

LEADERSHIP BEHAVIOR AND EMPLOYEE JOB PERFORMANCE IN VIETNAMESE BANKS: THE MEDIATING ROLE OF ORGANISATIONAL CULTURE

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Appendix 1. Characteristics of the study sample

Characteristics	Number (n=561)	Percentage (%)
Gender		
Male	301	53.65
Female	277	46.35
Age		
Under 25	120	21.39
25 – Under 35	180	32.09
35 – Under 45	170	30.3
Above 45	91	16.22
Education Level		
Below Undergraduate	59	10.52
Undergraduate	353	62.92
Postgraduate	149	26.56
Work Experience		
1 – 5 years	145	25.85
5 – 10 years	167	29.77
Over 10 years	208	44.39
Income (1000 VND per month)		
Below 15 million	82	14.62
15 – Under 25 million	209	37.25
25 – Under 35 million	102	18.18
35 – Under 45 million	98	17.47
Above 45 million	70	12.48

Appendix 2. EFA Summary of Measurement Scales

Factors		Factor loading	Eigen-value	Cum. %	CRA	KMO	Bartlett's Test
Leadership Behavior (LB)	Participative leadership (PL)	≥ 0.822	3.853	71.356	0.925	0.901	0.000
	Supportive leadership (SL)	≥ 0.690	3.332	58.481	0.873	0.872	0.000
	Directive leadership (DL)	≥ 0.601	2.636	55.314	0.826	0.780	0.000
Organisational Culture (OC)	Bureaucratic culture (BC)	≥ 0.552	5.055	68.175	0.928	0.943	0.000
	Innovative culture (IC)	≥ 0.739	4.447	69.095	0.929	0.923	0.000
	Supportive culture (SC)	≥ 0.711	5.055	67.88	0.932	0.940	0.000
Job performance (JB)	Job performance (JB)	≥ 0.727	4.125	78.634	0.942	0.906	0.000

Note: All factor loadings exceed the recommended threshold of 0.50 (Hair et al., 2010).

Appendix 3. Model Fit Indices of CFA

Factors		Factor loading	RMR	TLI	GFI	CFI	RMSEA	P_CLOSE	CMIN /DF	P-value
Leadership Behavior (LB)	Participative leadership	≥ 0.822	0.015	0.991	0.990	0.996	0.056	0.330	2.780	0.000
	Supportive leadership	≥ 0.690	0.021	0.988	0.991	0.994	0.052	0.404	2.519	0.000
	Directive leadership	≥ 0.601	0.036	0.956	0.987	0.985	0.105	0.027	7.218	0.000
Organisational Culture (OC)	Bureaucratic culture	≥ 0.552	0.013	0.996	0.988	0.997	0.035	0.839	1,676	0.000
	Innovative culture	≥ 0.739	0.019	0.984	0.98	0.991	0.068	0.102	3.615	0.000
	Supportive culture	≥ 0.711	0.017	0.990	0.982	0.993	0.052	0.404	0.001	0.000
Job performance (JB)	Job performance	≥ 0.727	0.011	0.994	0.989	0.997	0.058	0.297	2.907	0.013

Note: Model fit indices meet standard thresholds (CFI, TLI, GFI > 0.90; RMSEA < 0.08).

Appendix 4. Regression Weights: (Group number 1 - Default model)

Standardized Regression Weights: (Group number 1 - Default model)								
Parameter		SE	SE-SE	Mean	Bias	SE-Bias	CR	
OC	<--- LSB	0.064	0.002	0.242	0.003	0.003	1.000	(<2)
BC	<--- OC	0.049	0.002	0.742	-0.005	0.002	-2.500	
SC	<--- OC	0.049	0.002	0.738	-0.005	0.002	-2.500	
IC	<--- OC	0.036	0.001	0.761	-0.002	0.002	-1.000	
PL	<--- LSB	0.037	0.001	0.795	0.000	0.002	0.000	(<2)
SL	<--- LSB	0.043	0.001	0.812	-0.003	0.002	-1.500	
DL	<--- LSB	0.061	0.002	0.688	-0.003	0.003	-1.000	
JP	<--- OC	0.068	0.002	0.243	-0.004	0.003	-1.333	(<2)
JP	<--- LSB	0.061	0.002	0.250	0.003	0.003	1.000	
BC1	<--- BC	0.017	0.001	0.899	-0.001	0.001	-1.000	
BC2	<--- BC	0.019	0.001	0.824	-0.002	0.001	-2.000	
BC3	<--- BC	0.018	0.001	0.886	-0.002	0.001	-2.000	
BC4	<--- BC	0.016	0.001	0.890	-0.001	0.001	-1.000	
BC5	<--- BC	0.022	0.001	0.835	-0.001	0.001	-1.000	
BC6	<--- BC	0.037	0.001	0.520	-0.002	0.002	-1.000	
BC7	<--- BC	0.037	0.001	0.824	-0.001	0.002	-0.500	
SC1	<--- SC	0.026	0.001	0.846	-0.003	0.001	-3.000	
SC2	<--- SC	0.033	0.001	0.693	-0.001	0.001	-1.000	
SC3	<--- SC	0.036	0.001	0.691	0.000	0.002	0.000	
SC4	<--- SC	0.034	0.001	0.707	-0.001	0.002	-0.500	
SC5	<--- SC	0.035	0.001	0.765	-0.001	0.002	-0.500	
SC6	<--- SC	0.040	0.001	0.680	0.000	0.002	0.000	
SC7	<--- SC	0.046	0.001	0.693	0.000	0.002	0.000	
IC1	<--- IC	0.014	0.000	0.887	0.000	0.001	0.000	
IC2	<--- IC	0.027	0.001	0.809	-0.002	0.001	-2.000	
IC3	<--- IC	0.023	0.001	0.788	0.000	0.001	0.000	
IC4	<--- IC	0.017	0.001	0.839	0.000	0.001	0.000	
IC5	<--- IC	0.018	0.001	0.849	0.000	0.001	0.000	
IC6	<--- IC	0.024	0.001	0.747	-0.001	0.001	-1.000	
PL1	<--- PL	0.015	0.000	0.885	0.000	0.001	0.000	
PL2	<--- PL	0.020	0.001	0.819	-0.001	0.001	-1.000	
PL3	<--- PL	0.016	0.001	0.852	0.000	0.001	0.000	
PL4	<--- PL	0.018	0.001	0.832	0.000	0.001	0.000	
PL5	<--- PL	0.018	0.001	0.838	-0.002	0.001	-2.000	
SL1	<--- SL	0.022	0.001	0.825	-0.001	0.001	-1.000	

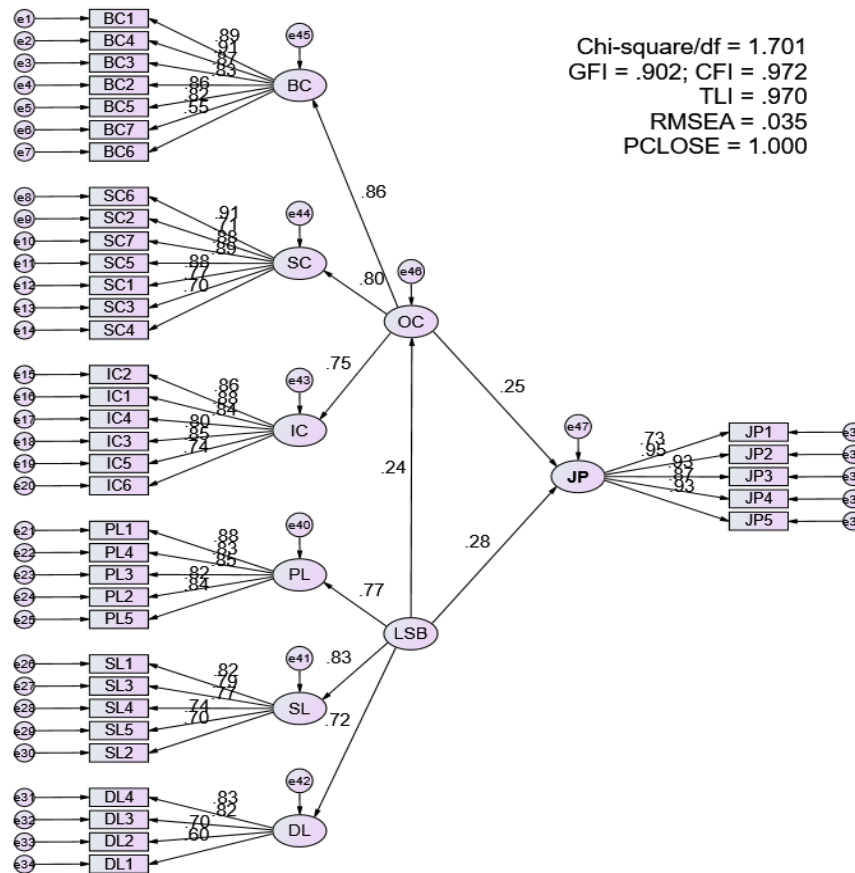
Standardized Regression Weights: (Group number 1 - Default model)								
Parameter			SE	SE-SE	Mean	Bias	SE-Bias	CR
SL2	<---	SL	0.022	0.001	0.744	0.000	0.001	0.000
SL3	<---	SL	0.023	0.001	0.791	-0.001	0.001	-1.000
SL4	<---	SL	0.022	0.001	0.778	0.000	0.001	0.000
SL5	<---	SL	0.033	0.001	0.764	-0.001	0.001	-1.000
DL1	<---	DL	0.032	0.001	0.774	0.001	0.001	1.000
DL2	<---	DL	0.042	0.001	0.601	-0.002	0.002	-1.000
DL3	<---	DL	0.046	0.001	0.558	-0.001	0.002	-0.500
DL4	<---	DL	0.049	0.002	0.491	0.000	0.002	0.000
JP5	<---	JP	0.012	0.000	0.923	0.000	0.001	0.000
JP4	<---	JP	0.010	0.000	0.932	-0.001	0.000	#DIV/0!
JP3	<---	JP	0.020	0.001	0.901	-0.001	0.001	-1.000
JP2	<---	JP	0.021	0.001	0.893	0.001	0.001	1.000
JP1	<---	JP	0.024	0.001	0.721	-0.002	0.001	-2.000

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
JP1	1.000	5.000	-0.693	-6.700	-0.479	-2.316
JP2	1.000	5.000	-1.170	-11.318	1.198	5.793
JP3	1.000	5.000	-1.291	-12.480	1.039	5.025
JP4	1.000	5.000	-1.184	-11.450	1.049	5.071
JP5	1.000	5.000	-1.246	-12.044	0.978	4.728
DL4	1.000	5.000	-0.369	-3.571	-0.919	-4.442
DL3	1.000	5.000	-0.599	-5.792	-0.648	-3.133
DL2	1.000	5.000	-0.315	-3.049	-0.905	-4.377
DL1	1.000	5.000	-0.293	-2.831	-0.626	-3.029
SL5	1.000	5.000	-0.728	-7.041	-0.100	-4.484
SL4	1.000	5.000	-0.527	-5.091	-0.432	-2.091
SL3	1.000	5.000	-0.878	-8.486	0.251	1.214
SL2	1.000	5.000	-0.340	-3.285	-0.751	-3.630
SL1	1.000	5.000	-0.887	-8.580	0.440	2.129
PL5	1.000	5.000	-0.351	-3.395	-0.686	-3.314
PL4	1.000	5.000	-0.276	-2.668	-0.748	-3.616
PL3	1.000	5.000	-0.299	-2.892	-0.631	-3.051
PL2	1.000	5.000	-0.332	-3.207	-0.608	-2.941

Variable	min	max	skew	c.r.	kurtosis	c.r.
PL1	1.000	5.000	-0.576	-5.571	-0.423	-2.045
IC6	1.000	5.000	-0.364	-3.520	-0.557	-2.693
IC5	1.000	5.000	-0.674	-6.514	0.189	0.913
IC4	1.000	5.000	-0.365	-3.526	-0.190	-0.919
IC3	1.000	5.000	-0.515	-4.980	-0.357	-1.728
IC2	1.000	5.000	-0.697	-6.741	0.060	0.289
IC1	1.000	5.000	-0.676	-6.533	0.342	1.651
SC7	1.000	5.000	-1.301	-12.582	0.742	3.588
SC6	1.000	5.000	-1.224	-11.836	0.433	2.092
SC5	1.000	5.000	-1.384	-13.386	1.124	5.436
SC4	1.000	5.000	-0.852	-8.238	0.139	0.672
SC3	1.000	5.000	-0.959	-9.270	0.096	0.464
SC2	1.000	5.000	-0.916	-8.853	-0.018	-0.088
SC1	1.000	5.000	-1.384	-13.385	1.625	7.859
BC7	1.000	5.000	-1.232	-11.911	1.712	8.279
BC6	1.000	5.000	-0.187	-1.804	-0.548	-2.649
BC5	1.000	5.000	-1.242	-12.006	1.601	7.741
BC4	1.000	5.000	-1.346	-13.016	1.777	8.590
BC3	1.000	5.000	-1.337	-12.924	1.510	7.301
BC2	1.000	5.000	-0.938	-9.072	0.645	3.117
BC1	1.000	5.000	-1.337	-12.932	1.576	7.618
Multivariate					122.387	25.630

Appendix 5. SEM analysis results



Appendix 6. Measurements scales

Leadership Behaviour Measure. The [Harris and Ogbonna \(2001\)](#) scale is chosen because it was derived from the foundational studies on leadership behaviour of [House and Mitchell \(1975\)](#). These works have built a solid theoretical foundation to ensure continuity and scientific nature. [Harris and Ogbonna \(2001\)](#) have adjusted the scale to suit the modern context and practical requirements better, creating a valuable tool for assessing leadership style based on subordinates' perceptions. This scale is particularly notable for its ability to effectively determine leadership behaviour through subordinates' perceptions, which is essential because subordinates' perceptions can directly affect their work motivation and performance. The scale has also been widely used in many marketing and strategy studies, such as the study by [Kohli et al. \(1993\)](#), which confirms its usability, validity, and reliability in various research contexts. Therefore, the author inherits this scale and applies it to the study. The leader's contribution to the growth of the group or organisation, as acknowledged by subordinates or external observers, is another way that the efficacy of their leadership conduct is evaluated. This includes the leader's ability to build trust, motivate, and facilitate coordination, and resolve conflicts within the group. Leaders are also assessed to determine whether they help improve organisational effectiveness, improve resources, and resolve crises. Employees' attitudes toward their leaders are also a measure of leadership effectiveness. Employees' respect, trust, and commitment to their leaders contribute to effective leadership behaviour. Whether employees are actively involved in their work is also an essential indicator of the success of the leadership style they receive.

The measure of job performance. Subjective and objective metrics are the two ways performance may be evaluated ([Singh et al., 2016](#)). Studies frequently employ financial indicators, such as profits per share (EPS), return on equity (ROE), return on assets (ROA), return on investment (ROI), and [Delery and Doty \(1996\)](#), when determining objective metrics ([Oladimeji and Udosen, 2019](#)). Furthermore, factors like price, quality, delivery, adaptability, and new product launch speed were suggested by [Ahmad and Schroeder \(2003\)](#) as a way to gauge operational performance. [Wright et al. \(2003\)](#) also employ revenue, operating expenses, and profit as measures of corporate performance. However, using objective measures is not always easy, as financial data are often complex to collect and heterogeneous, especially in cross-country studies ([Wall & Wood, 2005](#)). Therefore, many studies have

successfully used subjective performance measures, such as service quality, productivity levels, profitability, and innovation speed (Rizov & Croucher, 2009). The Yousef (2000) scale is valid and reliable, with an internal consistency of 0.80. The highlight of this scale is its flexibility and adaptability to many different contexts. In the current study, the author has adjusted the scale to suit the Vietnamese context, especially with the survey group being employees at commercial banks. This adjustment ensures that the scale more accurately reflects cultural factors and the working environment in Vietnam, helping to increase the accuracy and relevance of the research results.

The measure of organisational culture. According to Kotrba (2010), organisational culture is often assessed through four main factors: involvement, consistency, mission, and adaptability. These factors include employee involvement, internal alignment based on shared values, the clarity of organisational goals and mission, and the ability to adapt to external factors such as market changes and customer feedback. Meanwhile, Wallach (1983) develops an organisational culture scale based on three main components: bureaucracy, innovation, and support. These components are designed to measure the core characteristics of the work environment in organisations, including the level of formalisation, innovativeness, and concern for employee support. In this study, Wallach's organisational culture scale (1983) is used because of its comprehensiveness in assessing essential aspects of organisational culture, especially in the banking environment. Bureaucracy and support are very relevant to the banking context, where a clear organisational structure and mutual support between departments are required. Similarly, Lok and Crawford (2004) adapted the scale of Wallach (1983) to suit their study; the author also made similar adjustments, ensuring that the scale suits the cultural context and working environment in Vietnam.

Appendix 7. Concepts

Job performance

According to Stolovitch and Keeps (1999), performance is completing required tasks, including synthesising employee results. Complementing this definition, Hayward (2005) argues that employee job performance can be measured through specific indicators such as accuracy, completion level, cost, and speed of task performance. From the human resource management perspective, Woehr (2008) distinguishes between performance and job performance, in which performance is understood as the ability to effectively use skills, while job performance is the application of those skills to achieve organisational goals. Therefore, job performance reflects individual capacity and individual contribution to overall success. In the modern context, employee job performance is key in helping organisations achieve strategic goals and optimise resource use efficiency (Na-Nan et al., 2018). Therefore, organisations must proactively build an effective performance management system to maximise human resource potential (Pradhan & Jena, 2017). Nur et al. (2021) also agree that performance includes task completion, success, and the ability to achieve goals. Job performance measurement is not uniform across organisations, due to factors such as job complexity and industry characteristics. In particular, job performance evaluation should include both task performance and contextual performance aspects to fully reflect employee contributions. Measurement tools such as the Employee Performance Scale, which integrates multiple assessment dimensions, provide a more comprehensive approach to assessing job performance.

Leadership behavior

Zohar & Luria (2010) emphasise the duality of leadership behaviour, arguing that leaders perform an executive role and proactively create a safe work environment through specific behaviours. These behaviours significantly impact how employees perceive risks and shape their workplace safety and responsibility behaviours. According to Dinh et al. (2014), early behavioural scholars focus on identifying specific behaviours that differentiate effective leaders from those who do not play a proper leadership role. Harris and Ogbonna (2001) pointed out that leadership behaviours (LLD) are classified into three main groups: directive leadership, supportive leadership, and participative leadership. Directive leadership is generally recognised as providing clear guidance and expectations, which is especially useful in structured environments where specific tasks and timelines must be followed. This leadership behaviour is associated with increased efficiency and clarity in task performance (Lorinkova et al., 2013). Supportive Leadership Behaviour emphasises building strong personal relationships within teams, thereby promoting a psychological safety net for employees. This behaviour has been shown to influence employee morale and job satisfaction positively (Chute et al., 2023; Shaw et al., 2020). Leaders who engage in supportive behaviours, such as providing encouragement and resources, can significantly improve team productivity and engagement. Supporting this finding, Chute et al. (2023) find that effective supportive leadership encourages collaboration and a positive work environment, leading to improved performance outcomes. Supportive leadership creates an environment where team members can express their thoughts and concerns without fear of judgment, promoting a culture of open communication and collaborative problem-solving (Ngabonzima et al., 2020). Participative leadership fosters a work environment where employees feel valued for their contributions, enhancing

engagement and collaboration (Kiptulon et al., 2025; Ngabonzima et al., 2020). For example, Ngabonzima et al. (2020) note that participative leadership contributed significantly to differences in job satisfaction among employees, particularly in nursing, highlighting that decision-making positively impacts employee commitment to their role. Fernet et al. (2021) emphasize that supportive leadership behaviors are important in facilitating nurses' autonomous motivation. When employees perceive that they have the autonomy to influence their work, their overall job satisfaction and performance can improve.

Organisational culture

Organisational culture is conceptualised as the shared values, norms, and practices within an organisation that influence the behaviour and decision-making of its members (Schein, 2010). According to Schein (2010), organisational culture exists at three levels: visible behaviours, guiding values, and deeply held beliefs. Each level influences how the organisation operates and develops, helping to build a shared system of values and meanings (Robbins, 1998). Cameron and Quinn (2011) classify organisational culture into four types: tribal, hierarchical, idiosyncratic, and market, each characterised by an internal or external focus, flexibility, or stability. As an important asset that helps guide and motivate employees, organisational culture is difficult to replicate and enhances organisational sustainability and effectiveness (Chan et al., 2004). The nature of the organisational culture's role in ensuring corporate sustainability and ecological well-being (Dyck et al., 2019). Furthermore, aligning organisational culture with employee values can influence employee turnover and improve organisational performance (Denison & Mishra, 1995; O'Reilly et al., 1991). This resonance is essential to achieving strategic goals and fostering organisational innovation. The importance of cultural fit can significantly impact employee performance, as a consistent organisational culture has been shown to increase motivation and engagement among employees, leading to increased productivity and job satisfaction (Rahim et al., 2024). The influence of organisational culture is especially evident during difficult times, such as the COVID-19 pandemic. Studies have shown that the adaptability of organisational culture during the pandemic has significantly influenced how schools in Indonesia manage their educational processes (Ngo, 2024). This adaptability, which stems from Strong cultural values, has enabled many organisations to pivot effectively in response to the disruptions caused by the pandemic. Furthermore, organisations adopting collaborative and innovative cultures have maintained higher employee morale and engagement, which is critical to overcoming the uncertainties of the remote work transition (Ngo, 2024)