

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

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Appendix 1. Measurements scales

Construct	Code	Item	Source
Responsible leadership (RL)	RL1	"My supervisor demonstrates awareness of the relevant stakeholder claims"	Voegtlin (2012)
	RL2	"My supervisor considers the consequences of decisions for the affected stakeholders"	
	RL3	"My supervisor involves the affected stakeholders in the decision-making process"	
	RL4	"My supervisor weighs different stakeholder claims before making a decision"	
	RL5	"My supervisor tries to achieve a consensus among the affected stakeholders"	
Person-Organisation Fit (POF)	POF1	"The things that I value in life are very similar to the things that my organisation values"	Cable and DeRue (2002)
	POF2	"My personal values match my organisation's values and culture"	
	POF3	"My organisation's values and culture provide a good fit with the things that I value in life"	
Affective Organisational Commitment (AOC)	AOC1	"I would be very happy to spend the rest of my career with this organisation"	Meyer et al. (1993)
	AOC2	"I really feel as if this organisation's problems are my own"	
	AOC3	"I feel a strong sense of belonging to my organisation"	
	AOC4	"I feel emotionally attached to this organisation"	
	AOC5	"I feel like part of the family at my organisation"	
	AOC6	"This organisation has a great deal of personal meaning for me"	
Job Performance (JP)	JP1	"I proficiently fulfil assigned responsibilities"	Williams and Anderson (1991)
	JP2	"I carry out the duties outlined in the job description"	
	JP3	"I carry out responsibilities that are expected of my colleagues"	
	JP4	"I fulfil the formal performance criteria of the job"	
	JP5	"I fulfil the necessary responsibilities"	

Appendix 2. Summary of key studies on Responsible leadership and employees' outcomes

No	Author(s)	Title of the study	Theory	Antecedents	Mediators/ Moderators	Dependent variables	Method
1.	Lin et al. (2020)	The effects of responsible leadership and knowledge sharing on job performance among knowledge workers	Social exchange theory	Responsible leadership	Work engagement, Helping initiatives, Job tenure	Knowledge sharing, Performance	SEM
2.	Yasin (2021)	Responsible leadership and employees' turnover intention. Explore the mediating roles of ethical climate and corporate image	CSR theory, Social identity theory	Responsible leadership	Ethical climate, Corporate image	Turnover intention	PLS-SEM
3.	Ansong et al. (2022)	Responsible leadership, job satisfaction and duty orientation: lessons from the manufacturing sector in Ghana	Theory of motivation, Social learning theory	Responsible leadership	Job satisfaction	Employee duty orientation	PLS-SEM
4.	Haider et al. (2022)	The impact of responsible leadership on knowledge sharing behaviour through the mediating role of person-organisation fit and the moderating role of higher educational institute culture	Social exchange theory	Responsible leadership	Person-organisation fit, Institute culture	Knowledge sharing behaviour	PLS-SEM
5.	Khanam et al. (2023)	Examining the link between responsible leadership and employee sustainable performance: the mediating role of ethical climate	CSR theory	Responsible leadership	Ethical climate	Employee well-being, Employee sustainable performance	PLS-SEM
6.	Luu (2023)	Translating responsible leadership into team customer relationship performance in the tourism context: the role of collective job crafting	COR theory	Responsible leadership	Crafting of team tasks, Task interdependence	Customer relationship performance	Multilevel SEM
7.	Afshari et al. (2024)	How to lead responsibly toward enhanced knowledge sharing behaviour and performance: implications for human resource management	Social exchange theory	Responsible leadership	Trust in the leader, Leadership support	Knowledge sharing, Performance	SEM
8.	Huo et al. (2024)	Impact of responsible leadership on sustainable performance: a moderated mediation model	Social learning theory, Stakeholder theory	Responsible leadership	Epistemic motivation, Sustainable climate	Sustainable performance	SEM
9.	Khanam and Tarab (2024)	Role of responsible leadership influence to reduce turnover intentions: a double-mediation framework	Social exchange theory	Responsible leadership	Organisational justice, Affective commitment	Turnover intention	SEM

10.	Ali et al. (2025)	How does responsible leadership enhance work engagement? The roles of knowledge sharing and helping initiative behaviour	Social exchange theory	Responsible leadership	Knowledge sharing, Helping initiative behaviour	Work engagement	SEM
11.	Bashir et al. (2025)	Fostering a safe workplace: the transformative impact of responsible leadership and employee-oriented HRM	Signalling theory	Responsible leadership	Employee-oriented HRM	Employees' psychological safety	PLS-SEM

Appendix 3. The demographic characteristics of the respondents

Characteristics	Frequency	Percent (%)
Gender		
- Female	159	48.3
- Male	170	51.7
Age (years)		
- Below 30	28	8.5
- 31– 40	108	32.8
- 41– 50	134	40.7
- Above 50	59	18.0
Educational level		
- Intermediate	5	1.5
- College	7	2.1
- University	206	62.7
- Others	111	33.7
Working experience (years)		
- Less than 3		
- 3–5	43	13.1
- 6–10	67	20.4
- 11–15	112	34.0
- More than 15	63	19.1
	44	13.4
N	329	100%

Appendix 4. Results from the analysis software

1. Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.896
Bartlett's Test of Sphericity	Approx. Chi-Square	3825.416
	df	136
	Sig.	0.000

Goodness-of-fit Test

Chi-Square	df	Sig.
266.485	74	0.000

Pattern Matrix				
	Factor			
	1	2	3	4
RL1		0.777		
RL2		0.872		
RL3		0.763		
RL4		0.603		
RL5		0.605		
PSM1				0.826

PSM2				0.926
PSM3				0.675
AOC1	0.810			
AOC2	0.868			
AOC4	0.894			
AOC5	0.839			
JP1			0.832	
JP2			0.993	
JP3			0.792	
Extraction Method: Maximum Likelihood. Rotation Method: Promax with Kaiser Normalisation.				

2. Measurement Model (CFA)

Standardised Regression Weights:

	Estimate
AOC1 <--- AOC	0.814
AOC2 <--- AOC	0.878
AOC4 <--- AOC	0.877
AOC5 <--- AOC	0.884
RL1 <--- RL	0.760
RL2 <--- RL	0.803
RL3 <--- RL	0.786
RL4 <--- RL	0.649
RL5 <--- RL	0.655
JP1 <--- JP	0.875
JP2 <--- JP	0.947
JP3 <--- JP	0.830
PSM1 <--- POF	0.838
PSM2 <--- POF	0.864
PSM3 <--- POF	0.768

Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN	193.695	--	--
DF	83.000	--	--
CMIN/DF	2.334	Between 1 and 3	Excellent
CFI	0.966	>0.95	Excellent
SRMR	0.054	<0.08	Excellent
RMSEA	0.064	<0.06	Acceptable
PClose	0.027	>0.05	Acceptable

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	52	193.695	83	.000	2.334
Saturated model	135	.000	0		
Independence model	30	3376.820	105	.000	32.160

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.029	0.929	0.897	0.642
Saturated model	0.000	10.000		
Independence model	0.207	0.270	0.166	0.236

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.790	0.745	0.764
Saturated model	0.000	0.000	0.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0.064	0.052	0.076	0.027
Independence model	0.308	0.299	0.317	0.000

AIC

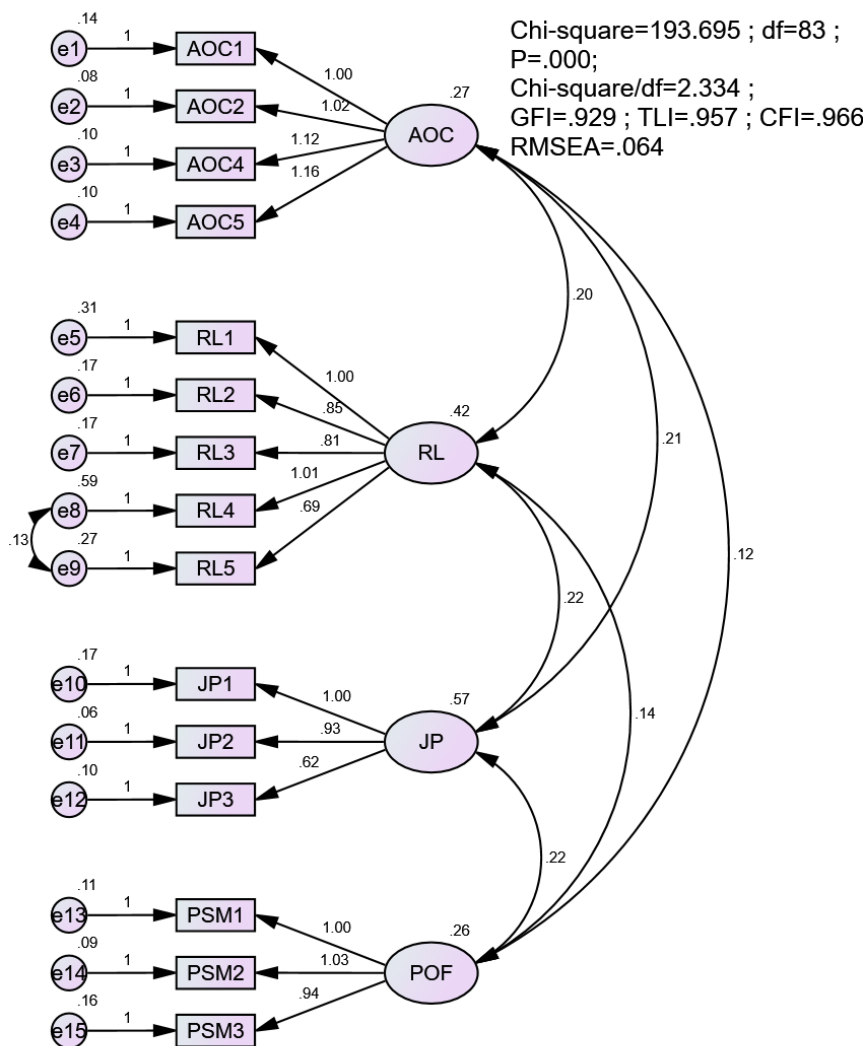
Model	AIC	BCC	BIC	CAIC
Default model	267.695	271.490	408.150	445.150
Saturated model	240.000	252.308	695.527	815.527
Independence model	3406.820	3408.359	3463.761	3478.761

Validity Analysis

	CR	AVE	MSV	AOC	RL	JP	POF
AOC	0.922	0.746	0.340	0.864			
RL	0.852	0.538	0.340	0.583***	0.733		
JP	0.915	0.783	0.320	0.528***	0.440***	0.885	
POF	0.864	0.680	0.320	0.454***	0.428***	0.565***	0.825

HTMT Analysis

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



3. Structural Model

Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN	254.146	--	--
DF	94.000	--	--
CMIN/DF	2.704	Between 1 and 3	Excellent
CFI	0.953	>0.95	Excellent
RMSEA	0.072	<0.06	Acceptable
PClose	0.000	>0.05	Not Estimated

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	42	254.146	94	.000	2.704
Saturated model	136	.000	0		
Independence model	16	3529.054	120	.000	29.409

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	0.055	0.916	0.879	0.633
Saturated model	0.000	10.000		
Independence model	0.200	0.267	0.170	0.236

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	0.783	0.727	0.747
Saturated model	0.000	0.000	0.000
Independence model	10.000	0.000	0.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.072	.061	.083	.000
Independence model	.294	.286	.303	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	338.146	342.738	497.580	539.580
Saturated model	272.000	286.868	788.264	924.264
Independence model	3561.054	3562.803	3621.791	3637.791

Regression Weights:

	Estimate	S.E.	C.R.	P	Label
POF <--- RL	0.415	0.056	7.449	***	RL_POF
AOC <--- POF	0.478	0.060	7.926	***	POF_AOC
JP <--- RL	0.328	0.083	3.945	***	RL_JP
JP <--- AOC	0.455	0.086	5.290	***	AOC_JP
JP <--- POF	0.506	0.098	5.181	***	POF_JP
JP <--- inter_rlxaoc	0.216	0.063	3.402	***	par_22

Bootstrap standard errors (Bootstrap 2000 re-sample, 95% CI)

Parameter	SE	SE-SE	Mean	Bias	SE-Bias
POF <--- RL	0.096	0.002	0.415	0.000	0.002
AOC <--- POF	0.073	0.001	0.471	-0.007	0.002
JP <--- RL	0.096	0.002	0.335	0.007	0.002
JP <--- AOC	0.099	0.002	0.459	0.004	0.002
JP <--- POF	0.107	0.002	0.500	-0.006	0.002
JP <--- inter_rlxao	0.077	0.001	0.203	-0.012	0.002

Bias-corrected (Bootstrap 2000 re-sample, 95% CI)

Parameter	Estimate	Lower	Upper	P
POF <--- RL	0.415	0.264	0.583	0.001
AOC <--- POF	0.478	0.366	0.610	0.000
JP <--- RL	0.328	0.162	0.473	0.003
JP <--- AOC	0.455	0.299	0.621	0.001
JP <--- POF	0.506	0.337	0.692	0.001
JP <--- inter_rlxao	0.216	0.094	0.332	0.020

Standardised Regression Weights:

Parameter	Estimate	Lower	Upper	P
POF <--- RL	0.486	0.322	0.632	0.001
AOC <--- POF	0.492	0.360	0.613	0.001
JP <--- RL	0.264	0.115	0.388	0.003
JP <--- AOC	0.305	0.174	0.449	0.001
JP <--- POF	0.349	0.215	0.485	0.001
JP <--- inter_rlxao	0.182	0.033	0.322	0.022

Bootstrap standard errors (Bootstrap 2000 re-sample, 95% CI)

Parameter	SE	SE-SE	Mean	Bias	SE-Bias
POF <--- RL	0.080	0.001	0.480	-0.007	0.002
AOC <--- POF	0.066	0.001	0.485	-0.007	0.001
JP <--- RL	0.072	0.001	0.269	0.004	0.002
JP <--- AOC	0.069	0.001	0.307	0.002	0.002
JP <--- POF	0.068	0.001	0.343	-0.005	0.002
JP <--- inter_rlxao	0.074	0.001	0.174	-0.008	0.002

Bias-corrected (Bootstrap 2000 re-sample, 95% CI)

Parameter	Estimate	Lower	Upper	P
POF <--- RL	0.486	0.322	0.632	0.001
AOC <--- POF	0.492	0.360	0.613	0.001
JP <--- RL	0.264	0.115	0.388	0.003
JP <--- AOC	0.305	0.174	0.449	0.001
JP <--- POF	0.349	0.215	0.485	0.001
JP <--- inter_rlxao	0.182	0.033	0.322	0.022

Indirect Effects

Indirect Path	Unstandardised Estimate	Lower	Upper	P-Value	Standardised Estimate
RL --> POF --> AOC --> JP	0.090	0.049	0.169	0.000	0.239***
RL --> POF --> JP	0.210	0.121	0.344	0.000	0.170***

