outcomes, environments, and motivation compared to transactional leadership. For example, Richard Branson's leadership at Virgin emphasizes employee empowerment and visionary thinking.

Conversely, transactional leadership, as elaborated by Bass (2016) and Bono and Judge (2014), is more quid pro quo. These leaders manage through a system of rewards and penalties. If an employee, for example, surpasses a sales target, they might receive a bonus. However, if they consistently underperform, they may face penalties or additional training. Frederick and Stephen (2010) and Kabiru & Bula (2020) highlighted that in this style, employees are often gauged against preset business goals, ensuring a more structured and task-oriented work environment.

When we narrow down to SMEs (Small and Medium-sized Enterprises), leadership becomes even more pivotal. As Madanchian & Taherdoost (2017) pointed out, the lack of competent leadership in SMEs can hinder their success. Putter (2010) emphasized that leadership is even more vital in SMEs than in larger firms. This is perhaps because, in a smaller setting, a leader's actions and decisions are more palpable. For instance, in a startup, the founder's vision and direction can directly impact every team member. Additionally, Nguyen et al. (2021) mentioned that in larger corporations, a singular leader's guidance might get diluted, whereas, in SMEs, leadership can more directly shape employees' perception of the organization.

The research by Akparep, Jengre, and Mogre (2019) focused on assessing the influence of leadership style on the organizational performance of the TumaKavi Development Association (TKDA) located in the Northern Region of Ghana. The qualitative case study indicated that leadership serves as a significant determinant in enhancing the performance of a firm. The researchers identified that TKDA predominantly adopts a democratic leadership approach in its functions. Their findings highlighted that this democratic leadership style positively impacts the organization's operations and overall performance. With a sample of 11 respondents, representing 65% of the organization's total staff, the results also emphasized a robust correlation between leadership style and TKDA's organizational performance. Given the organization's significant reliance on democratic leadership, the authors recommend the continued application of this style, possibly integrating other leadership approaches when needed, to bolster the organization's standing in its industry (Akparep et al., 2019). The findings align with the broader literature in underscoring the

positive impact of democratic leadership on organizational performance. However, their recommendation to integrate other leadership styles suggests a growing recognition of the need for adaptability and situational leadership in today's dynamic business environment.

In summary, leadership has a significant influence on te employees' performance.

Employee Relationship and Employee Performance

Promoting a conducive employer-employee relational environment is pivotal in the current corporate climate, driving enhanced work outcomes and fostering positive organizational dynamics. A nurturing dynamic between employers and employees crafts an environment characterized by active collaboration and enhanced mutual engagement. Such an atmosphere ensures employees feel integrated within the organization, thus significantly boosting their performance contributions (Ali, Lei, et al., 2016). Specifically within the context of Small and Medium-sized Enterprises (SMEs), the proximity of employees to the management is observed to be more intimate, further solidifying their commitment and performance contributions (Ntalianis et al., 2015). However, some studies, including those by Abdullah et al. (2007), Bakotic (2016), and Rozman et al. (2020), have highlighted potential detrimental impacts on these relationships within SME settings.

The nature of employee relations is intricately woven with the organizational policies and practices in place (Schultz, C. & Küsel, R., 2019). The mutual understanding that emerges from positive employee relations fosters a shared sense of trust and support between employees and their employers (Judge & Locke, 2000). The culmination of such relations results in elevated work outcomes and fortified communication pathways within organizations.

Historical research underscores the reciprocity in organizational and employee relationships. Specifically, organizations that consistently honour their commitments to employees often witness subsequent positive behavioural outcomes (Shore et al., 2012). On the other hand, numerous studies have evidenced the detrimental consequences of breaches in these commitments, with repercussions ranging from diminished trust (Robinson, 1996) and organizational allegiance (Turnley & Feldman, 1999), to reduced job satisfaction (Tekleab & Taylor, 2003) and heightened skepticism (Johnson & O'Leary-Kelly, 2003). Compounding this, a comprehensive meta-analysis by Zhao et al. (2007) identified a direct correlation between breaches in organizational obligations and subpar employee performance, indicating that strained relationships inevitably compromise productivity and overall performance.

Employee Commitment and Employee Performance

Meyer and Allen (1997) concluded that an employee only reason to stay with organisation is because they accepted the employment contract. The Continual commitment is also based on commercial agreement and organisation economic needs in the marketplace (Beck & Wilson, 2000).

Employees commitment is due to a positive effect from the organisation identity and values , it is the desire to be committed to organisation (Meyer & Allen, 1997). Lee and Chen (2013) concluded that when employee has a sense of identity with the organisation this will enhance employee commitment to the organization. Andrew (2017) also concluded that employee recognition will increase employee commitment.

Past studies concluded that employee commitment have a strong positive work performance (Angle & Perry, 1981; Hunt et al., 1985; Mowday et al., 1974; Aamodt, 2007; Kotze & Roodt, 2005).

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2007) described employee commitment as an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

Zheng (2010) describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components. Employee commitment is important to organizational good performance. Non committed employees will not go the extra mile to perform more work. They are often concern with personal success and the organization. Committed employees are less likely to leave the organization even with a better job prospect. In the other hand, committed employees put themselves as an important resource for the organization to achieve business success. They feel like part of the organisation. They are energetic and full of pride for the organization and are improving their work processes continuously. They are working for the organization interest.

Khan (2010) concluded that employee commitment has significant effect on work performance based on a of 153 public and private oil and gas organisations in Pakistan. Therefore, organisation should focused on building commitment of employees to increase organisation business profitability and growth.

Meyer and Allen (1997) proposed that the primary motivation behind an employee's decision to remain with an organization stems from the binding nature of the employment contract they have accepted. This notion of continual commitment is not just confined to the terms of employment; it extends to cater to the organization's economic requisites within the broader commercial landscape (Beck & Wilson, 2000).

Employee commitment, as a construct, goes beyond mere obligation. It is deeply rooted in the positive alignment between the individual's identity and the overarching values of the organization. This intrinsic desire to affiliate and remain loyal to an organization is substantially amplified when employees resonate with its identity (Meyer & Allen, 1997). Supporting this perspective, Lee and Chen (2013) elucidated that such a sense of belonging and alignment significantly enhances employees' commitment levels. Furthermore, tangible gestures of employee recognition play a pivotal role in bolstering this commitment, as highlighted by Andrew (2017).

Historical research provides empirical weight to the link between employee commitment and enhanced work outcomes (Angle & Perry, 1981; Hunt et al., 1985; Mowday et al., 1974; Aamodt, 2007; Kotze & Roodt, 2005). Delving deeper into the concept, Akintayo (2010) defines employee commitment as the extent of an individual's dedication and allegiance to their workplace. Echoing a similar sentiment, Ongori (2007) perceives it as the depth of emotional resonance and attachment an employee experiences towards their organization.

Zheng's (2010) rendition of employee commitment casts it as a reflection of the employee's overarching attitude towards their organization. This perspective is expansive, recognizing that an employee's attitude is multifaceted, encapsulating various emotional, cognitive, and behavioural components. The vitality of employee commitment to organizational success cannot be understated. Without it, employees might shy away from going above and beyond in their roles, focusing more on personal achievements than collective organizational success. In contrast, deeply committed employees perceive themselves as integral assets, pushing boundaries, championing innovation, and consistently striving for organizational excellence. Their vigor, pride, and continuous efforts to refine work processes are testimonies to their unwavering loyalty.

Reiterating the paramount importance of commitment, Khan (2010) conducted an empirical study encompassing 153 public and private oil and gas organizations in Pakistan. The findings underscored a compelling correlation between employee commitment and enhanced work performance. In light of such evidence, organizations must prioritize fostering employee commitment as a strategic lever to propel profitability and sustained growth.

Employee Communication and Employee Performance

Effective communication within an organization, particularly between managers and their subordinates, has been repeatedly linked to superior employee performance (Parsley, 2006). This becomes especially pivotal in crises or pressing circumstances, where transparent communication becomes the linchpin ensuring that performance standards are upheld (Shaffer, 2004). Wyatt (2008) asserts that employees who engage in open dialogue with their managers tend to outperform their counterparts who shy away from such interactions. Ong et al. (2019) resonate with this perspective, emphasizing that clear communication serves as a conduit to dispel misunderstandings, solidifying trust between employees and employers.

A plethora of studies have championed the correlation between employee communication and performance. For instance, Tkalac et al. (2017) and Joshi and Sharma (1997) both advocate for the instrumental role of communication in bolstering employee performance. Expanding the scope of communication's benefits, Jo and Shim (2005) have identified a positive ripple effect on employee commitment. This sentiment is further bolstered by Smidts et al. (2001), who highlight how communication fosters a stronger sense of organizational identification. Additionally, Nakara (2006) accentuates the relationship between robust employee communication and heightened commitment levels. However, the absence of effective communication is not without repercussions. As posited by Angle and Perry (1981) and Hargie et al. (1999), communication voids can germinate employee stress. Conversely, ensuring open channels of dialogue can significantly enhance interpersonal relationships within the organization (Gray & Laidlaw, 2004).

Delving into the intricacies of organizational communication, Ngari and Agusioma (2016) note the inherent challenges when considering the vast heterogeneity in employee hierarchies—ranging from operational roles to top-tier management. Adding a layer of complexity, Otuekere-Ubani (1997) points out that the rich tapestry of diverse backgrounds, beliefs, and experiences in a workplace can make streamlined communication a daunting endeavour.

In synthesis, the overarching narrative from various scholarly pursuits emphasizes the criticality of fostering a communication-rich environment within organizations. Transparent dialogue across hierarchical spectrums paves the way for optimal performance, minimized stress, and nurtured employee-organization relationships. In the absence of such an environment, organizations risk fostering disengagement and attrition.

Organisational identity and Employee Performance

Organizational Identity (OI) encompasses the core values and attributes that members of an organization recognize as foundational, unique, and persistent (Albert & Whetten, 1985; Ravasi, 2015). Correspondingly, Organizational Identification is an individual's internalized understanding of the organization's significance, interwoven with their self-concept, which in turn shapes their emotional reactions and work performance (Albert & Whetten, 1985). Efraty and Wolfe's (1988) research involving 215 service deliverers in a large Midwestern city underscored a positive association between Organizational Identity and work performance.

This alignment of OI with enhanced work outcomes has garnered consistent affirmation in academic literature. For example, Tastana and Gucelb (2014) pointed to a robust correlation between organizational identity and work performance, supported by numerous scholars (Miller, Allen, Casey & Johnson, 2000; Mael & Ashforth, 2001; Kreiner & Ashforth, 2004; Harris & Cameron,

2005; Riketta, 2005; Cole & Bruch, 2006). Specifically, the nexus between perceived employee commitment and organizational identification was highlighted by Lee (2004), whereas Cole and Bruch (2006, p. 585) underlined the deep connection between organizational identity and employee allegiance.

Recent research by Thinh-Van Vu (2022) has further accentuated the premise that a robust organizational identity augments employee performance. The idea that organizational identification aligns employees' personal values with the ethos of the organization is also well-articulated (Ashforth and Mael, 1989, p. 22; Chughtai & Buckley, 2010; Dutton et al., 1994). Historically, a firm's vibrant organizational identity has been found to foster optimal work performance and commitment by nurturing a profound sense of belongingness (Chughtai & Buckley, 2010; Edwards & Peccei, 2010; Mael and Ashforth, 1995).

Elucidating the interplay between OI and performance, Callea et al. (2016) demonstrated via structural equation modelling that work performance was profoundly mediated by OI. Ashforth et al. (2008) describe OI as the intersection of an individual's self-concept with the organization's essence, forming a symbiotic employment relationship. This relationship resonates with the Social Exchange Theory (SET) that postulates the reciprocity embedded in professional relationships (Blau, 2017; Cropanzano & Mitchell, 2005; Masterson et al., 2000).

The extensive research conducted over the years underscores the profound influence of OI on various facets of employee behaviour (He & Brown, 2013). A theoretical lens to understand this relationship is provided by the Social Identity Theory (SIT) (Tajfel, 1978; Tajfel & Turner, 1979), which posits that individuals derive their identity partially from affiliations to distinct social groups. Within the professional landscape, organizations serve as significant social constructs that satiate the innate human need for belonging (Gautam et al., 2004; Hogg & Terry, 2000). Consequently, a potent OI catalyses employee engagement and commitment to the organization's mission and vision (Baruch & Cohen, 2007). Gautam et al. (2004) encapsulate this by suggesting that employees who deeply resonate with their organization's identity internalize its norms and standards, leading to optimal performance outcomes. This alignment of personal and organizational goals fosters collaboration, goal achievement, and positive organizational behaviors (Callea et al., 2016).

Mediating effect of Organisational Identity on Organisational Climate and Employee Performance.

The interplay between Organizational Identity (OI), Organizational Climate, and Employee Performance has attracted considerable scholarly attention. Tüzün and Çağlar (2009) underscored the substantial correlation between organizational identity and employee allegiance. Similarly, Vondey (2010) identified a positive association between organizational identification and work performance, an observation complemented by Taştan (2012), who suggested that organizational identification acts as a mediator for work performance.

Bhattacharya (2002) posited that organizational identification shapes the psychological connection between employees and their organizations. The dissolution of this connection inevitably leads to the disintegration of organizational identity. Arguably, the strength of an organization's identity provides it with a distinct competitive advantage, as it draws forth increased commitment and effort from employees, setting the organization apart from its counterparts. This perspective is buttressed by Elsbach and Kramer (1996), who advocated that nurturing organizational identity bolsters the organizational climate and consequently amplifies employee performance. This sentiment resonates with earlier studies which suggest that employees who resonate with their organization's identity exhibit heightened commitment (DeCninck, 2011), leading to enhanced performance outcomes.

Thinh-Van Vu's research (2022) accentuates the premise that a fortified organizational identity invariably amplifies employee performance. Organizational identification, as delineated by Ashforth and Mael (1989, p. 22), embodies an employee's perceptions and affiliations with their organization, enabling them to harmonize their personal values with the organizational ethos (Chughtai & Buckley, 2010; Dutton et al., 1994). Historical research corroborates that a profound organizational identity culminates in enhanced work performance and commitment, driven by a profound sense of alignment and belongingness (Chughtai & Buckley, 2010; Edwards & Peccei, 2010; Mael and Ashforth, 1995).

Additional studies have unveiled that the depth of an employee's identification with their organization determines their commitment levels (Callea et al., 2019). Drawing upon the Self-Determination Theory, Astakhova and Porter (2015) alluded to employees' intrinsic motivation to integrate organizational identity into their personal self-concepts (Ryan and Deci, 2000, p. 73). Through the lens of Vroom's (1964) Expectancy Theory, employees, when identifying profoundly with their organization, feel a surge in motivation, driving them towards enhanced commitment and superior work outcomes (Vu, 2022).

Organizational Climate Communication Theory

Organizational climate communication theory refers to the employees' shared perceptions and the meaning they attach to the policies, practices, and procedures they experience in their workplace, as well as to the behaviours they observe being rewarded, supported, and expected regarding the human resources of the organization (Ahmad et al., 2018; Cygler et al., 2018; Schneider et al., 2013, 2016).

Based on the previous studies by various scholars (Lee, 2013; Anand, 2020; Trenerry et al., 2021; Cohen, 2018; Viitala et al., 2015; Bloom, 2002; Schaufeli, 2016; Albrecht et al., 2018; Ang, 2018; Half, 2016) the following dimensions of organizational climate - leadership, employee relationship, employee commitments and employee communication will be examined to evaluate the impact on employee's work performance.

Contrary to the structural approach, the perceptual approach postulates that individuals are influenced by their perceptions of, or the psychological meaning they attach to, organizational characteristics. Hence, this approach can be seen as 'personalistic', in the sense that organizational climate is an individual perception (Schneider, 1975). This opinion has been supported by later scholars. Pomirleanu, Gustafson and Townsend (2022) describe an organizational climate is embedded in the physical and psychological environment of an organization and can be described as "configurations of attitudes and perceptions by organization members, that, in combination, reflect a substantial part of the context of which they are a part and within which they work" (Ashkanasy, Wilderom, & Peterson, 2000, p. 8). The motivation for studying organizational climate in B2B is threefold.

First, organizational climate warrants attention in the Business to Business(B2B) literature because it illuminates how organizations create internal regulatory frameworks conducive to better firm performance (Deshpand´e & Farley, 2004; Deshpand´e, Farley, & Webster Jr, 2000; Saini & Martin, 2009), stronger new product performance (Rodríguez, P´erez, & Guti´errez, 2008) or superior customer value or service (Schwepker, 2017).

Second, organizational climate acts like an internal barometer in organizations operating in a domain (B2B) that itself has been subject to significant recent changes. These changes include the increasing importance of emerging markets, changing the B2B buying landscape, increasing seller sophistication, and changes in technology, which have all reshaped B2B buyer-seller relationships (Grewal et al., 2015; Lilien, 2016). All these changes in the B2B environment have led to recent calls to investigate yet unaddressed inter-and intra-organizational issues, including the organizational climate (Bolander & Richards, 2018; Friend, Jaramillo, & Johnson, 2020; Gustafson, Pomirleanu, & John- Mariadoss, 2018; Rapp & Beeler, 2021).

Third, organizational climate warrants attention because an organization can foster multiple specific organizational climates that have similar or overlapping consequences (i.e., psychological and ethical climates relate to job satisfaction) (Hartmann & Rutherford, 2015; Mulki, Jaramillo, & Locander, 2006). Currently, the literature is limited to prescribing how to better understand, integrate, and benefit from multiple existing organizational climates for enhanced performance outcomes. Questions remain about how to address increasing interdependency among buyers and sellers as they emphasize the criticality of B2B relationships (Wind & Thomas, 2010). In addition, due to higher purchase complexity and a more complex external environment, individuals and units in a B2B organization interact with a multitude of other entities (Aarikka-Stenroos & Ritala, 2017). As the organizational climate is characterized by relationships among people and organizations, then a hierarchical view of organizational climate in B2B can offer answers to some of these questions.

The interactive approach builds on the approaches and combines the objectivism of the structural approach and the subjectivism of the perceptual approach (Ashforth, 1985). The underlying assumption of the interactive approach is that organizational climate is the result of the interaction of individuals in response to their situation, which results in the shared agreement of organizational members (Moran & Volkwein, 1992). This approach provides a link between the structural and the perceptual approaches. After all, it acknowledges that meaning is formed when the individual intentionally interacts with objects and people because it provides meaning for him or her.

The Underpinning Theory

The research study adopts organizational climate communication theory (i.e the Organizational climate theory as the underpinning theory for the research study.

The organizational climate plays a role in encouraging members of the organization to devote employees' efforts to their work in organizations where the change of organization system can also have a positive influence on the organizational climate communication (Sone, 2020).

The organizational climate theory used for this study refers to the employees' shared perceptions and the meaning they attach to the policies, practices, and procedures they experience in their workplace, as well as to the behaviours they observe being rewarded, supported, and expected regarding the human resources of the organization (Ahmad et al., 2018; Cygler et al., 2018; Schneider et al., 2013, 2016). Based on the literature review earlier, Organsational Climate as conceptualised by Schneider (1975) can be taken as an independent variable which could influence the employees' performance and Organisational Identity has a mediating effect as Tastana and Gucelb (2014) has concluded that there is a strong relationship of organizational Identity and work performances.

Sampling Issues in Quantitative Research

Quantitative research methodology predominantly operates under the assumption of a positivist perspective (Henn, Weinstein & Foard, 2006), which is characterized by paradigms and their strong association with research techniques (Hughes & Sharrock, 2016). Furthermore, Guba and Lincoln (1994) argue that paradigms surpass methods of inquiry in terms of significance within research. The quantitative research paradigm places great emphasis on generalizability and reliability (Henn et al., 2006). The objective is to extend the relationship established between variables to the larger population. This is why it is crucial to select a sample that accurately represents the population (Karasar, 1999). Hence, this research study is careful to ensure the right sampling plan is applied for the data collection to ensure generalizability and reliability.

The Appropriateness of Sample Size for Data Analysis Methods

The sample size in research and data analysis methods is also influenced by the qualities of the data. For instance, if the data follows a normal distribution, a t-test would require 955 observations, whereas a Wilcoxon signed-ranks test at the same level of

significance would require 1000 observations (Kwam & Vidakovic, 2007). Each data analysis method has its own specific requirements, such as normality. The central limit theory's findings (Kwam & Vidakovic, 2007) are often interpreted to suggest that a group of 30 or more members selected from a given population would exhibit a normal distribution (Baykul, 1999). Nonetheless, this assumption cannot be taken for granted. In certain contexts, Wilcox (2010) argues that this number could increase to 100.

The Size of the Sample

The distribution of the examined theses, in terms of the sizes of the samples they utilized, is displayed in Table 1. In an endeavor to enhance the dependability, 30% of the theses maintain sample sizes as large as feasible, exceeding 250. Conversely, the sample size in 40% of the theses is less than 50. The magnitude of the sample is particularly significant for the data analysis methods to be employed. To fulfill this purpose, accessible tables have been formulated to satisfy various criteria (Research Advisor, 2007). Nevertheless, these criteria were not taken into account, and no allusion to the tables was detected in the theses. The two criteria for sample size are established by the investigations of Krejcie and Morgan (1970) and Cochran (1977).

Table 1: Sample Size

Minimum	Maximum	Number of Theses	Percentage
1	14	3	3
15	29	16	18
30	50	17	19
51	100	12	13
101	250	12	13
251	500	12	13
501	1000	11	12
1001	2500	3	3
>2501		1	1
Not Provided		3	3
Total		**90**	**100**

Reliability Tests

In classical test theory, the internal consistency of a scale is assessed as a reliability index using KR-20 and alpha coefficients. The KR-20 reliability formula is employed to determine the internal consistency of an achievement test in cases where the test measures a unidimensional trait and is scored dichotomously. On the other hand, Cronbach's alpha reliability coefficient is utilized to evaluate the internal consistency of an attitude scale or an achievement test when the test measures a unidimensional trait and is scored using ratings, such as a "1 to 5" scoring procedure. Cronbach's alpha is generally regarded as the most appropriate measure of reliability for attitude instruments and other scales that offer a range of possible answers for each item (McMillan, 1992). According to Feldt and Qualls (1996), coefficient alpha serves as an estimate of test reliability under the condition that the part scores are essentially tau equivalent. This condition implies that the test is unidimensional in the factor analytic sense, and all parts must measure the same unitary trait or ability. Both KR-20 and alpha coefficients require that the scale meets the assumption of unidimensionality. However, it is worth noting that even if the assumption of unidimensionality is violated, it is still possible to obtain a very high KR-20 or alpha reliability coefficient. It is not valid to solely report the KR-20 or alpha coefficient as a measure of consistency in such cases. Nevertheless, this situation is commonly observed in a significant number of research reports. Feldt and Qualls (1996) argue that the use of coefficient alpha in achievement and intelligence tests is limited by the assumption of tau equivalence or a single factor, which is likely to be violated to some extent in such tests. This study demonstrates that even when the assumption of unidimensionality is violated, a misleadingly high internal consistency coefficient, such as KR-20 or alpha, can be obtained by utilizing real data sets.

Theoretical Research Framework

Based on the discussion on the selected independent variables, mediating variable and dependent variable, the following research framework is proposed:
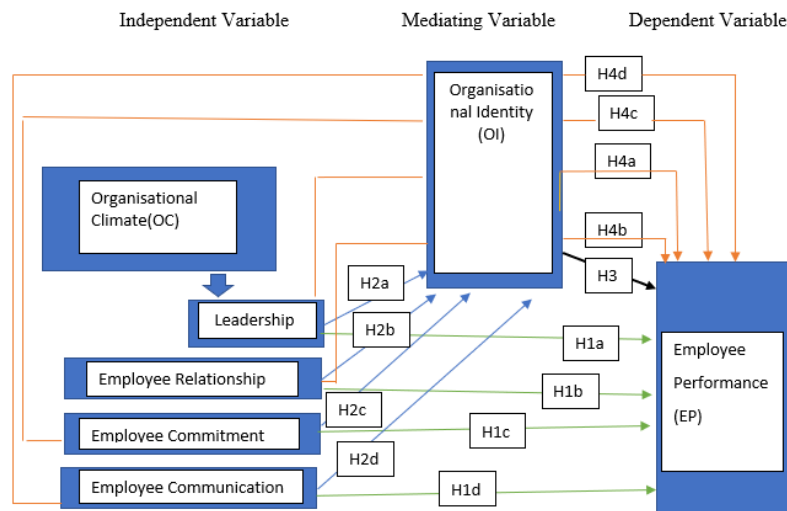

Figure 2. Theoretical Research Framework

Based on the literature review of the underpinning theories, the theoretical framework of the study variables is presented in Figure 4. It shows the Dimensions of Organizational Climate as the Independent variable and Employees' Performance as the dependent variable, and Organizational Identity as the mediating variable. The Dimensions of Organizational Climates consists of Leadership, Employee relations, Employee Commitment, and Employee communication. The ultimate goal is to study the relationship between the independent variables and dependent variables and the mediating effect of the mediating variable on the relationship between the independent variables and dependent variable (employees' performance).

Research Hypotheses

Studies have shown that organizational climate significantly affects employees' mood, attitude, and behaviour, regarding their work environment (Abdulkarim, 2013; Pecino, et al., 2019; Shermana et al., 2018). Organizational climate is positively linked to job satisfaction and commitment, employees' behaviour, motivation, engagement, and outcomes, increase productivity, job satisfaction and performance, organizational performance, leadership behaviour, managerial and organizational effectiveness and decreases problems with staff (Castro & Martins, 2010).

With regards to performance, positive employee performance refers to a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption (Schaufeli et al., 2002). Employees with positive performance are active and eager, highly focussed doing their job (Schaufeli, 2018).

Contrary to work-holism, work engagement is almost exclusively associated with positive features such as physical and mental health (e.g. good autonomic cardiac activity, low levels of depression), personal initiative, low sickness-absence, superior in-role and extra-role performance, innovativeness, organizational commitment, reduced occupational accidents and injuries, organizational citizenship behaviour and less counterproductive work behaviour. Hence, positive employee performance is an approach, that results in giving an appropriate condition to all the employees in a workplace. It is more of a fundamental concept to understand the qualitative and quantitative relationship between the employees and their workplace (Shuck et al., 2017) (Rožman & Štrukelj, 2021).

Another factor that is equally important is Employee Relations. Employee relations can be described as the policies and practices which are concerned with the management and regulation of relationships between an organization, the individual staff members, and groups of staff within the working environment (University of Cape Town, 2018). According to Judge Locke, (2000) he defined employee relations as part of an organization's public relations aims to create a mutual relationship between management and employees which promotes productivity in the organization".

It is also observed that employee commitment and desirable outcomes (e.g. performance and satisfaction of job) have a relationship that is positive and strong (Angle & Perry 1981; Hunt et al., 1985; Mowday, et al., 1974). Aamodt (2007) tells that the satisfied employees are more committed, and the employees having satisfaction and commitment are more connected with work, having less turnover, having good performance, good communication, timely start the work, and behave according to the organization help.

Parsley (2006) revealed that effective communication is a significant driver of employee engagement. A part of effective communication, enhancing the communication skills of managers, and making communication as part of performance against organization goals are also vital. Communication becomes a more critical resource under certain and stressful circumstances. Management and managers and supervisors should play a role to ensure that employees and their jobs are associated with the mission and vision of the concerned organization. This will send a message directly or indirectly to the employees to feel that they are chief and being cherished by the organization. The study by Shaffer (2004) found that organization has improved their productivity and safety ratings through engaging employees employing carefully administering communication to fabricate trust.

Transactional leaders entice employees to perform by giving rewards for good work performed and the vice versa (Bass, 2016). Bono and Judge (2014) also concluded that transactional leaders lead by actively reviewing work performed and rewarding and correcting employees accordingly.

Given on the above discussions and trends in literature reviews pertaining to the related variables, problem statement and objectives of the study, the following hypotheses and sub-hypotheses were constructed:

Hypothesis One:
H1: There a significant positive relationship between OC and EP.
H1a: There a significant positive relationship between L and EP.
H1b: There a significant positive relationship between ER and EP.
H1c: There a significant positive relationship between EC and EP.
H1d: There is significant positive relationship between ECOM and EP.

Hypothesis Two:
H2: There is a significant positive relationship between OC and OI.
H2a: There is a significant positive relationship between L and OI.
H2b: There is a significant positive relationship between ER and OI.
H2c: There is a significant positive relationship between EC and OI.
H2d: There is a significant positive relationship between ECOM and OI.

Hypothesis Three:
H3: There is a significant positive relationship between OI and EP.

Hypothesis Four:
H4: There is a significant mediating effect of OI between OC and EP.
H4a: There is a significant mediating effect of OI between L and EP.
H4b: There is a significant mediating effect of OI between ER and EP.
H4c: There is a significant mediating effect of OI between EC and EP.
H4d: There is a significant mediating effect of OI between ECOM and EP

Based on the literature review, the research gaps that can be identified are as follows:

i. Direct Influence on Measurable Employee Performance Metrics: While the indirect benefits of organizational climate on employee well-being and engagement have been extensively researched, the direct influence of organizational climate on measurable employee performance metrics remains under-researched.

ii. Organizational Climate Amidst Remote Work: The post Covid-19 pandemic led to a significant shift towards remote working. Despite the importance of organizational climate in this context, the response and preparedness of SMEs (particularly in Singapore) to adjust their organizational climates to meet the challenges and demands of remote work have not been thoroughly studied.

iii. Organizational Identity as a Mediator: Amidst the myriad studies on organizational climate, organizational identity appears to be a potentially overlooked mediator. The relationship between organizational climate, organizational identity, and employee performance, especially in the context of SMEs, seems to be underexplored.

iv. Specific Challenges for Singapore's SMEs: Singapore's SMEs are unique in their role and significance to the country's economy. While the impact of the organizational climate has been studied generally, there is a gap in understanding how Singapore's SMEs, in particular, are affected by and can optimize their organizational climates, especially in the face of challenges like the Covid-19 pandemic.

In summary, the overarching research gap here is to deeply understand the complex interplay between organizational climate, organizational identity, and employee performance, particularly in the context of SMEs in Singapore, especially in the new normal shaped by the Covid-19 pandemic.

METHODOLOGY

RESEARCH DESIGN

The research design is based on a deductive research approach using questionnaire survey for respondents from the selected four industries chemical, electronics, education and industrial . The primary data collected from the respondents are subjected to statistical analysis using SPSS software to verify the theoretical framework (Collis & Hussey, 2009).

DATA COLLECTION

The research methodology uses a survey approach which involves data collection using survey questionnaires. The electronic survey questionnaire is self-administrated and distributed to participants via the electronic form vie (e.g. Google or Microsoft forms). The participants will respond and return them using electronic email after completion. This is the fastest and most convenient method. It is useful for conducting quantitative analysis based on survey questionnaires (Saunders et al., 2019). Sampling is used as a methodology to carry out quantitative data analysis from a desired population. It represents the sample result or outcome from the selected population for quantitative analysis.

SAMPLING METHOD

According to these scholars, for a population of more than (see Table 3.1) 1000000 the sample size should be 384. For this research, the sample identified is 400. This is to count for non-responding respondents. The respondents return questionnaires need to achieve a minimum sample size of 384 (i.e. 96%) for it to be still considered as an acceptable return rate (Krejcie & Morgan, 1970)

The population sample size taken for this study are employees of SMEs of Singapore from four different industries namely chemical, electronics , education and industrial. The total number of respondents are 400 (employees), comprising of 380 non-managerial staffs and 20 managerial staffs, with all of them coming from the SMEs in Singapore. Permission shall be requested from the supervisor before conducting the study, the respondents will be asked to complete the questionnaires.

Table 3.1. Sample Size

(Source: Krejcie & Morgan, 1970)

Pop. size	Sample size	Pop. size	Sample size
50	44	1000	278
120	92	1500	306
150	108	3000	341
200	132	5000	357
300	169	50,000	381
500	217	75,000	382
		1,000,000 above	384

For this study, the sample population size will be taken from a few selected SMEs.

The sampling procedure used, was stratified sampling (Singh & Mangat, 1996). Stratified sampling method is when the total population is divided into smaller groups or strata to complete the sampling process. The strata is formed based on some common characteristics in the population data. After dividing the population into strata, the researcher randomly selects the sample proportionally. Below shows the sequence of the sampling method used for this research study.

Sampling size : 400 respondents from selected industries - Chemical, Electronics, Education and Industrial
Method of Data Sampling: Disproportionate Stratified Sampling
Pilot Test: 10% of sample 400 = 40 respondents (Connelly, 2008)
Post-Pilot Test: 400 respondents
Reliability Test: Average Cronbach Alpha above 0.80 (Ho, 2014)
Data Analysis: Pearson correlation and Multiple Regression (Enter Method) using SPSS statistical software

OPRATIONAL DEFINTION

An operational definition describes how a given variable is measured. Operational definitions depend on the scope of research study by the researcher and can be simple or complex. It is related to the theoretical construct of the research study (Wright & David, 2016).

No.	Variables	Definition	Research by Scholars
1	Leadership (IV)	Transactional leaders entice employees to perform by giving rewards for good work performed and the vice versa (Bass, 2016). Bono and Judge (2014) also concluded that transactional leaders lead by actively reviewing work performed and rewarding and correcting employees accordingly. Transaction leaders will review employees performance on a regular basis and gives guidance and corrections if needed, it is on a transactional basis or task oriented. Frederick and Stephen (2010) further confirmed that an employee's performance is measured against business goals set by the transactional leader (Kabiru & Bula, 2020)	(Bass, 2016; Bono & Judge, 2014; Frederick & Stephen, 2010; Kabiru & Bula, 2020)
2	Employee Relationship(IV)	Employee relations relates relationship of the organization's policies and code of practice with the employees (Schultz, C., & KÃ¼sel, R., 2019). Judge and T. Locke (2000) concluded that employee relations create mutual understanding with employer and thus gain support and trust mutually. The final outcome will be better employee work performance and enhance communication between employee and employer	(Judge & T. Locke, 2000)
3	Employee Commitment(IV)	Refers to employees who are committed to their organization and generally feel a connection with their organization and that they fit in and understand the goals of the organization. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and be more proactive in offering their support.	(Meyer and Herscovitch, 2001)
4	Employee Communication(IV)	Employee communication is the information exchange in verbal and written form among individuals and group of people at different levels, it is a transactional process.	(Frank & Brownell, 1989).
5	Organizational Identity(MV)	Defined by Tajfel (1978) as "that part of an individual's self-concept which derives from his or her knowledge of his or her membership to social group (or fsocial groups) together with the value and emotional significance attached to that membership".	Mael and Ashforth (1995) (Tajfel and Turner, 1985)
6	Employee Performance(DV)	Refers to the basic performance unit of the organization. It is a multidimensional construct is dependent upon an assortment of components. The components of performance are job-specific task proficiency, non-job specific proficiency, written and oral communication proficiency, demonstration of effort, maintenance of personal discipline, facilitation of peer and team performance, supervision or leadership, and management/administration	(Gibson et.al., 1996) (Batest & Hoton, 1995) (Campbell et al., 1993)

INSTRUMENT DESIGN

Survey questionnaires (based on quantitative analysis method) is frequently used in research especially in social sciences (Lawrence, 2007; Creswell, 2023) . In this study, a survey questionnaires consisting of 95 questions were adapted based on literature review is the most cost effective and fastest way to collect data for the research study because the questions are proven effective and only need some adaptation, and can be readily used to conduct the survey for the research study. A survey questionnaire design to obtain the opinion of respondents on the selected dimensions of organization climate affecting employees' performance (Creswell, 2023) is shown in Table 2.

INSTRUMENTATION

The main instrument employed in this study is using electronic survey questionnaire. The survey questionnaire includes questionnaires on leadership, employee relationship, employee commitment, employee communication, organization identity employee performance.

Variable Name	Items	Adapted from
Leadership	1) Does your manager reward you for good performance?	(Bono & Judge , 2014)
	2) A managers should focus on the employee's performance he expects a high standard of work required in an organization;	(Bono & Judge , 2014)
	3)My leader can be relied upon to help me when I need help in my work.	(Bono & Judge, 2014)
	4)My leader job expectation of me is high up and will reward and remand me for the work produced.	(Bono & Judge, 2014)
	5) My leader recognize good performance quickly .	(Bono & Judge, 2014)
	6) My leader will terminates someone if he thinks the employee may have deserved it.	(Bono & Judge, 2014)
	7) My leader gives clear instruction on job-related	(Bono & Judge, 2014)
	8) My leader will use me as an example of what he intends to do.	(Bono & Judge, 2014)
	9) My leader keeps me in the loop so that I know what is	(Bono & Judge , 2014)
	10)My leader is an effective leader and fair .	(Bono & Judge , 2014)
	11) My leader gets feedback from me when he wants to	(Bono & Judge , 2014)

Variable Name	Items	Adapted from
Employee Relationship	1.) Organisation cannot survive without a cordial relationship with its employee	(Tartsea-Anshase & Odeba, 2019)
	2.)Employer-Employee Relationship creates a positive image and profile in the community	(Tartsea-Anshase & Odeba, 2019)
	3.)Good Relationship with Employees Increases Productivity	(Tartsea-Anshase & Odeba, 2019)
	4.)Good Relationship with Employees facilitates job satisfaction	(Tartsea-Anshase & Odeba, 2019)
	5.)Good Relationship with Employees makes it possible to attract and retain employees.	(Tartsea-Anshase & Odeba, 2019)
	6.)Good Relationship with Employees reduce employees' protests	(Tartsea-Anshase & Odeba, 2019)
	7.)Good Relationship with Employees promotes trust/open communication	(Tartsea-Anshase & Odeba, 2019)
	8.)Good Relationship between employer and Employees creates good working environment	(Tartsea-Anshase & Odeba, 2019)
	9.)Good employee Relationship includes regular payment of salaries and other allowances, conducive working environment, job security, training and proper placement	(Tartsea-Anshase & Odeba, 2019)
	10.)Good employer-employee Relationship in the organisation is mutually beneficial to both employer and employees.	(Tartsea-Anshase & Odeba, 2019)
	11.)I am willing to work in this organisation for the next 5 years	(Tartsea-Anshase & Odeba, 2019)
	12.)I have a cordial or good relationship with my employer	(Tartsea-Anshase & Odeba, 2019)
	13.)I feel a strong personal attachment to the organisation	(Tartsea-Anshase & Odeba, 2019)
	14.)The organisation cares about me and contributes to my success	(Tartsea-Anshase & Odeba, 2019)
	15.)I contribute to the success of the organisation	(Tartsea-Anshase & Odeba, 2019)
	16.)Organisation attracts and retains outstanding employees	(Tartsea-Anshase & Odeba, 2019)
	17.)The employer communicates openly and honestly with the employees	(Tartsea-Anshase & Odeba, 2019)
	18.)I would like to see my relationship with the organisation in the foreseeable future	(Tartsea-Anshase & Odeba, 2019)
	19.) I understand the principles and values of the organisation	(Tartsea-Anshase & Odeba, 2019)
	20.)Employee is valued and rewarded in the organisation	(Tartsea-Anshase & Odeba, 2019)
	21.)Good or cordial relationship with employer and colleagues provides opportunity to grow.	(Tartsea-Anshase & Odeba, 2019)
	22.)I believe that the organisation deserves my loyalty	(Tartsea-Anshase & Odeba, 2019)
	23.)Employer-Employee relationship in the organisation is mutually beneficial to both employer and employees	(Tartsea-Anshase & Odeba, 2019)
	24.)Cordial employer-employee relationship reduces error rate	(Tartsea-Anshase & Odeba, 2019)
	25.)Good Employer-Employee relationship in the organisation reduces the rate of absenteeism/truancy	(Tartsea-Anshase & Odeba, 2019)
	26.)Cordial employer-employee relationship increases employee collaboration to work	(Tartsea-Anshase & Odeba, 2019)
	27) Cordial employer-employee relationship causes employees to be innovative	(Tartsea-Anshase & Odeba, 2019)
	28) Cordial employer-employee relationship reduces rate of labour turnover	(Tartsea-Anshase & Odeba, 2019)
	29) My job security in the organisation is guaranteed	(Tartsea-Anshase & Odeba, 2019)
	30) Employer-employee relationship in this organisation is cordial	(Tartsea-Anshase & Odeba, 2019)
	31) Employees in the organisation protest as a result of lack of cordial relationship.	(Tartsea-Anshase & Odeba, 2019)

Variable Name	Items	Adapted from
Employee Commitment	1)I feel myself to be a part of this organization.	(Irefin & Mechanic, 2014)
	2)I am quite proud to be able to tell people about the company.	(Irefin & Mechanic, 2014)
	3)The offer of a little more money with another company would not seriously make me think of changing jobs.	(Irefin & Mechanic, 2014)
	4)I would recommend a close friend to join this company.	(Irefin & Mechanic, 2014)
	4)To know that my own work has made a contribution to the good of the organization would please me.	(Irefin & Mechanic, 2014)
	6)In my work, I like to feel that I am making some contribution, not for myself but for the organization as well.	(Irefin & Mechanic, 2014)
	7)I sometimes feel like leaving this company for good.	(Irefin & Mechanic, 2014)
	8)I am not willing to do more than my job description requires just to help the organization.	(Irefin & Mechanic, 2014)
	9)Even if the company were not doing well financially, I would be reluctant to change to another company.	(Irefin & Mechanic, 2014)
	10)Working hard leads to good performance.	(Irefin & Mechanic, 2014)
	11)Working hard leads to high productivity.	(Irefin & Mechanic, 2014)
	12)Working hard leads to doing my job well.	(Irefin & Mechanic, 2014)
	13)Generally speaking, I am very satisfied with this job.	(Irefin & Mechanic, 2014)
	14)I am generally satisfied with the kind of work I do in this job.	(Irefin & Mechanic, 2014)
	15) I frequently think of quitting this job.	(Irefin & Mechanic, 2014)

Variable Name	Items	Adapted from
Employee Communication	1.)Employees do not trust one other due to lack of communication.	(Kim & Rhee, 2011)
	2.)People get along well if they have communication with oner another	(Kim & Rhee, 2011)
	3. The organization has regular face-to-face meetings to allow members of the organisation to interact/communicate and discuss important corporate matters.	(Kim & Rhee, 2011)
	4.) Continuously improve communications between leader and staff is viewed as an important organizational objective and is regularly being practiced.	(Kim & Rhee, 2011)
	5.) The corporate employees' communication is effective in communicating things that are relevant to them.	(Kim & Rhee, 2011)
	6.) I keep quiet on organisation issues for fear of affecting my performance review and/or promotion opportunities	(Kim & Rhee, 2011)
	7.) My colleagues regularly feedback to me and communicate with me to help me improve my performance	(Kim & Rhee, 2011)
	8.) Is there a Gap in information and understanding existing between your leader and yourself.	(Kim & Rhee, 2011)

Variable Name	Items	Adapted from
Organisational Identity	1.)I am proud of being a member of this organisation	(Miao et al., 2022)
	2.)The organisation's management system is scientific and reasonable towards its employees)	(Miao et al., 2022)
	3.)The organisation's management system is fair towards its employees ?	(Miao et al., 2022)
	4.)The organisation treats all people equally in terms of compensation package	(Miao et al., 2022)
	5.)Consciously recognise the culture of the organisation	(Miao, Suo, Liang, & Li, 2022)
	6.)Your contribution and efforts can be recognised by the organisation	(Miao et al., 2022)
	7.)I can take the initiative to adjust my dissatisfaction with the organisation	(Miao et al., 2022)

MEASUREMENT SCALES OF THE INSTRUMENT

Many scholars have used the five-point Likert Scale for data collection, and likewise, this research also used five-point Likert Scale. The scale used in the instrument is that of continuous scales; starting from strongly disagree to strongly agree (Creswell, 2023), which is divided according to a five-point Likert scale, with scores ranging from 1 to 5. Each score is shown as follows:

Table 2 : Five-point Likert Scale (Creswell, 2023)

1	2	3	4	5
Strongly disgree	Disagree	Moderate	Agree	Strong agree

ITEMS CREATION FOR THE SURVEY QUESTIONNAIRES

The aim of the literature review is to verify measurements and generate items for all variables. In this study, the questionnaires is constructed based on existing scales for measuring the four independent variables (Organisational Climate with four dimensions: Leadership, Employee relationship, Employee commitment, Employee communication, mediating variable (Organisational identity) and the dependent variable (employee performance). For the purposes of this study, the scales have been modified to suit the research framework. The following Table 3 illustrates elements that have been adapted from previous studies and several established items.

Table 3: Survey Questionnaires based on Selected Items

Variable Name	Items	Adapted from
Leadership	1) Does your manager reward you for good performance?	(Bono & Judge , 2014)
	2) A manager should focus on the employee's performance he expects a high standard of work required in an organization;	(Bono & Judge , 2014)
	3)My leader can be relied upon to help me when I need help in my work.	(Bono & Judge, 2014)
	4)My leader's job expectation of me is high up and will reward me for the work produced.	(Bono & Judge, 2014)
	5) My leader recognize good performance quickly .	(Bono & Judge, 2014)
	6) My leader will terminate someone if he thinks the employee may have deserved it.	(Bono & Judge, 2014)
	7) My leader gives clear instruction on job-related problems.	(Bono & Judge, 2014)
	8) My leader will use me as an example of what he intends to do.	(Bono & Judge, 2014)
	9) My leader keeps me in the loop so that I know what is happening in the organization that impacts of my work.	(Bono & Judge , 2014)
	10)My leader is an effective leader and fair .	(Bono & Judge , 2014)
	11) My leader gets feedback from me when he wants to make an important decision that impact my work.	(Bono & Judge , 2014)

Employee Relationship		
	1) Organisation cannot survive without a cordial relationship with its employee	(Tartsea-Anshase & Odeba, 2019)
	2) Employer-Employee Relationship creates a positive image and profile in the community	(Tartsea-Anshase & Odeba, 2019)
	3) Good Relationship with Employees Increases Productivity	(Tartsea-Anshase & Odeba, 2019)
	4) Good Relationship with Employees facilitates job satisfaction	(Tartsea-Anshase & Odeba, 2019)
	5) Good Relationship with Employees makes it possible to attract and retain employees.	(Tartsea-Anshase & Odeba, 2019)
	6) Good Relationship with Employees reduce employees' protests	(Tartsea-Anshase & Odeba, 2019)
	7) Good Relationship with Employees promotes trust/open communication	(Tartsea-Anshase & Odeba, 2019)
	8) Good Relationship between employer and Employees creates good working environment	(Tartsea-Anshase & Odeba, 2019)
	9) Good employee Relationship includes regular payment of salaries and other allowances, conducive working environment, job security, training and proper placement	(Tartsea-Anshase & Odeba, 2019)
	10) Good employer-employee Relationship in the organisation is mutually beneficial to both employer and employees.	(Tartsea-Anshase & Odeba, 2019)
	11) I am willing to work in this organisation for the next 5 years	(Tartsea-Anshase & Odeba, 2019)
	12) I have a cordial or good relationship with my employer	(Tartsea-Anshase & Odeba, 2019)
	13) I feel a strong personal attachment to the organisation	(Tartsea-Anshase & Odeba, 2019)
	14) The organisation cares about me and contributes to my success	(Tartsea-Anshase & Odeba, 2019)
	15) I contribute to the success of the organisation	(Tartsea-Anshase & Odeba, 2019)
	16) Organisation attracts and retains outstanding employees	(Tartsea-Anshase & Odeba, 2019)
	17) The employer communicates openly and honestly with the employees	(Tartsea-Anshase & Odeba, 2019)
	18) I would like to see my relationship with the organisation in the foreseeable future	(Tartsea-Anshase & Odeba, 2019)
	19) I understand the principles and values of the organisation	(Tartsea-Anshase & Odeba, 2019)
	20) Employee is valued and rewarded in the organisation	(Tartsea-Anshase & Odeba, 2019)
	21) Good or cordial relationship with employer and colleagues provides opportunity to grow.	(Tartsea-Anshase & Odeba, 2019)
	22) I believe that the organisation deserves my loyalty	(Tartsea-Anshase & Odeba, 2019)
	23) Employer-Employee relationship in the organisation is mutually beneficial to both employer and employees	(Tartsea-Anshase & Odeba, 2019)
	24) Cordial employer-employee relationship reduces error rate	(Tartsea-Anshase & Odeba, 2019)
	25) Good Employer-Employee relationship in the organisation reduces the rate of absenteeism/truancy	(Tartsea-Anshase & Odeba, 2019)
	26) Cordial employer-employee relationship increases employee collaboration to work	(Tartsea-Anshase & Odeba, 2019)
	27) Cordial employer-employee relationship causes employees to be innovative	(Tartsea-Anshase & Odeba, 2019)
	28) Cordial employer-employee relationship reduces rate of labour turnover	(Tartsea-Anshase & Odeba, 2019)
	29) My job security in the organisation is guaranteed	(Tartsea-Anshase & Odeba, 2019)
	30) Employer-employee relationship in this organisation is cordial	(Tartsea-Anshase & Odeba, 2019)

	31) Employees in the organisation protest as a result of lack of cordial relationship.	(Tartsea-Anshase & Odeba, 2019)

Variable Name	Items	Adapted from
Employee Commitment		
	1) I feel myself to be a part of this organization.	(Irefin & Mechanic, 2014)
	2) I am quite proud to be able to tell people about the company.	(Irefin & Mechanic, 2014)
	3) The offer of a little more money with another company would not seriously make me think of changing jobs.	(Irefin & Mechanic, 2014)
	4) I would recommend a close friend to join this company.	(Irefin & Mechanic, 2014)
	5) To know that my own work has made a contribution to the good of the organization would please me.	(Irefin & Mechanic, 2014)
	6) In my work, I like to feel that I am making some contribution, not for myself but for the organization as well.	(Irefin & Mechanic, 2014)
	7) I sometimes feel like leaving this company for good.	(Irefin & Mechanic, 2014)
	8) I am not willing to do more than my job description requires just to help the organization.	(Irefin & Mechanic, 2014)
	9) Even if the company were not doing well financially, I would be reluctant to change to another company.	(Irefin & Mechanic, 2014)
	10) Working hard leads to good performance.	(Irefin & Mechanic, 2014)
	11) Working hard leads to high productivity.	(Irefin & Mechanic, 2014)
	12) Working hard leads to doing my job well.	(Irefin & Mechanic, 2014)
	13) Generally speaking, I am very satisfied with this job.	(Irefin & Mechanic, 2014)
	14) I am generally satisfied with the kind of work I do in this job.	(Irefin & Mechanic, 2014)
	14) I frequently think of quitting this job.	(Irefin & Mechanic, 2014)

Variable Name	Items	Adapted from
Employee Communication		
	1) Employees do not trust one other due to lack of communication.	(Kim & Rhee, 2011)
	2) People get along well if they have communication with one another	(Kim & Rhee, 2011)
	3) The organization has regular face-to-face meetings to allow members of the organisation to interact/communicate and discuss important corporate matters.	(Kim & Rhee, 2011)
	4) Continuously improve communications between leader and staff is viewed as an important organizational objective and is regularly being practiced.	(Kim & Rhee, 2011)
	5) The corporate employees' communication is effective in communicating things that are relevant to them.	(Kim & Rhee, 2011)
	6) I keep quiet on organisation issues for fear of affecting my performance review and/or promotion opportunities	(Kim & Rhee, 2011)
	7) My colleagues regularly give feedback to me and communicate with me to help me improve my performance	(Kim & Rhee, 2011)
	8) There is a gap in information and understanding existing between your leader and yourself.	(Kim & Rhee, 2011)

Variable Name	Items	Adapted from
Organisational Identity		
	1) I am proud of being a member of this organisation	(Miao et al., 2022)
	2) The organisation's management system is scientific and reasonable towards its employees	(Miao et al., 2022)
	3) The organisation's management system is scientific and fair towards its employees	(Miao et al., 2022)
	4) The organisation's management system is fair towards its employees.	(Miao et al., 2022)

	5) The organisation treats all people equally in terms of compensation package	(Miao et al., 2022)
	6) Consciously recognise the culture of the organisation	(Miao, Suo, Liang, & Li, 2022)
	7) Your contribution and efforts can be recognised by the organisation	(Miao et al., 2022)
	8) I can take the initiative to adjust my dissatisfaction with the organisation	(Miao et al., 2022)

Variable Name	Items	Adapted from
Employee Performance		
Task Performance	1) I am use to maintaining a high standard of work	(Pradhan & Jena, 2017)
	2) I love my work a lot.	(Pradhan & Jena, 2017)
	3) I am very passionate about my work.	(Pradhan & Jena, 2017)
	4) I know I can handle multiple assignments for achieving organizational goals.	(Pradhan & Jena, 2017)
	5) I usually complete my assignments on time.	(Pradhan & Jena, 2017)
	6) My colleagues believe I am a high performer in my organization	(Pradhan & Jena, 2017)
Adaptive Performance	1) I use to perform well to mobilize collective intelligence for effective team work.	(Pradhan & Jena, 2017)
	2) I could manage a change in my job very well whenever the situation demands it.	(Pradhan & Jena, 2017)
	3) I can handle effectively my work team in the face of change.	(Pradhan & Jena, 2017)
	4) I always believe that mutual understanding can lead to a viable solution in organization.	(Pradhan & Jena, 2017)
	5) I am used to losing my temper when faced with criticism from my team members.	(Pradhan & Jena, 2017)
	6) I am very comfortable with job flexibility	(Pradhan & Jena, 2017)
	7) I used to cope well with organizational changes from time to time.	(Pradhan & Jena, 2017)
Contextual Performance		
	1) I am use to extending help to my co-workers when asked or needed.	(Pradhan & Jena, 2017)
	2) I love to handle extra responsibilities	(Pradhan & Jena, 2017)
	3) I extend my sympathy and empathy to my co-workers when they are in trouble	(Pradhan & Jena, 2017)
	4) I actively participate in group discussions and work meetings.	(Pradhan & Jena, 2017)
	5) I used to praise my co-workers for their good work	(Pradhan & Jena, 2017)
	6) I derive lot of satisfaction nurturing others in the organization.	(Pradhan & Jena, 2017)
	7) I used to share knowledge and ideas among my team members	(Pradhan & Jena, 2017)
	8) I used to maintain good coordination among fellow workers	(Pradhan & Jena, 2017)
	9) I used to guide new colleagues beyond my job purview.	(Pradhan & Jena, 2017)
	10) I communicate effectively with my colleagues for problem solving and decision making.	(Pradhan & Jena, 2017)

VERIFICATION OF INSTRUMENT

In this study, the survey questionnaires consisted of six sections for the 4 independent variables, one mediating variable and one dependent variable, comprising together a total of 95 items. It will be distributed to respondents and must meet the sample size of 400 to satisfy the statistical data analysis requirements and for the research study to be considered meaningful. All items used in this study are listed in Table 2.

Nominal data on respondent's gender, age, education level, job title, job industry he/she belong to, working experience will be in Section A of the questionnaires, while the rest of the question items listed in Table 2 for each variable will be ordinal data.

After the literature review to obtain measurements for the identified operational variable, electronic questionnaires will be sent to employees and leaders of the selected organizations to conduct the survey (data collection). Finally, the SPSS (Statistical Product and Service Solution) software was used to verify the data collected for each measurement instruments, by performing Pearson correlation and Multiple Regression analysis.

CONTENT VALIDITY

Content validity (Cronbach Alpha reliability test) checks the test requirements that were carried out to ensure the validity and reliability of the questionnaires. According to Rusticus Shayna (2021) content validation, which plays a primary role in the development of any new instrument, provides evidence about the validity of an instrument by assessing the degree to which the instrument measures the targeted construct. The content validity or Cronbach Alpha must be at least 0.8 to define the good condition and secondly the content of the test item should define the scope of the representative sample (Peterson & Kim, 2013)

PILOT TEST AND RELIABILITY TEST

To ensure reliability of the instruments, the process of testing and finalising the measurements is to conduct a pilot test of the instrument. Pilot testing was done to check whether the questionnaire will be effective in a real world environment by conducting a sampling trial test on a group of at least 40 individuals to estimate a parameter by rule of thumb (Browne, 1995; Sundram & Romli, 2023).

DATA ANALYSIS

In this research the data analysis involves quantitative data analysis. For quantitative analysis, it involves descriptive statistics such as frequency, mean and standard deviation of employees' age and others. The statistical analysis is based on the information collected from the survey questionnaires and analysed using the IBM SPSS statistical software (version 26.0) to perform the data analysis using Pearson's Partial Correlation and Multiple Regression analysis (Enter Method) statistical methods. The Cronbach's Alpha validity test is used to check the validity and reliability of the questionnaires also using the SPSS statistical software. The level of acceptance for all of the variables used in the questionnaire depend on the value of Cronbach's Alpha. A value of 0.80 or higher suggests that all of the items are reliable and thus valid, and the entire test is internally consistent. If alpha is low, then at least one or more of the questionnaire items are unreliable, and must be identified and corrected; and a new pilot testing has to be conducted (Ho, 2014).

CONCLUSION

In this research study, the research has presented a conceptual framework to achieve the research objectives . It presented the background of the research study , problem statement, purpose of the study, perform a literature review of the relationship between various independent and the dependent variable and the mediating effective of Organisational Identity on Organisational Climate and Employee Performance, identify the research gaps for a complete research study, presented a theoretical research framework and finally outline the methodology for the research study. The next stage of the research study would be elaborating and validating the conceptual framework in the research process.

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