

**SOCIALIST REPUBLIC OF VIETNAM**  
**Independence - Freedom - Happiness**

**INFORMATION ON NEW ACADEMIC AND  
THEORETICAL CONTRIBUTIONS OF THE THESIS**

Thesis's Title: **The impact of transformational leadership on leader–member relationship and employee job performance: An empirical case of small and medium enterprises in Dong Nai Province**

Major: Business Administration

Code: 9340101

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Course: 2021

University: Lac Hong University

Science Instructor: Assoc. Prof. Nguyen Thanh Lam, Ph.D.

**1. Scientific Contributions of the Thesis:**

The Thesis makes significant contributions to narrowing the academic gaps related to transformational leadership (TL), leader–member exchange (LMX), organizational citizenship behavior (OCB), and job performance (JP) within the context of Eastern cultures and small and medium-sized enterprises (SMEs). The specific contributions are as follows:

- (1) The study provides empirical evidence supporting the positive relationship between TL and JP in Vietnamese SMEs, thereby enriching the theoretical foundation and extending the applicability of TL models, which have been predominantly tested in developed countries.
- (2) The research confirms the mediating role of LMX in the relationship between TL and JP, clarifying the mechanisms of influence and underscoring the importance of building trust, cooperation, and flexibility in human resource management within SMEs.
- (3) The dissertation establishes the mediating role of OCB in the TL–JP relationship in the Vietnamese workplace context. TL is demonstrated to be a psychological resource that fosters employees' voluntary support and contributions beyond formal obligations, which is particularly valuable for SMEs with limited tangible reward systems.
- (4) The study validates the mediating role of organizational culture (OC) in the TL–JP relationship, proposing a leadership model that aligns with Eastern cultural settings. The findings reinforce the critical role of OC in fostering cohesion, shaping employee behavior, and enhancing commitment within SMEs.

**2. Practical Contributions of the Thesis:**

The Thesis proposes a comprehensive and well-integrated model that connects TL, LMX, OC, OCB, and JP within the specific operational environment of SMEs in Dong Nai. This model offers several key practical contributions:

- (1) In business management: Providing empirical foundations for developing TL enhancement programs that are appropriate to the scale and resource constraints of SMEs.
- (2) In enterprise operations: Contributing to shaping human resource management (HRM) toolkits by reinforcing LMX, leveraging OCB as an internal resource, and promoting the dissemination of positive organizational culture.
- (3) In training and development: Offering practical reference content for designing leadership training programs oriented towards TL, with a focus on its application in Vietnamese SMEs.
- (4) In business development strategy: Assisting SMEs in recognizing the differentiated impacts of TL on various employee groups, thereby facilitating the design of flexible, long-term solutions aligned with sustainable development objectives.

By proposing management implications related to strengthening trust in LMX, encouraging OCB, and promoting a positive OC, this dissertation provides SMEs in Dong Nai and Vietnam with an effective toolkit for sustainably enhancing JP while adapting to changes in the business environment. Particularly, the results of the multi-group analysis further enhance the practical value of the study by highlighting differences based on enterprise size, business type, and individual characteristics, thereby emphasizing the necessity of flexible application of TL. This finding accurately reflects the spirit of TL in modern business: flexible, adaptive, and long-term value-oriented leadership that inspires, develops human potential, and drives positive transformation within organizational settings.

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