



UNRAVELLING THE INTERPLAY BETWEEN RESPONSIBLE LEADERSHIP AND PUBLIC SERVANTS' JOB PERFORMANCE: THE ROLE OF AFFECTIVE ORGANISATIONAL COMMITMENT

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ARTICLE INFO	ABSTRACT
DOI: 10.52932/jfmr.v3i5ene.1043	Public sector leadership improves employee performance and drives change. Job performance is the value of employee behaviours that support the organisation's goals. By utilising social exchange theory, this study examines how and when responsible leadership affects public servants' job performance in Vietnam, with person-organisation fit and affective organisational commitment serving as mediators and affective organisational commitment serving as a moderator. This work collected data from 329 Ho Chi Minh City public employees identified by convenience sampling. Structural equation modelling was used in both SPSS 26 and AMOS 24. This study found that responsible leadership boosts job performance. The results also show that person-organisation fit and affective organisational commitment partially mediate the relationship between responsible leadership and public servant job performance. Additionally, affective organisational commitment moderates the relationship between responsible leadership and job performance. According to the study, public organisations should have a rigorous leadership development program that encourages responsible leadership and improves employees' job performance. The authors believe the present is one of the first studies to incorporate social exchange theory and examine the relationship between responsible leadership and job performance among Vietnamese public employees, considering affective organisational commitment as a mediating and moderating factor.
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1. Introduction

Management and organisational behaviour research focuses heavily on job performance (JP) (Carpini et al., 2017). Individual job performance is what people do to add value to an organisation and achieve its goals (Ángeles López-Cabarcos et al., 2022). Job performance is an evaluative achievement-related behaviour. It measures how well an employee meets the organisation's performance standards. Provincial public servants are vital to provincial government administration in Vietnam. They deliver provincial public services, promoting efficient governance and provincial growth (Chien & Thanh, 2022). Effective governance requires strong work performance to ensure smooth government operations, high-quality public services, and organisational goals. Job performance promotes accountability and transparency in government service delivery to boost public trust (Tuoi & Thanh, 2023). Ho Chi Minh City uses precise and measurable criteria to evaluate public servants' competence, qualifications, and ethics. These criteria affect their work's efficiency, quality, and effectiveness. Socio-political organisations and state agencies have continuously worked to improve public servant performance but without success. The role of job performance in the public sector is an intriguing research topic.

Social exchange theory (SET), proposed by Blau (1964), helps explain authority-subordinate relationships. Leaders motivate followers to solve problems creatively with meaningful and challenging tasks. Moreover, leaders serve as mentors, catering to individual needs for optimal development and growth (Ángeles López-Cabarcos et al., 2022). Multiple literature reviews show that leader behaviours strongly influence important outcomes, such as follower motivation and performance. Simply put, leadership matters in organisations (Leroy et al., 2018). Leadership in public sector

organisations deserves study. This concept has given public sector leaders new challenges in meeting rising workloads (Donkor, 2021; Van Wart, 2013). Public sector leadership research has advanced leadership literature. Effective leadership improves follower performance, according to extensive research (Schwarz et al., 2020). When leaders inspire, motivate, and support their followers, they perform better (Paarlberg & Lavigna, 2010). Leaders, followers, work settings, context, and culture shape leadership in today's society and organisations (Avolio et al., 2009). Thus, responsible leadership (RL) research may be appropriate in public administration (Marques, 2021). RL helps establish workplace social norms about responsibility, motivating employees to collaborate and coordinate to meet performance goals (Lin et al., 2020). Role models like RL help others without expecting anything in return (Blakeley, 2016). RLs boost psychological engagement to help employees gain job performance (Doh & Quigley, 2014). They do this by modelling good behaviour, encouraging good communication, and inspiring employees to work hard to improve organisational results. Previous studies have shown that RL, or role modelling, motivates employees to work hard to achieve job goals (Haider et al., 2022).

Person-organisation fit (POF) is the compatibility between an employee and their organisation, resulting from complementary traits (Kristof-Brown et al., 2005). According to Cable and DeRue (2002), value congruence occurs when an employee's values match an organisation's culture. Mostafa et al. (2023) found that person-organisation fit benefits organisations and employees. Aligning individuals around shared organisational values helps them meet performance goals and support organisational values and codes. This is because values affect motivation and behaviour (Hannah et al., 2016). person-organisation

fit's ability to predict job attitudes, work behaviours, and outcomes like citizenship and task performance has drawn research interest. The current literature does not definitively explain how person-organisation fit affects employee job performance (Seong & Choi, 2019). Leaders should prioritise encouraging employees to internalise organisational values (Lord & Brown, 2001). Strong personal connections to an organisation's values give employees a sense of purpose and allow them to express themselves more fully at work. Because of this, they work harder and are more dedicated to their goals (Hannah et al., 2016). Employees' emotional attachment to the organisation is called affective organisational commitment (AOC) (Meyer et al., 1993). McCune and Ai Min (2019) show that this type of organisational commitment best represents the psychological connection employees form with the organisation in a mutually beneficial social exchange relationship. This psychological attachment is linked to goal-value alignment (Meyer & Allen, 1991). In public organisations with limited resources, employees may be more willing to work for the organisation due to increased affective organisational commitment (Potipiroon & Ford, 2017). Emotionally invested and belonging employees are more motivated and enthusiastic about their performance and goals (Sharma & Dhar, 2016). Employees with a strong perception of person-organisation fit and similar values tend to socialise faster and longer and have higher affective organisational commitment (Dahleez et al., 2021). Job performance is strongly correlated with employee commitment (Sharma & Dhar, 2016). RL has been shown to affect job performance (Doh & Quigley, 2014; Lin et al., 2020), but the mediating and moderating mechanisms of this influence have not been studied in a single model framework. The mediation effects of person-organisation fit and affective organisational commitment on

RL on job performance have not been studied. This study will use social exchange theory to examine how Responsible leadership affects public servants' job performance to fill this gap in the literature. We focus on person-organisation fit and affective organisational commitment's intermediary role and affective organisational commitment's moderating impact on this connection.

This study presents several distinctive theoretical contributions. First, by examining the relationship between Responsible leadership and employee job performance in the public sector, we expand the existing body of research on Responsible leadership. Second, our study contributes to the field by investigating the mediating influence of person-organisation fit, thereby elucidating the psychological mechanism that operates in the nexus between Responsible leadership and job performance. Third, we provide a unique and innovative two-step mediation process that connects Responsible leadership and job performance, with the mediating influence of person-organisation fit and affective organisational commitment. Finally, we establish the specific circumstances under which the effect of Responsible leadership is influenced by the presence of affective organisational commitment.

2. Literature review and hypothesis development

2.1. Overview of relevant studies

Responsible leadership (RL) and job performance (JP) research are important because they affect organisational effectiveness and employee outcomes across sectors (Afshari et al., 2024; Lin et al., 2020). Ethical, relational, and social exchange components have been added to classic leadership models to emphasise the role of Responsible leadership in promoting employee behaviour

and performance (Khanam et al., 2023). This trend reflects rising acknowledgement of Responsible leadership's impact on knowledge sharing (Haider et al., 2022), motivation (Huo et al., 2024), and well-being (Khanam et al., 2023), which are essential for competitive advantage and organisational success. Research shows that Responsible leadership improves job performance by fostering trust, ethics, and employee engagement across healthcare, technology, and the public sector (Afshari et al., 2024; Lin et al., 2020; Khanam et al., 2023). The inconsistent understanding of how Responsible leadership directly and indirectly affects employees' job performance, particularly through mediating and moderating variables like motivation, ethical climate, and employee well-being, persists despite extensive research. There are gaps in the literature on the processes behind these correlations, with some studies finding large mediation roles for trust and organisational commitment and others finding limited or no direct benefits. Cultural circumstances, employment longevity, and employee goal orientation also influence these dynamics, which are disputed (see *Appendix 2 online*).

2.2. Social exchange theory (SET)

Management, sociology, and social psychology are heavily influenced by Social Exchange Theory (SET) (Cropanzano et al., 2016). One party repays the positive or negative actions of another via reciprocal resource exchange (Gouldner, 1960). The actor-target relationship affects these exchanges (Blau, 1964). Managers and supervisors are crucial to social exchange. For instance, employees see management behaviour as the organisation's reactions. Employees show organisation-valued behaviour when they like management (Gould-Williams & Davies, 2005). Blau (1964) defines social exchanges as "voluntary actions" an organisation takes towards its employees

in hopes of reciprocation. Thus, according to Aryee et al. (2002, p. 267): "Social exchange is premised on a long-term exchange of favours that precludes accounting and is based on a diffuse obligation to reciprocate [forming the basis of] the conceptual underpinnings of research on work attitudes and behaviours". Reciprocity norm theory underpins Social exchange theory. According to the reciprocity norm, people usually reciprocate kindness and harm. The reciprocity norm states that people who feel treated fairly and positively must respond positively (Gouldner, 1960). Social exchange theory proposes that Blau's (1964) reciprocity principle governs leader-follower interactions. Fairly treated followers are more likely to form positive exchange relationships with their leaders. These followers try to repay their leaders (Wu et al., 2021).

2.3. Responsible leadership (RL) and job performance (JP)

Responsible leadership prioritises and serves the organisation's internal and external stakeholders. Responsible leaderships consider the context and base decisions on trust and morality (Özkan & Üzüm, 2021). They weigh all stakeholders' interests to resolve conflicts and create fair conditions for everyone (Voegtlin, 2012). Responsible leaderships collaborate, plan, and take responsibility. Typically, decision-making processes involve all relevant groups, balancing viewpoints and aiming for consensus (Özkan et al., 2012). Responsible leaderships promote a positive work mindset, excellent communication, and positive social connections in professional settings to help people reach their full potential (Lin et al., 2020). The study found that followers worked harder when leaders prioritised stakeholders (Doh & Quigley, 2014). Responsible leaderships proactively engage stakeholders. Engagement allows followers to participate in decision-making, improving work attitudes (Voegtlin,

2012). Responsible leadership can create a culture that values stakeholders and involves them in problem-solving and decision-making (Voegtlin, 2012). Public servants will have more freedom to promote good behaviour in a stakeholder context. They can improve problem-solving, interpersonal, conflict-resolution, and teamwork (Zhou & Zheng, 2023). Responsible leadership improves employee job performance, according to this study.

Hypothesis 1: Responsible leadership is positively related to public servants' job performance

2.4. The mediating role of person-organisation fit (POF)

Responsible leadership prioritises stakeholder concerns and shares information and opinions with employees during communication. Responsible leadership interacts with employees to convey important information, which helps subordinates internalise the leadership's values through observation and imitation (Han et al., 2019a). Responsible leadership helps create workplace social norms that emphasise responsibility, encouraging collaboration and mutual support to meet performance goals (Haider et al., 2022). Responsible leadership inspires employees to be helpful by instilling a sense of responsibility (Lin, 2006). Thus, Responsible leaderships can help employees align their values with organisation goals (Han et al., 2019a). Responsible leadership and person-organisation fit are strongly correlated (Haider et al., 2022; Huang et al., 2005). In the social exchange theory, reciprocal relationships promote idea exchange and maintain positive organisational support perceptions (Kristof-Brown et al., 2005; Naz et al., 2020). Positive supervision is essential for a psychologically and emotionally healthy workplace (Gilbreath & Benson, 2004). The supervisor can guide and train staff to achieve goals and uphold organisation values (Naz et al.,

2020). The theory of job fit states that people are happier and more successful at work when their personalities match those of the organisation. Job success depends on an individual's fit with the organisation (Pattnaik et al., 2020). Research shows that aligning an individual's values with an organisation's values improves job outcomes like productivity and satisfaction (O'Reilly et al., 1991). Employees are more committed and productive when their values match those of the organisation. This alignment inspires them to find new ways to achieve organisational goals (Sudibjo & Prameswari, 2021). Research consistently shows that increasing the person-organisation fit (POF) improves employee performance (Thuy & Phinairup, 2023). Therefore, we formulate the following hypothesis:

Hypothesis 2: The relationship between responsible leadership and job performance is mediated by person-organisation fit.

2.5. The mediating roles of person-organisation fit and affective organisational commitment

person-organisation fit is the alignment of individuals and an organisation's values and, to a lesser extent, goals (Chatman, 1989). A high person-organisation fit means an individual's beliefs, values, and norms match the organisation's. Kim et al. (2023) found that person-organisation fit significantly affects commitment. Affective organisational commitment measures an individual's identification, involvement, and emotional attachment to the organisation. Affective organisational commitment indicates that employees are more likely to stay with the organisation because they want to (Potipiroon & Ford, 2017). The current study focuses on affective organisational commitment. Multiple meta-analyses show that affective organisational commitment best predicts task performance and citizenship behaviour (Potipiroon & Ford, 2017). Research on affective

organisational commitment has focused on its effects on employees' psychological behaviour in organisations (Dahleez et al., 2021). person-organisation fit increases an individual's likelihood of staying in an organisation (Kim et al., 2023). Studies show that employees with a strong perception of person-organisation fit are more likely to socialise faster and longer and have higher affective organisational commitment (Dahleez et al., 2021). According to social exchange theory, Responsible leadership improves person-organisation fit, which increases employee affective organisational commitment. Emotionally committed and belonging employees are more motivated and enthusiastic in their performance and in achieving goals (Sharma & Dhar, 2016). social exchange theory describes the reciprocity norm as how employees respond to an organisation's affective behaviour. Allen and Meyer's (1990) definition of affective organisational commitment is emotional energy allocated to the organisation. Public sector employees may be more likely to work for the organisation, even if resources are scarce (Potipiroon & Ford, 2017). Based on the preceding discussion, we put forth the following hypothesis:

Hypothesis 3: Person-organisation fit and affective organisational commitment sequentially mediate the positive relationship between Responsible leadership and job performance.

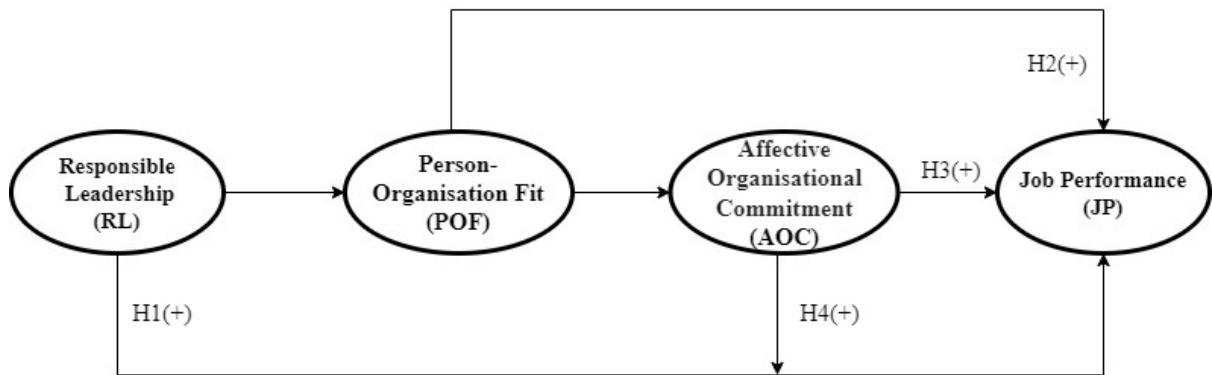
2.6. The moderating role of affective organisational commitment

Another notable aspect of affective organisational commitment is its capacity to moderate the impact of variables, specifically the relationship between job stressors and the worker's psychological tension (Meyer & Maltin, 2010). Several researchers have

discovered that higher levels of affective organisational commitment diminish the previously observed strong correlation between the stressor and psychological tension. Affective organisational commitment, as an inherent source of motivation within an organisation, has the potential to enhance the impact of other job resources like autonomy, interpersonal relationships (specifically peer and supervisory support), and broader interpersonal relationships such as Responsible leadership (Dominguez et al., 2020). The social exchange theory shows that higher employee affective organisational commitment is associated with increased workplace social support, particularly supervisor support. Affective organisational commitment is higher in employees who feel supported by their leadership, which increases their sense of obligation (Liu et al., 2019). Thus, highly committed employees have more social resources than low-commitment ones. They expect higher levels of these resources consistently. Strong organisational identification also improves social resource sharing and anticipation (Liu et al., 2019; Rousseau, 1998). According to the social exchange theory, we propose that affective organisational commitment should moderate the impact of Responsible leadership on job performance:

Hypothesis 4: Affective organisational commitment moderates the relationship between Responsible leadership and job performance in such a way that this relationship becomes stronger among employees who exhibit higher levels of affective organisational commitment.

The current research model is presented in Figure 1 below.

**Figure 1.** Proposed research model

3. Methodology

3.1. Data collection and sampling

Ward-level public servants work directly with residents and businesses. Their main job is to advise the ward People's Committee on local policymaking. The ward's public servants must be qualified and skilled (Pham, 2016). According to the latest survey, Ho Chi Minh City ward-level public servants serve 1,554 people on average. This causes psychological stress and requires public employees to work more efficiently to meet work demands. The participants were civil servants who worked in People's Committees of the wards in the top 5 districts with the highest dynamism, creativity, and local governance effectiveness in 2022, consisting of Districts 4, 11, 10, Phu Nhuan, and Tan Phu (Ho Chi Minh City People's Committee, 2023). The data collection was conducted using a convenience sampling technique, and a cross-sectional survey method was implemented. The wards were selected using the convenience sampling technique, which facilitated simple access (Creswell, 2018). These institutions were the most accessible for us for a variety of reasons. The researcher initially contacted the leaders of the wards via phone. Upon their approval, the researcher physically visited the workplaces to distribute the questionnaires and collect them after one week. A total of 450 questionnaires were disseminated to five distinct wards in Ho

Chi Minh City. Data collection was conducted from September 2023 to October 2023, and 350 questionnaires were returned, of which 329 were suitable for data analysis. A total of 21 questionnaires were eliminated as a result of incomplete responses (see *Appendix 1 online*).

3.2. Measurement of the Constructs

This study used measurement scales that have been widely used, validated, and shown to have good psychometric properties in various settings (Trochim et al., 2016). Each question was scored on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Each construct had its scale: The study utilised the five-item unidimensional scale developed by Voegtlin (2012) to assess Responsible leadership. The three-item person-organisation fit scale was measured using the validated scale developed by Cable and DeRue (2002). Affective organisational commitment was measured using a six-item scale developed by Meyer et al. (1993). The measurement of job performance was done using the five-item scale developed by Williams and Anderson (1991).

3.3. Data analysis

An integrative model is generated by employing CB-SEM to represent each relationship between the latent and observable variables. The CB-SEM procedure comprises numerous steps (Dash & Paul, 2021). Anderson

and Gerbing (1988) propose a two-step approach. The data is analysed using IBM's AMOS 24. Establishing a measurement model is the initial step in the confirmatory factor analysis technique. Validity and reliability experiments are implemented to evaluate the measurement model's reliability and validity. The subsequent phase in the evaluation of a structural model is to conduct a route analysis to verify a set of assumptions.

4. Empirical findings

4.1. Evaluation of the measurement model

Due to validity and reliability concerns, we excluded items 3 and 6 from the affective organisational commitment scale (due to cross-loading) and 4 and 5 from the job performance

scale (due to loading factors under 0.5) before evaluating the measurement mode (Hair et al., 2019). Standardised regression weights, squared multiple correlations, Cronbach's alpha, average variance extracted (AVE), and composite reliability were examined to determine the measurement instruments' convergent validity. Cronbach's alpha values exceeded 0.7, and all measures' AVE values exceeded 0.50 (ranging from 0.538 for Responsible leadership to 0.783 for job performance). In addition, all measures had composite reliability (CR) values above 0.70, from 0.852 for Responsible leadership to 0.922 for affective organisational commitment (Table 1). All items' standardised regression weights exceeded Hair et al.'s (2019) minimum of 0.5.

Table 1. The constructs and their corresponding measures

Construct	Code	Item	Loading	AVE	CR
Responsible leadership (RL)	RL1	“My supervisor demonstrates awareness of the relevant stakeholder claims”	0.766***	0.538	0.852
	RL2	“My supervisor considers the consequences of decisions for the affected stakeholders”	0.803***		
	RL3	“My supervisor involves the affected stakeholders in the decision-making process”	0.786***		
	RL4	“My supervisor weighs different stakeholder claims before making a decision”	0.649***		
	RL5	“My supervisor tries to achieve a consensus among the affected stakeholders”	0.655***		
Person-Organisation Fit (POF)	POF1	“The things that I value in life are very similar to the things that my organisation values”	0.838***	0.680	0.864
	POF2	“My personal values match my organisation's values and culture”	0.864***		
	POF3	“My organisation's values and culture provide a good fit with the things that I value in life”	0.768***		

Construct	Code	Item	Loading	AVE	CR
Affective Organisational Commitment (AOC)	AOC1	“I would be very happy to spend the rest of my career with this organisation”	0.814***	0.746	0.922
	AOC2	“I really feel as if this organisation’s problems are my own”	0.878***		
	AOC3	“I feel a strong sense of belonging to my organisation” (d)	-		
	AOC4	“I feel emotionally attached to this organisation”	0.877***		
	AOC5	“I feel like part of the family at my organisation”	0.884***		
	AOC6	“This organisation has a great deal of personal meaning for me” (d)	-		
Job Performance (JP)	JP1	“I proficiently fulfil assigned responsibilities”	0.875***	0.783	0.915
	JP2	“I carry out the duties outlined in the job description”	0.947***		
	JP3	“I carry out responsibilities that are expected of my colleagues”	0.830***		
	JP4	“I fulfil the formal performance criteria of the job” (d)	-		
	JP5	“I fulfil the necessary responsibilities”(d)	-		

Note: d = measures failed the validity and reliability tests; *** significant at $p < 0.001$.

We used Henseler, Ringle, and Sarstedt’s (2015) heterotrait-monotrait (HTMT) ratio of correlations to assess the scale’s discriminant validity. The HTMT ratio measures the correlation between similar constructs.

According to Kline (2011), discriminant validity is violated at 0.85 or higher. Our study found that HTMT values were below 0.85, confirming the constructs’ discriminant validity. Table 2 shows the HTMT values from the analysis.

Table 2. Heterotrait-Monotrait ratio results

	AOC	RL	JP	POF
AOC				
RL	0.600			
JP	0.548	0.479		
POF	0.462	0.463	0.584	

Note: HTMT discriminate at HTMT < 0.85

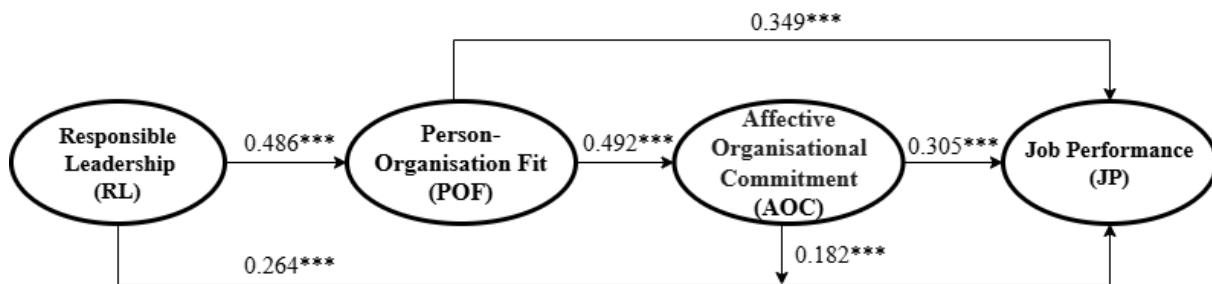
The model fit indices indicate a good overall fit to the data: $\chi^2 = 193.695$ (df = 83, $p < 0.001$); CMIN/df = 2.334; SRMR = 0.0507; CFI = 0.966; TLI = 0.957; and RMSEA = 0.064. These results confirm the construct validity and reliability of the measurement model.

4.3. Evaluation of the structural model

The structural model was examined using maximum likelihood estimation to validate the hypotheses (Collier, 2020). The model fit measures are: $\chi^2 = 254.146$ (df = 94; $p = 0.000$);

CFI = 0.953; TLI = 0.940; and RMSEA = 0.072. The model's acceptability was confirmed by a χ^2/df value of 2.704, which falls within the 2-5 range as established by Hu and Bentler (1999). Thus, all fit indices showed that the model had

a good to excellent fit for various measures (Hair et al., 2019; Hu & Bentler, 1999). Multiple levels of statistical significance supported all hypotheses. Figure 2 shows structural model hypothesis testing results.



Note. *** $p < 0.001$.

Figure 2. Results of structural model hypothesis testing

4.4. Mediation analysis

Bootstrapping was used in a mediation analysis to clarify the relationships between Responsible leadership, person-organisation fit, affective organisational commitment, and job performance. The analysis used 2,000 bootstrap samples and a 95% bias-corrected confidence interval (Hayes, 2009). Responsible leadership and job performance were strongly correlated,

and person-organisation fit and affective organisational commitment significantly affected job performance. person-organisation fit partially influences the relationship between Responsible leadership and job performance, and person-organisation fit and affective organisational commitment mediate it sequentially. The mediation test results are in Table 3.

Table 3. The mediation analysis results

Relationship	Path of mediation	Estimate	Probability	Conclusion
RL - POF - JP		0.170	< 0.001	Partial mediation
RL - POF - AOC - JP		0.239	< 0.001	Partial mediation

Note: *** $p < 0.001$.

4.5. Moderation analysis

This study included all variables: independent, dependent, moderating, and interaction in its

models (Collier, 2020). The study confirmed Hypothesis 4 by demonstrating a significant positive effect of Responsible leadership on job

performance ($\beta = 0.182$, $p < 0.001$). This study identified two levels of affective organisational commitment and distinguished between high and low Responsible leadership to study its effects (Dawson, 2014). Figure 3 shows that high affective organisational commitment levels improve the relationship between Responsible leadership and job performance. At a low level of affective organisational commitment, the regression line for the

nexus between Responsible leadership and job performance is lower, i.e. for low affective organisational commitment is perceived by followers, Responsible leadership affects the job performance less, whereas at a high level of affective organisational commitment, the regression line depicts a strong relationship between Responsible leadership and job performance.

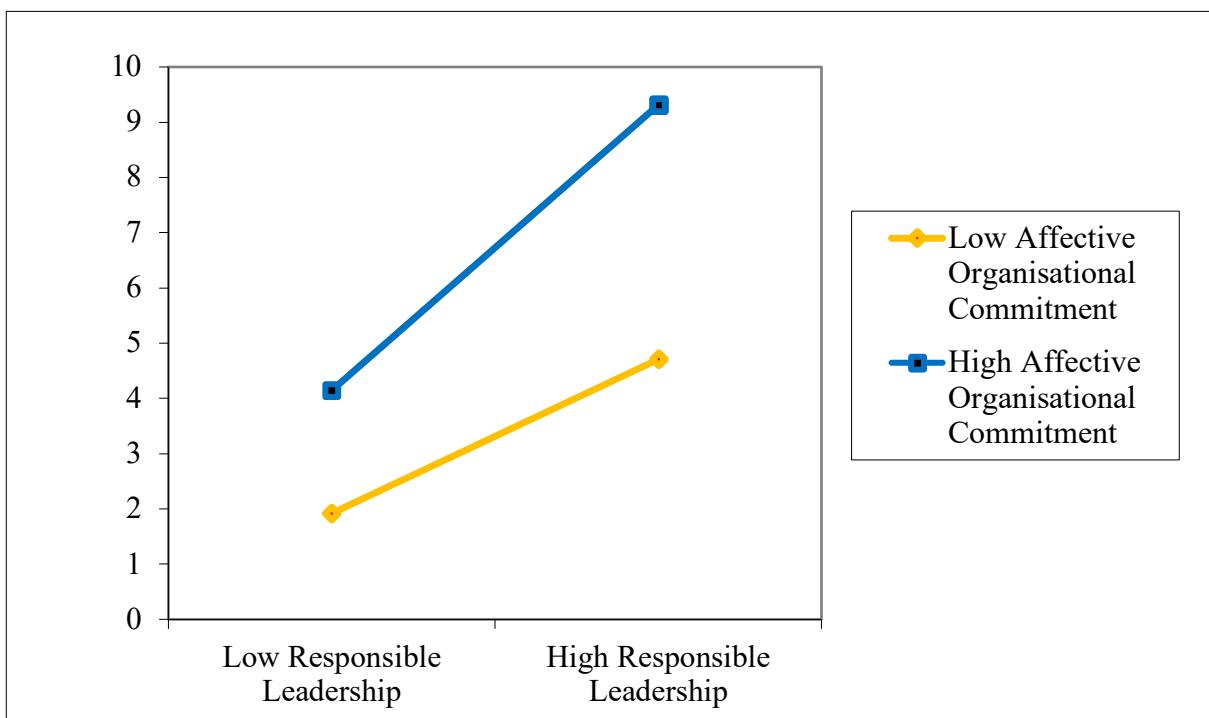


Figure 3. The moderating effect of affective organisational commitment on the link between Responsible leadership and job performance

4.6. Discussion

This study integrated and expanded recent findings on Responsible leadership, person-organisation fit, affective organisational commitment, and public sector employee job performance. social exchange theory results show that Responsible leadership promotes job performance. person-organisation fit also partially mediates the positive relationship between Responsible leadership and job

performance through a sequential mediation process involving affective organisational commitment development. Overall, our research supports the idea that affective organisational commitment moderates the Responsible leadership-job performance relationship. Voegtlín et al. (2012) conducted a multi-level analysis of Responsible leadership results. Leaders can better handle the challenges of globalisation by practising Responsible

leadership, which enhances results at the macro-, meso-, and micro- levels (Doh & Quigley, 2014). The macro-level of leadership relationships with external stakeholders, the meso-level of influencing organisational performance and forming internal organisational culture, and the micro-level of interpersonal interactions with employees are the three pillars of these partnerships (Voegtlin et al., 2012). These theoretical differences reflect a fundamental tension in Responsible leadership research. Additionally, the literature does not clearly explain how Responsible leaderships influence organisational processes and outcomes (Doh & Quigley, 2014). Effective leaders provide an example and involve employees in decision-making at the micro level, according to Voegtlin et al. (2012). According to Doh and Quigley (2014), followers of Responsible leaderships exhibit greater levels of motivation, commitment, work satisfaction, and organisational citizenship. We incorporate the social exchange theory into our work to elucidate how Responsible leadership fosters job performance among public employees via person-organisation fit and affective organisational commitment mechanisms.

The positive and significant impact of Responsible leadership on job performance supported H1, the first hypothesis. As transparency and accountability demands rise, Responsible leadership scholarship is growing. Responsible leadership behaviour involves leaders preventing or minimising stakeholder harm while maximising stakeholder benefit (Khanam & Tarab, 2023). Responsible leadership can boost extra-role behaviour performance like OCB (Han et al., 2019a; Han et al., 2019b; Khanam & Tarab, 2023). Responsible leaderships also value their followers' views on social responsibility initiatives, which can help staff understand their importance to the organisation and society (Freire & Gonçalves, 2021).

Second, our research supports H2 by showing that person-organisation fit partially mediates the positive relationship between Responsible leadership and public servants' job performance. Employees can better align their values with the organisation's goals with Responsible leadership. Some studies have found a positive and significant relationship between Responsible leadership and person-organisation fit (Haider et al., 2022; Huang, 2005). Responsible leadership and job performance were also affected by person-organisation fit's mediation. person-organisation fit alone completely mediated the effect of Responsible leadership on job performance when individual fit with the organisation was considered (Thuy & Phinaitrup, 2023). This is interesting given previous research on the person-organisation fit's mediation effect on leadership and employee work behaviour.

Third, the results support H3, that Responsible leadership positively affects job performance adoption through person-organisation fit's sequential mediation of affective organisational commitment development. Employees with a higher perceived person-organisation fit find it easy to socialise with peers and are expected to respond positively because their values match organisational values. Such employees feel a strong sense of belonging, agree with the organisation's policies, and find meaning in staying (Naz et al., 2020). Our findings and Kim et al.'s (2023) support person-organisation fit's association with affective organisational commitment. In particular, Dahleez et al. (2021) show that person-organisation fit mediates servant leadership and affective organisational commitment. It is assumed that person-organisation fit and affective organisational commitment provide a suitable mechanism for Responsible leadership's positive effect on job performance. Previous research shows that employees who fit with their organisation have

higher affective organisational commitment and performance ratings (Pattnaik et al., 2020). Our findings demonstrate the relevance of Responsible leadership by linking it to effective leadership. Contrary to critics who argue that leaders should only focus on external stakeholder value (Jensen, 2002), this study shows that leaders who focus equally on primary and secondary stakeholders are more effective and boost employee person-organisation fit and affective organisational commitment, which in turn promotes job performance. This paper demonstrates that Responsible leadership can also inspire workforce devotion to organisational goals (Voegtlin et al., 2020) and improve job performance. The results suggest that Responsible leadership may assist organisations and stakeholders in creating win-win scenarios and addressing CSR organisation concerns (Scherer et al., 2016).

Finally, affective organisational commitment improved Responsible leadership-job performance relations. Affective organisational commitment moderates Responsible leadership-job performance, strengthening their relationship as predicted. This reinforces affective organisational commitment's contextual resource and motivational capacity (Dominguez et al., 2020; Greguras & Diefendorff, 2009). Responsible leadership promotes affective organisational commitment (Khanam & Tarab, 2023), but this study shows how affective organisational commitment may be a contextual resource that boosts Responsible leadership's effect on job performance. Workers with an emotional liaison to the organisation are more motivated by job resources than those with an affective liaison (Hobfoll, 2011). Affective organisational commitment is linked to workers' emotional identification with the organisation. An employee's affective organisational commitment to an organisation is established when he or she identifies with, participates in, and shares its values.

5. Conclusion and Implications

5.1. Conclusion

Using social exchange theory, we examined the connections between Responsible leadership, person-organisation fit, affective organisational commitment, and job performance in this study. Based on our findings, the following can be said: (1) The job performance of government employees is directly related to their Responsible leadership. (2) To facilitate communication between Responsible leadership and job performance, person-organisation fit acts as a mediator. (3) The person-organisation fit and affective organisational commitment mediate between responsible leadership and job performance of public servants; 4) affective organisational commitment moderates the effect of Responsible leadership on job performance. Managers in the public sector who are seeking to recruit Responsible leaderships with the capacity to promote positive behaviours that can lead to positive organisational transformations and improve employees' job performance may find it useful to establish a link between Responsible leadership and the application of job performance through social exchange theory.

5.2. Theoretical and practical implications

Theoretical implication

Multiple theoretical contributions are made in this study. First, it adds to the limited research on Responsible leadership and public servants' job performance. Responsible leaderships improve workplace climate, communication, and social cohesion to maximise human potential (Haider et al., 2022). Thus, Responsible leaderships affect job performance directly and indirectly (Doh & Quigley, 2014). This study enhances social exchange theory and shows how Responsible leadership is crucial. It illustrates the benefits of employee-leader exchange. Responsible leadership's ability to boost employee job

performance is rarely examined in the public sector. Due to the importance of Responsible leadership and job performance in the public sector, more research in public administration is needed to improve scholarship, literature, and management practices.

Finding a connection between Responsible leadership, person-organisation fit, and job performance is the second theoretical contribution of this study. Our most important finding is that we show that the person-organisation fit mediates the relationship between perceived Responsible leadership and job performance. The possible mediating function of person-organisation fit has received scant attention in the literature up until this point (Dahleez et al., 2021). Thus, by delving into new intermediary mechanisms between Responsible leadership and job performance, this study adds to the academic literature.

Our contribution is to identify the psychological mechanism that explains the correlation between Responsible leadership and job performance to improve our theoretical understanding. Responsible leadership's effect on job performance has been studied in private companies (Lin et al., 2020), but the public sector's psychological mechanisms are unclear. Develop an adaptable and committed workforce with the power of flexibility (POF). Personal values and goals aligned with the organisation boost employee trust and understanding. person-organisation fit is a significant affective organisational commitment indicator, according to Pattnaik et al. (2020). The sequential mediating effects of person-organisation fit and affective organisational commitment on this relationship have never been studied before. This improves our understanding of a complex biphasic mediation mechanism.

This study is the first to examine affective organisational commitment's psychological role in Responsible leadership coping. Thus,

by showing that affective organisational commitment moderates intraindividual relationships between Responsible leadership and job performance, we can expand our view of affective organisational commitment as a protective resource (Meyer & Maltin, 2010). Future studies could examine the effects of personal resources on human behaviour, as the literature has focused on contextual variables and individual characteristics. Dominguez et al. (2020) suggest that future research should examine affective organisational commitment's moderating effect on positive variables in organisations.

Practical implications

Responsible leadership is a great strategy for improving job performance because it recognises the importance of staff attitudes in providing excellent service and building lasting relationships with public sector stakeholders. Thus, strategic human resource management should help government agencies develop responsible leaders. Management evaluation criteria must include leadership qualities that promote stakeholder engagement to achieve this goal. HRM practices can facilitate the development of Responsible leaderships, promote morally grounded decision-making, and establish forums for resolving disputes through discourse. Therefore, HRM may concentrate on practices that help leaders think holistically and address moral and social complexity, as well as practices that help them cope with stakeholder conflicts and the associated complexity. Service learning programmes have the potential to promote responsible leadership and reinforce moral principles. HRM practices, such as job design and performance management systems, can be developed to foster Responsible leaderships. Candidates should be hired based on these standards and trained and educated to improve their leadership skills. In

public sector organisations, leaders should be chosen, recruited, and developed based on an explanation of some of the most critical qualities expected of responsible leaders. Additionally, the skills might be utilised to determine the career path potential of junior applicants and to guide the growth of possible high-potential candidates. To prepare public sector executives for what lies ahead, the concepts discussed should be a fundamental component of specially designed developmental programmes. Evaluation and promotion can boost value creation and social impact. Leader performance evaluation systems that emphasise social impact and values can help achieve this. To augment the social responsibility of leader in public sector agencies, the fundamental approach is to reinvent the evaluation of their performance in terms of public and societal satisfaction. It is essential to evaluate the outcomes of the obligations of heads of state's administrative agencies, the realities of management, and the happiness of society and individuals impacted by state governance. This perspective aligns with the trend towards a service-oriented administration, wherein the quality of life and citizen satisfaction are utilised to assess the effectiveness of governmental organisations. It is essential to prioritise the fundamental orientation of innovating the assessment of heads of state's administrative agencies' social responsibility by employing public and societal satisfaction as evaluative criteria. Besides, Responsible leadership can improve employee affective organisational commitment via person-organisation fit, according to this study.

Responsible leadership allows managers to set an example and foster positive relationships and communication with their staff. Managers can also encourage constructive dialogue and socialisation to create a positive workplace. By modelling Responsible leadership, managers can inspire employees to produce high-quality work for the organisation.

5.3. Limitations and implications for further research

Some limitations are inevitable. One notable limitation of this study is the geographic restriction of the sample, which consists solely of public servants in Ho Chi Minh City and a cross-sectional design. To improve the generalisability and robustness of the findings, subsequent research should consider incorporating samples from other regions or provinces and using longitudinal approaches. Second, leadership research can be used to understand HRM implementation in organisations and contextual influences on leadership (Leroy et al., 2018). Future research should examine how Responsible leadership and HRM can promote value-based people management. Responsible leadership and HRM collaborate to motivate employees using potential interactions. Third, research has linked public service motivation (PSM) to employee job performance. Future research can use the Responsible leadership approach (Marques, 2021) to connect Responsible leadership, PSM, and job performance to advance public administration knowledge.

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