

Determinants of Employee Job Performance in Ho Chi Minh City, Vietnam: The Roles of Work Engagement, Digital Competence, Leadership Support, and Work Environment

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ABSTRACT: Improving employee job performance has become an important strategic objective for organizations operating in increasingly competitive and digitally transforming environments. In the context of rapid technological advancement and changing workplace expectations, organizations in Ho Chi Minh City, Vietnam are under growing pressure to enhance employee productivity and organizational effectiveness. This study examines the effects of work engagement, digital competence, leadership support, and work environment on employee job performance among employees working in Ho Chi Minh City. Drawing upon Job Demands–Resources Theory, Social Exchange Theory, and Human Capital Theory, the study proposes a research model explaining how psychological, technological, and organizational factors influence employee performance.

A quantitative research approach was employed, and data were collected from 421 employees working across different sectors in Ho Chi Minh City. The collected data were analyzed using SPSS 26 through descriptive statistics, Cronbach's Alpha, Exploratory Factor Analysis (EFA), Pearson correlation analysis, and multiple regression analysis. The findings indicate that all proposed independent variables positively and significantly affect employee job performance. Among these factors, work engagement demonstrates the strongest influence, followed by leadership support, digital competence, and work environment.

The study contributes to the literature by integrating multiple determinants of employee performance within a unified analytical framework and providing empirical evidence from Vietnam's rapidly developing urban economy. From a practical perspective, the findings suggest that organizations should strengthen employee engagement, improve digital capabilities, enhance leadership support, and develop supportive workplace environments to improve organizational productivity and long-term competitiveness.

KEYWORDS: Job performance; work engagement; digital competence; leadership support; work environment.

I. INTRODUCTION

In recent years, improving employee job performance has become a strategic priority for organizations operating in increasingly competitive and dynamic business environments. The rapid development of digital technologies, globalization, organizational restructuring, and changing labor market expectations have significantly transformed modern workplaces. Organizations are now required not only to improve operational efficiency but also to maintain sustainable employee productivity and adaptability in response to continuous environmental changes (Bakker & Demerouti, 2017; Parker et al., 2003). As a result, understanding the factors that influence employee job performance has attracted substantial attention from scholars and practitioners in the fields of organizational behavior, human resource management, and business administration.

Job performance is generally considered one of the most important indicators of organizational effectiveness because it directly affects productivity, service quality, competitiveness, and long-term organizational sustainability. Campbell (1990) defined job performance as behaviors and actions that contribute to organizational goals and outcomes. Similarly, Borman and Motowidlo (1997) emphasized that job performance includes both task performance and contextual performance, reflecting employees' ability to fulfill formal job responsibilities while also contributing positively to organizational functioning. Previous studies have consistently demonstrated that high-performing employees contribute significantly to organizational success, innovation, and competitive advantage (Viswesvaran & Ones, 2000).

In the contemporary workplace, employee job performance is influenced by multiple psychological, technological, and organizational factors. Among these factors, work engagement has been identified as an important psychological condition that enhances employee energy, enthusiasm, and dedication toward work activities (Schaufeli et al., 2002). Engaged employees are generally more productive, proactive, and committed to achieving organizational objectives. According to Bakker and Albrecht (2018), work engagement positively contributes to employee well-being and performance because engaged individuals tend to invest

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greater cognitive and emotional effort in their jobs. Consequently, organizations increasingly recognize employee engagement as a critical driver of work effectiveness and organizational productivity.

In addition to psychological factors, digital competence has become increasingly important in determining employee performance in modern organizations. The widespread adoption of digital technologies and online working systems has transformed the skills required for effective job performance across both public and private sectors. Digital competence refers to an individual's ability to use digital technologies effectively, critically, and responsibly in workplace activities (van Laar et al., 2017). Employees with strong digital competence are generally more capable of adapting to technological changes, utilizing digital platforms efficiently, and solving work-related problems using technological resources. Previous studies have shown that digital skills positively affect employee productivity, innovation capability, and work efficiency, particularly in digitally transforming organizations (Oberländer et al., 2020).

Leadership support also plays a critical role in improving employee job performance. Leadership support refers to employees' perceptions that supervisors provide guidance, encouragement, recognition, and assistance when needed. From the perspective of Social Exchange Theory, employees who receive organizational and supervisory support are more likely to reciprocate through positive attitudes and higher work performance (Eisenberger et al., 2002). Supportive leadership behaviors contribute to employee motivation, confidence, and organizational commitment, thereby enhancing work effectiveness. Previous empirical studies have consistently demonstrated that transformational and supportive leadership styles positively influence employee productivity and performance outcomes (Bass, 1985; Wang et al., 2014).

Furthermore, work environment is widely recognized as an important determinant of employee attitudes and behaviors in organizational settings. A supportive work environment characterized by positive interpersonal relationships, effective communication, adequate resources, and collaborative organizational culture can significantly improve employee satisfaction and productivity (Kahn, 1990). Conversely, stressful or unfavorable workplace conditions may reduce employee motivation and negatively affect job performance. According to Bakker and Demerouti (2007), organizational resources and supportive work climates play an important role in helping employees maintain engagement, reduce stress, and improve work effectiveness.

The importance of these factors has become increasingly evident in Ho Chi Minh City, Vietnam's largest economic and commercial center. As the country's most dynamic urban economy, Ho Chi Minh City has experienced rapid digital transformation, organizational modernization, and labor market competition in recent years. Organizations operating in the city are under substantial pressure to improve productivity, technological capability, and service quality in order to maintain competitiveness. At the same time, employees are facing increasing work demands associated with digitalization, changing organizational expectations, and evolving workplace structures.

In both public and private sectors, organizations in Ho Chi Minh City have accelerated the implementation of digital technologies and online management systems. These changes require employees to continuously develop digital skills, adapt to technological innovations, and maintain high levels of work engagement under increasingly demanding conditions. In addition, supportive leadership and favorable work environments have become essential organizational resources for sustaining employee productivity and psychological well-being. Therefore, identifying the factors that enhance employee job performance has become an important issue for managers and policymakers in the city.

Although previous studies have examined the determinants of job performance, several research gaps remain. First, many prior studies have focused primarily on traditional organizational factors such as compensation, job satisfaction, or organizational commitment, while limited attention has been given to the combined effects of work engagement, digital competence, leadership support, and work environment on employee performance. Second, empirical evidence regarding digital competence and job performance remains relatively limited in developing economies, particularly in the context of rapid digital transformation. Third, studies examining employee performance in Vietnam have mainly concentrated on specific industries or organizational settings, while comprehensive research involving employees across different sectors in Ho Chi Minh City remains insufficient.

To address these gaps, this study examines the effects of work engagement, digital competence, leadership support, and work environment on employee job performance among employees working in Ho Chi Minh City, Vietnam. The study applies Job Demands-Resources Theory, Social Exchange Theory, and Human Capital Theory to explain the relationships among the proposed variables. By integrating psychological, technological, and organizational perspectives, this study aims to provide a more comprehensive understanding of the determinants of employee job performance in the context of a rapidly developing urban economy.

The study is expected to contribute both theoretically and practically. Theoretically, the study extends the literature on employee job performance by integrating multiple organizational and individual factors within a unified analytical framework. Practically, the findings may assist managers and organizations in designing appropriate leadership strategies, digital training programs, and supportive workplace environments to improve employee productivity and organizational effectiveness in Ho Chi Minh City.

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II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1. Job Performance

Job performance is one of the most widely studied constructs in organizational behavior and human resource management because it directly influences organizational productivity, effectiveness, and competitiveness. Campbell (1990) defined job performance as employee behaviors and actions that contribute to organizational goals. Unlike organizational outcomes, which may be affected by external conditions, job performance primarily focuses on individual behaviors that are relevant to work objectives. Similarly, Borman and Motowidlo (1997) suggested that job performance consists of both task performance and contextual performance. Task performance refers to activities directly related to formal job responsibilities, whereas contextual performance includes behaviors that support the broader organizational environment, such as cooperation, organizational citizenship, and initiative.

Previous studies have consistently demonstrated that high employee performance contributes positively to organizational sustainability, innovation, and service quality (Viswesvaran & Ones, 2000). In contemporary workplaces, organizations increasingly rely on employee adaptability, collaboration, and technological capability to maintain operational efficiency. Therefore, understanding the determinants of job performance has become an important research topic across different organizational contexts. Job performance is influenced by multiple psychological, organizational, and technological factors. The Job Demands–Resources (JD-R) theory suggests that employees perform more effectively when they possess sufficient psychological and organizational resources to cope with work demands (Bakker & Demerouti, 2007). Similarly, Human Capital Theory argues that employee knowledge, competencies, and skills represent valuable organizational assets that improve productivity and work outcomes. In this study, work engagement, digital competence, leadership support, and work environment are proposed as key determinants of employee job performance.

2.2. Work Engagement

Work engagement has become an important concept in organizational psychology and management research due to its strong association with employee well-being and performance. Schaufeli et al. (2002) defined work engagement as a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption. Employees with high levels of engagement typically demonstrate enthusiasm, persistence, energy, and strong involvement in their work activities.

The concept of work engagement is closely associated with the Job Demands–Resources theory. According to Bakker and Demerouti (2007), organizational resources such as support, autonomy, and positive workplace conditions contribute significantly to employee engagement, which subsequently enhances work performance and organizational outcomes. Engaged employees are more likely to invest cognitive, emotional, and physical effort into their work, leading to improved productivity and effectiveness (Christian et al., 2011).

Previous empirical studies have consistently confirmed the positive relationship between work engagement and job performance. Bakker and Bal (2010) found that engaged employees demonstrated higher levels of in-role and extra-role performance. Similarly, Rich et al. (2010) reported that work engagement significantly improved employee task performance and organizational contribution. Employees who are psychologically connected to their work are generally more proactive, motivated, and committed to achieving organizational goals.

In the context of Ho Chi Minh City, employees are increasingly exposed to high work pressure, intense competition, and demanding performance expectations. Under such conditions, engaged employees may be more capable of maintaining productivity, adapting to workplace challenges, and sustaining positive work behavior. Therefore, work engagement is expected to positively influence employee job performance.

Accordingly, the following hypothesis is proposed

H1: Work engagement positively affects job performance.

2.3. Digital Competence

Digital competence has become an increasingly important capability in modern workplaces due to the rapid advancement of digital technologies and organizational digital transformation. Digital competence generally refers to an individual's ability to effectively use digital technologies, information systems, and online platforms to perform tasks and solve problems (van Laar et al., 2017). It includes technical skills, information literacy, communication capability, digital collaboration, and adaptability to technological change.

The importance of digital competence has increased substantially in both public and private organizations, particularly after the widespread adoption of online working systems and digital communication technologies. Employees with strong digital competence are generally more efficient in processing information, utilizing technological tools, and adapting to organizational digitalization (Oberländer et al., 2020). Human Capital Theory suggests that competencies and technological skills represent valuable forms of organizational capital that improve employee productivity and organizational performance.

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Previous studies have demonstrated that digital competence positively affects employee innovation, adaptability, and work efficiency. Vuorikari et al. (2022) emphasized that digital competence is essential for improving individual productivity and employability in modern economies. Similarly, van Laar et al. (2017) argued that digital skills enable employees to respond more effectively to workplace complexity and technological challenges.

In Vietnam, digital transformation has become a major strategic priority for organizations across various sectors. In Ho Chi Minh City, companies and public institutions are increasingly implementing digital management systems, online communication platforms, and technology-based operational processes. As a result, employees are required to continuously develop digital capabilities to remain effective and competitive in the workplace. Employees with higher levels of digital competence are likely to complete tasks more efficiently, communicate more effectively, and adapt more successfully to organizational technological changes.

Therefore, the following hypothesis is proposed:

H2: Digital competence positively affects job performance.

2.4. Leadership Support

Leadership support is widely recognized as an important organizational factor influencing employee attitudes, motivation, and work outcomes. Leadership support refers to employees' perceptions that supervisors provide guidance, encouragement, recognition, and assistance in work-related situations. Supportive leadership behaviors help employees manage work challenges, maintain confidence, and improve professional performance.

From the perspective of Social Exchange Theory, employees who receive organizational and supervisory support tend to reciprocate through positive attitudes and improved work performance (Eisenberger et al., 2002). Leadership support also contributes to employee motivation and psychological well-being by creating trust, fairness, and organizational commitment. Transformational leadership theory further suggests that leaders who inspire, encourage, and support employees positively influence individual productivity and organizational effectiveness (Bass, 1985).

Previous studies have consistently confirmed the positive relationship between leadership support and employee performance. Wang et al. (2014) demonstrated that transformational leadership significantly improved employee productivity and organizational outcomes across various industries. Similarly, Buil et al. (2019) found that supportive leadership positively influenced employee engagement, motivation, and performance.

In highly competitive working environments such as Ho Chi Minh City, leadership support may become even more important because employees frequently encounter workload pressure, technological adaptation challenges, and demanding performance expectations. Employees who perceive strong support from supervisors are generally more capable of maintaining motivation, confidence, and productivity under stressful conditions.

Therefore, the following hypothesis is proposed:

H3: Leadership support positively affects job performance.

2.5. Work Environment

Work environment refers to the physical, social, and organizational conditions in which employees perform their jobs. A supportive work environment generally includes positive interpersonal relationships, effective communication, organizational fairness, adequate resources, and collaborative workplace culture. Conversely, stressful or unfavorable work environments may negatively affect employee well-being, motivation, and productivity.

The Job Demands–Resources theory suggests that organizational resources such as supportive work conditions, communication systems, and workplace collaboration help employees cope with work demands and improve performance outcomes (Bakker & Demerouti, 2017). Similarly, Kahn (1990) argued that employees are more likely to demonstrate psychological engagement and effective performance when they perceive the workplace as safe, supportive, and meaningful.

Previous empirical studies have demonstrated that work environment positively affects employee productivity and organizational outcomes. Parker et al. (2003) found that positive psychological climates significantly improved employee attitudes and work effectiveness. Likewise, Zhenjing et al. (2022) reported that supportive workplace conditions reduced occupational stress and enhanced employee performance and well-being.

In Ho Chi Minh City, employees are increasingly working in highly dynamic and competitive organizational environments associated with rapid economic growth and technological transformation. Under such conditions, supportive workplace environments may help employees maintain psychological stability, improve collaboration, and sustain high levels of productivity. Organizations that provide favorable work conditions and adequate organizational support are more likely to achieve stronger employee performance and organizational effectiveness.

Thus, the following hypothesis is proposed:

H4: Work environment positively affects job performance.

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2.6. Research Model

Based on Job Demands–Resources Theory, Social Exchange Theory, Human Capital Theory, and previous empirical studies, this study proposes a research model examining the effects of work engagement, digital competence, leadership support, and work environment on employee job performance among employees working in Ho Chi Minh City, Vietnam.

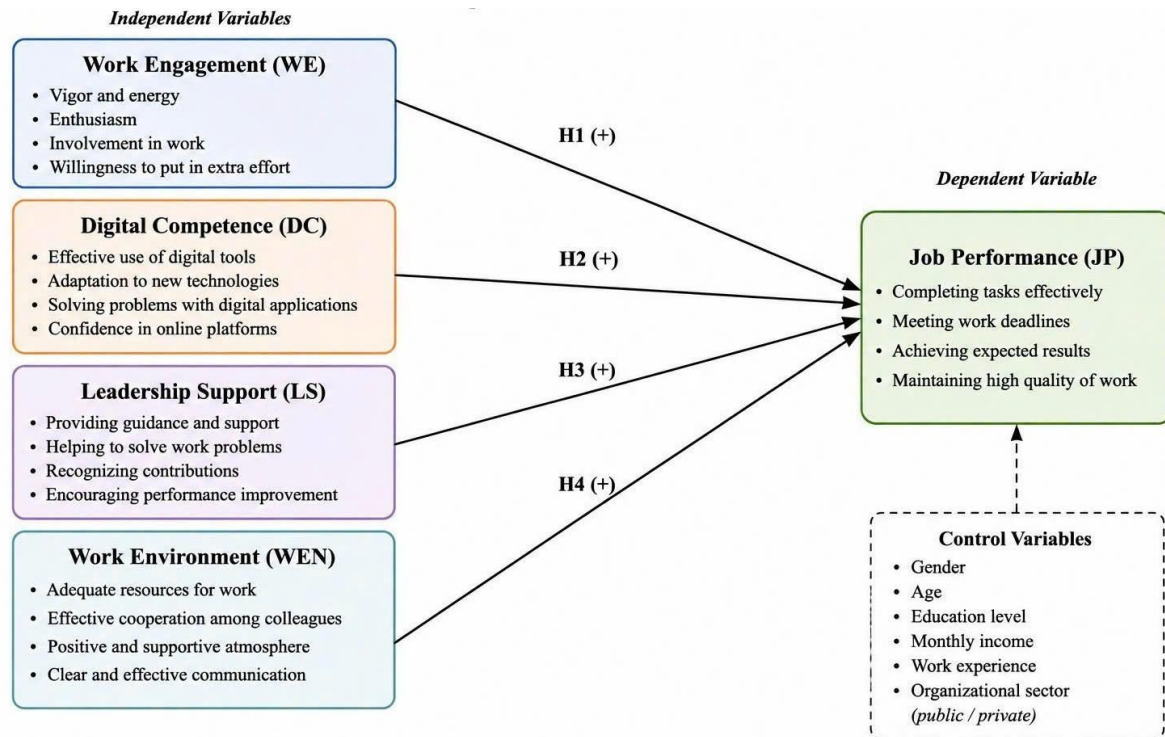


Figure 1. Research model

The conceptual framework suggests that both individual and organizational resources contribute significantly to improving employee job performance in the context of a rapidly developing urban economy.

III. RESEARCH METHODS

3.1. Research Design

This study employed a quantitative research approach to examine the effects of work engagement, digital competence, leadership support, and work environment on employee job performance in Ho Chi Minh City, Vietnam. Quantitative research was considered appropriate because the study aimed to test the relationships among variables and evaluate the proposed hypotheses using statistical analysis.

The research process consisted of two main stages. In the first stage, relevant theories and previous empirical studies were reviewed to identify the research constructs and develop the conceptual framework. Measurement scales were adapted from established studies in organizational behavior, human resource management, and digital competence literature. In the second stage, a formal survey was conducted to collect empirical data from employees working in Ho Chi Minh City.

The proposed research model suggests that work engagement, digital competence, leadership support, and work environment positively affect employee job performance. Based on this framework, four hypotheses were developed and tested through quantitative analysis.

3.2. Population and Sampling

The target population of this study consisted of employees currently working in organizations located in Ho Chi Minh City, Vietnam. Respondents included employees from both public and private sectors operating in various industries such as services, education, finance, retail, technology, administration, and manufacturing.

Ho Chi Minh City was selected as the research setting because it is Vietnam's largest economic and commercial center, characterized by rapid digital transformation, organizational modernization, and highly competitive labor market conditions. Employees working in the city are increasingly exposed to technological changes, high performance expectations, and demanding workplace environments. Therefore, the city provides an appropriate context for examining the determinants of employee job performance.

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A convenience sampling method was employed due to accessibility and time constraints. This sampling approach is commonly applied in organizational and business research where direct access to respondents may be limited (Hair et al., 2019). Questionnaires were distributed directly and through online survey platforms to employees working across different organizations in Ho Chi Minh City.

A total of 450 questionnaires were distributed. After screening for incomplete and invalid responses, 421 valid questionnaires were retained for statistical analysis. The final sample size exceeded the minimum requirements for Exploratory Factor Analysis (EFA) and multiple regression analysis recommended by Hair et al. (2019).

Participation in the survey was voluntary, and respondents were informed that all collected information would remain anonymous and used solely for academic purposes.

3.3. Data Collection Procedure

Data collection was conducted from January to March 2026. Before the formal survey, the questionnaire was pilot-tested with 30 employees to evaluate question clarity, wording consistency, and content validity. Minor adjustments were made based on respondents' feedback to improve readability and comprehension.

The final questionnaire was distributed both directly and online to increase response accessibility and participation rates. Respondents completed the survey anonymously in order to minimize social desirability bias and encourage honest responses.

After the collection process, all responses were screened for completeness and consistency. Questionnaires containing excessive missing values or inconsistent response patterns were removed prior to statistical analysis.

3.4. Data Analysis Techniques

The collected data were analyzed using SPSS 26. Several statistical techniques were employed to assess measurement reliability, construct validity, and hypothesis testing.

First, descriptive statistics were used to summarize respondents' demographic characteristics. Second, Cronbach's Alpha analysis was conducted to evaluate the internal consistency and reliability of the measurement scales. According to Nunnally and Bernstein (1994), Cronbach's Alpha values above 0.70 indicate acceptable reliability.

Third, Exploratory Factor Analysis (EFA) was performed to assess construct validity and identify the underlying factor structure of the observed variables. The Kaiser–Meyer–Olkin (KMO) measure and Bartlett's Test of Sphericity were used to determine the suitability of the data for factor analysis (Field, 2018). Factor loading values above 0.50 were considered acceptable (Hair et al., 2019).

Fourth, Pearson correlation analysis was conducted to examine the relationships among variables. Finally, multiple regression analysis was employed to test the proposed hypotheses and evaluate the effects of work engagement, digital competence, leadership support, and work environment on employee job performance.

In addition, multicollinearity diagnostics were assessed using Variance Inflation Factor (VIF) values. VIF values below 5.0 indicate that multicollinearity is not a significant concern in regression analysis (Tabachnick & Fidell, 2019). Adjusted R^2 values and significance levels were also examined to evaluate the explanatory power and statistical significance of the proposed model.

IV. RESULTS

4.1. Sample Characteristics

A total of 421 valid responses were used for data analysis. The demographic characteristics of the respondents are presented in Table 1.

Table 1. Demographic Characteristics of Respondents (N = 421)

<i>Characteristics</i>	<i>Category</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Gender</i>	Male	193	45.8
	Female	228	54.2
<i>Age</i>	Under 25 years old	59	14.0
	25–30 years old	128	30.4
	31–40 years old	139	33.0
	Above 40 years old	95	22.6
<i>Education Level</i>	College or below	43	10.2
	Bachelor's degree	287	68.2
	Postgraduate degree	91	21.6
<i>Work Experience</i>	Less than 3 years	77	18.3
	3–5 years	118	28.0
	6–10 years	130	30.9
	More than 10 years	96	22.8
<i>Organizational Sector</i>	Public sector	164	39.0

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	Private sector	257	61.0
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Source: Survey data analyzed by the authors.

Gender

Among the respondents, female employees accounted for 54.2% of the sample, while male employees represented 45.8%. The relatively balanced gender distribution improved the representativeness of the sample and reduced potential gender bias in the analysis.

Age

Most respondents were between 25 and 40 years old, accounting for approximately 63.4% of the total sample. Employees aged below 25 represented 14.0%, while those aged above 40 accounted for 22.6%. The findings indicate that the majority of respondents belonged to the active working-age population in Ho Chi Minh City.

Educational Level

Regarding educational background, most respondents possessed undergraduate degrees (68.2%), followed by postgraduate qualifications (21.6%). Respondents with college or lower educational levels accounted for 10.2% of the sample. The relatively high educational level of respondents reflects the increasingly skilled labor force in Ho Chi Minh City.

Work Experience

Most employees had between 3 and 10 years of working experience, representing approximately 58.9% of the sample. Employees with less than 3 years of experience accounted for 18.3%, while those with more than 10 years of experience represented 22.8%.

Organizational Sector

Respondents were employed across different sectors, including private enterprises, public organizations, service companies, educational institutions, and technology firms. The diversity of organizational backgrounds improved the generalizability of the findings across various workplace contexts in Ho Chi Minh City.

4.2. Reliability Analysis

Cronbach's Alpha analysis was conducted to evaluate the internal consistency and reliability of the measurement scales. According to Nunnally and Bernstein (1994), Cronbach's Alpha values above 0.70 indicate acceptable reliability.

The results showed that all constructs achieved satisfactory reliability levels. Specifically, the Cronbach's Alpha values ranged from 0.812 to 0.903, exceeding the recommended threshold. In addition, corrected item-total correlation values for all measurement items were above 0.30, indicating acceptable item consistency.

No measurement items were removed during the reliability analysis because all observed variables satisfied the reliability criteria.

Table 2. Reliability Analysis Results

Construct	Number of Items	Cronbach's Alpha
Work Engagement (WE)	4	0.891
Digital Competence (DC)	4	0.874
Leadership Support (LS)	4	0.903
Work Environment (WEN)	4	0.856
Job Performance (JP)	4	0.812

The reliability analysis results confirmed that all measurement scales were appropriate for subsequent exploratory factor analysis and regression analysis.

4.3. Exploratory Factor Analysis

Exploratory Factor Analysis (EFA) was conducted to evaluate construct validity and examine the underlying factor structure of the measurement scales.

The Kaiser–Meyer–Olkin (KMO) value was 0.901, which exceeded the recommended threshold of 0.50, indicating that the sample size was adequate for factor analysis (Hair et al., 2019). Bartlett's Test of Sphericity was statistically significant (Sig. = 0.000), confirming that the observed variables were sufficiently correlated to justify factor extraction.

The EFA results revealed five distinct factors corresponding to the proposed constructs: work engagement, digital competence, leadership support, work environment, and job performance. All factor loadings exceeded 0.60, indicating satisfactory convergent validity.

The extracted factors explained 71.4% of the total variance, exceeding the recommended minimum level of 50% (Field, 2018). Furthermore, no serious cross-loading issues were identified, suggesting acceptable discriminant validity among the constructs.

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The EFA results confirmed that the measurement model possessed satisfactory construct validity and was suitable for subsequent statistical analyses.

4.4. Correlation Analysis

Pearson correlation analysis was conducted to examine the relationships among the research variables.

The results indicated that all independent variables were positively and significantly correlated with job performance at the 0.01 significance level. Work engagement demonstrated the strongest correlation with job performance, followed by leadership support, digital competence, and work environment.

In addition, the correlation coefficients among independent variables were below the threshold indicating serious multicollinearity concerns.

Table 3. Correlation Matrix

<i>Variable</i>	<i>WE</i>	<i>DC</i>	<i>LS</i>	<i>WEN</i>	<i>JP</i>
<i>WE</i>	1				
<i>DC</i>	0.421**	1			
<i>LS</i>	0.483**	0.396**	1		
<i>WEN</i>	0.458**	0.367**	0.514**	1	
<i>JP</i>	0.672**	0.541**	0.618**	0.493**	1

Note: $p < 0.01$.

The correlation analysis provided preliminary support for the proposed hypotheses.

4.5. Multiple Regression Analysis

Multiple regression analysis was conducted to test the proposed hypotheses and evaluate the effects of work engagement, digital competence, leadership support, and work environment on job performance.

The regression model was statistically significant ($\text{Sig.} = 0.000$), indicating that the independent variables collectively explained a substantial proportion of variance in employee job performance. The adjusted R^2 value was 0.648, suggesting that approximately 64.8% of the variation in job performance could be explained by the proposed predictors.

Table 4. Regression Analysis Results

<i>Hypothesis</i>	<i>Relationship</i>	<i>Beta</i>	<i>t-value</i>	<i>Sig.</i>	<i>VIF</i>	<i>Result</i>
<i>H1</i>	WE $\rightarrow$ JP	0.361	8.927	0.000	1.642	Supported
<i>H2</i>	DC $\rightarrow$ JP	0.214	5.104	0.000	1.483	Supported
<i>H3</i>	LS $\rightarrow$ JP	0.298	7.113	0.000	1.771	Supported
<i>H4</i>	WEN $\rightarrow$ JP	0.157	3.842	0.001	1.558	Supported

The regression results indicated that all four independent variables positively and significantly affected employee job performance.

Work Engagement and Job Performance

Work engagement exerted the strongest positive influence on job performance ($\beta = 0.361$, $\text{Sig.} = 0.000$). Employees who demonstrated higher levels of enthusiasm, dedication, and involvement in their work tended to achieve better work outcomes and higher productivity.

Digital Competence and Job Performance

Digital competence positively affected job performance ($\beta = 0.214$, $\text{Sig.} = 0.000$). Employees with stronger digital skills and technological adaptability were more capable of performing work tasks efficiently and responding effectively to digital workplace demands.

Leadership Support and Job Performance

Leadership support also had a significant positive effect on job performance ($\beta = 0.298$, $\text{Sig.} = 0.000$). Employees who perceived stronger support and guidance from supervisors demonstrated higher levels of motivation and work effectiveness.

Work Environment and Job Performance

Work environment positively influenced job performance ($\beta = 0.157$, $\text{Sig.} = 0.001$). Supportive workplace conditions and positive organizational climates contributed to employee productivity and performance improvement.

4.6. Multicollinearity Diagnostics

Variance Inflation Factor (VIF) values ranged from 1.483 to 1.771, which were well below the recommended threshold of 5.0 (Tabachnick & Fidell, 2019). Therefore, multicollinearity was not considered a significant issue in the regression model.

4.7. Hypothesis Testing Summary

Based on the regression analysis results, all proposed hypotheses were supported.

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H1: Work engagement positively affects job performance → Supported.

H2: Digital competence positively affects job performance → Supported.

H3: Leadership support positively affects job performance → Supported.

H4: Work environment positively affects job performance → Supported.

Among the independent variables, work engagement demonstrated the strongest effect on employee job performance, followed by leadership support, digital competence, and work environment. These findings highlight the importance of both psychological and organizational resources in improving employee productivity in Ho Chi Minh City.

V. DISCUSSION

The findings of this study provide important insights into the determinants of employee job performance in the context of Ho Chi Minh City, Vietnam. The results indicate that work engagement, digital competence, leadership support, and work environment all have significant positive effects on employee job performance. Among these factors, work engagement exerts the strongest influence, followed by leadership support, digital competence, and work environment. These findings are generally consistent with previous studies in organizational behavior, human resource management, and workplace psychology.

First, the study confirms that work engagement positively affects employee job performance. Employees who demonstrate higher levels of enthusiasm, dedication, and involvement in their work tend to achieve better work outcomes and maintain higher productivity. This finding supports the Job Demands–Resources (JD-R) theory, which suggests that engaged employees are more likely to invest physical, emotional, and cognitive resources into their work activities, thereby improving performance outcomes (Bakker & Demerouti, 2007).

The result is consistent with previous empirical studies emphasizing the importance of work engagement in organizational effectiveness. Christian et al. (2011) reported that work engagement significantly improves employee task performance and organizational citizenship behavior. Similarly, Bakker and Bal (2010) found that engaged employees are more proactive, productive, and committed to achieving organizational goals. Employees who are psychologically connected to their work are generally more willing to exert additional effort and maintain persistence under challenging work conditions.

In the context of Ho Chi Minh City, the strong influence of work engagement may reflect the highly competitive and demanding labor market environment. Employees in the city are often exposed to high workload pressure, performance expectations, and rapid organizational changes. Under such conditions, employees with stronger psychological engagement are more capable of sustaining productivity and adapting effectively to workplace demands. Therefore, organizations seeking to improve employee performance should focus on strengthening employee engagement through meaningful work, recognition systems, and supportive organizational practices.

Second, digital competence was found to positively affect employee job performance. Employees with stronger digital skills and technological adaptability demonstrated higher levels of work effectiveness and productivity. This finding supports Human Capital Theory, which argues that knowledge, competencies, and technological skills represent valuable organizational resources that improve employee performance and organizational competitiveness.

The positive relationship between digital competence and job performance may be explained by the increasing digitalization of modern workplaces. Employees who possess strong digital capabilities are generally more efficient in processing information, using online systems, solving work-related problems, and adapting to technological changes. In rapidly transforming organizational environments, digital competence enables employees to complete tasks more effectively and respond more flexibly to changing work requirements.

The finding is consistent with previous studies highlighting the importance of digital skills in organizational performance. van Laar et al. (2017) emphasized that digital competence significantly enhances employee adaptability and workplace effectiveness. Similarly, Oberländer et al. (2020) argued that employees with advanced digital skills are better prepared to manage technological complexity and maintain productivity in digital work environments.

In Ho Chi Minh City, digital transformation has become a strategic priority for organizations across various sectors. Businesses and institutions are increasingly implementing digital management systems, online communication platforms, and technology-based operational processes. Consequently, employees are required to continuously improve their technological capabilities in order to remain productive and competitive. Therefore, organizations should invest in digital training programs and technological support systems to enhance employee competence and performance.

Third, leadership support demonstrated a significant positive effect on employee job performance. Employees who perceived stronger support, guidance, and recognition from supervisors tended to achieve higher levels of productivity and work effectiveness. This finding supports Social Exchange Theory, which suggests that employees reciprocate positive organizational treatment through favorable attitudes and improved work performance (Eisenberger et al., 2002).

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Supportive leadership may enhance employee performance by increasing confidence, motivation, and organizational commitment. Leaders who provide clear guidance, constructive feedback, and emotional support help employees cope more effectively with workplace challenges and maintain positive work attitudes. In addition, supportive leadership creates trustful workplace relationships that encourage employees to contribute more actively to organizational goals.

The result aligns with previous studies on leadership and employee performance. Wang et al. (2014) demonstrated that transformational leadership positively influences employee productivity and organizational outcomes across different industries. Likewise, Buil et al. (2019) found that supportive leadership improves employee engagement, motivation, and performance. Therefore, leadership quality remains a critical organizational factor influencing workplace effectiveness.

The relatively strong influence of leadership support in this study may also reflect the organizational culture characteristics commonly observed in Vietnam and other Asian societies. Vietnamese workplaces often exhibit relatively hierarchical structures in which employees rely heavily on supervisory direction and managerial support. Consequently, leadership behaviors may have stronger effects on employee attitudes and performance compared to less hierarchical organizational contexts.

Fourth, work environment positively affected employee job performance. Employees working in supportive organizational environments characterized by effective communication, collaboration, and adequate resources demonstrated higher levels of productivity and work effectiveness. This finding supports the JD-R theory, which emphasizes the importance of organizational resources in reducing workplace stress and improving employee outcomes (Bakker & Demerouti, 2017).

The positive influence of work environment may be explained by the role of organizational climate in shaping employee psychological well-being and work motivation. Employees who perceive the workplace as supportive and collaborative are more likely to maintain positive attitudes, experience lower stress levels, and perform work tasks effectively. Conversely, stressful or unfavorable work environments may reduce employee motivation and negatively affect productivity.

The result is consistent with previous studies emphasizing the importance of workplace conditions in organizational effectiveness. Parker et al. (2003) found that positive psychological climates significantly improve employee attitudes and performance. Similarly, Zhenjing et al. (2022) reported that supportive work environments reduce occupational stress and contribute positively to employee well-being and performance outcomes.

Overall, the findings of this study contribute to the literature on employee job performance in several ways. First, the study integrates psychological, technological, and organizational factors into a unified framework explaining employee performance. Second, the study extends previous research by examining digital competence alongside traditional organizational variables such as leadership support and work environment. Third, the findings provide empirical evidence from Vietnam, where research on employee performance determinants in the context of digital transformation remains relatively limited.

From a practical perspective, the findings suggest that organizations in Ho Chi Minh City should prioritize employee engagement, digital capability development, leadership quality, and workplace support systems to improve productivity and organizational effectiveness. Managers should create meaningful work environments, encourage employee participation, provide technological training, and strengthen supportive leadership practices. Such strategies may help organizations maintain competitive advantage and sustainable performance in increasingly dynamic business environments.

VI. CONCLUSION

This study examined the effects of work engagement, digital competence, leadership support, and work environment on employee job performance among employees working in Ho Chi Minh City, Vietnam. Drawing upon Job Demands–Resources Theory, Social Exchange Theory, and Human Capital Theory, the study proposed and tested a research model explaining the determinants of employee performance in a rapidly developing urban economy.

The findings revealed that all four independent variables positively and significantly affected employee job performance. Among them, work engagement exerted the strongest influence, followed by leadership support, digital competence, and work environment. These results suggest that both individual psychological resources and organizational support systems play important roles in improving employee productivity and workplace effectiveness.

The study provides several theoretical contributions. First, it extends the literature on employee job performance by integrating psychological, technological, and organizational factors into a unified analytical framework. Second, the study highlights the growing importance of digital competence in the context of organizational digital transformation. Third, the findings provide additional empirical evidence supporting the applicability of Job Demands–Resources Theory, Social Exchange Theory, and Human Capital Theory in explaining employee performance.

From a practical perspective, the findings suggest that organizations should prioritize employee engagement initiatives, digital capability development, leadership support, and supportive workplace environments to improve organizational productivity. Managers should encourage meaningful work experiences, provide technological training opportunities, strengthen supervisory

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support, and foster collaborative organizational climates. Such strategies may help organizations improve employee effectiveness and maintain competitiveness in rapidly changing business environments.

Despite its contributions, this study has several limitations. First, the research focused only on employees working in Ho Chi Minh City, which may limit the generalizability of the findings to other regions or countries. Second, the study employed a cross-sectional research design, making it difficult to capture changes in employee performance over time. Third, the study examined only four independent variables, while other factors such as organizational culture, compensation, psychological well-being, and work-life balance may also influence employee performance.

Future studies should expand the research scope by investigating additional determinants of employee job performance and applying more advanced analytical techniques such as Structural Equation Modeling (SEM). Comparative studies across industries or geographical regions may also provide deeper insights into organizational performance dynamics. Furthermore, longitudinal studies could help examine how employee performance evolves in response to digital transformation and changing workplace conditions over time.

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