

**THE IMPACT OF REMOTE WORK AND LEADERSHIP ON VIETNAMESE
BANKING SECTOR AFTER THE PANDEMIC**

by

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ABSTRACT

THE IMPACT OF REMOTE WORK AND LEADERSHIP ON VIETNAMESE BANKING SECTOR AFTER THE PANDEMIC

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This research investigates the impacts of remote working on organisational performance in the banking industry in Vietnam after the Covid-19 pandemic. An online survey was conducted and 120 valid responses were collected. Using PLS-SEM, it is found that remote work has a significant positive impact on employee performance, which positively influences the organisational performance of banks in Vietnam. This is aligned with previous studies on remote work in other industries and countries. However, the moderating effects of company policy and transformational leadership on the correlation between remote work and employee performance are not supported in this research. These findings contradict previous studies and indicate a lack of company policy and leadership in support of remote work implementation.

Keywords: remote work, employee performance, organisational performance, banking industry.

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LIST OF ABBREVIATIONS

CP:	Company policy
EP:	Employee performance
ICT:	Information and communications technology
OP:	Organisational performance
RW:	Remote work
TL:	Transformational leadership

CHAPTER I: INTRODUCTION

1.1. Research background

According to Toan et al. (2022), the work environment has undergone a profound transformation due to the breakout of the Covid-19 virus. Remote work has gained unprecedented importance as a result of this transformation. Not only does this revolutionary shift represent broader developments in professional areas, but it also carries specific significance in Vietnam's banking sector. The lockdowns caused by the pandemic necessitated a large reevaluation of work techniques, which prompted a significant upgrade in Vietnam's telecommunications infrastructure to support the spike in the use of remote work. The technologically advanced infrastructure made operating remotely easier and became a crucial driving force in reinventing the conventional workplace framework. This shift's strategic basis, driven by a twin goal of flexibility and cost minimization, sets it unique from other change initiatives. The findings of the research conducted by Toan et al. in 2022 highlight a developing trend in which organizations, especially those in the banking industry, strategically utilize remote work to alleviate the financial pressures connected with office rentals.

In addition, the transition to working remotely could be smoother, as demonstrated by the difficulties described in the findings of Toan et al. (2022). For now, a sizeable percentage of the workforce is still struggling to comprehend the complexities of this paradigm change. Because of these issues, it is even more critical to have a thorough grasp of the substantial influence that working remotely has on the dynamics of an organization, particularly concerning leadership, because of its direct correlation with the productivity of employees and their overall performance. Vietnamese banks must comprehensively understand the far-reaching implications of remote work on leadership to develop adaptation and ensure sustained organizational performance in the post-pandemic era. This is because Vietnamese banks are currently

navigating this changing landscape. This revolutionary journey, which is characterized by technical upgrades and strategy recalibrations, represents a watershed moment that requires leaders to engage in nuanced scrutiny in order to successfully manage the complexity and grab possibilities in the landscape of work that has been redefined.

The widespread use of remote work, sometimes known as "work-from-home," has evolved as a significant consequence of the global COVID-19 pandemic. This is something that has become increasingly common. Its repercussions are felt throughout a wide range of industries, but they are especially apparent in sectors such as banking, which have traditionally relied on face-to-face contacts and individualized client care. The findings of a number of studies, which shed light on the myriad of implications that this shift has on individuals, organizational structures, and the very fabric of work itself, help to highlight the transformative character of this transition. One of the most important aspects of working remotely is highlighted in the research conducted by Putra et al. (2020), which highlights the potential of working remotely to improve work-life balance and, as a result, increase job satisfaction among bankers. This discovery is significant not just for the well-being of individuals but also for the success of organizations because it is well-established that there is an intrinsic connection between employee satisfaction and productivity. It challenges preconceived beliefs about traditional working hours and office-bound duties, so paving the way for an approach that is more flexible and centered on the employee.

Due to the nature of its operations and the importance placed on face-to-face interactions, the financial sector, which includes banks, has traditionally been averse to the concept of employment from a remote location. However, as Tsindeliani et al. (2022) point out, the widespread use of electronic payment methods is causing this environment to undergo a transformation. There is a growing trend among financial institutions to reevaluate their operational models, with a preference for remote or hybrid work arrangements. A paradigm shift

in workforce deployment and organizational structures within the banking industry is heralded by the decreasing demand for traditional bank tellers, which is accompanied by developments in security control systems.

A noteworthy example of adaptability within the Vietnamese banking sector is provided by HDBank's effective deployment of remote work arrangements (Thanh, 2021). These arrangements involve using applications such as Jira and Confluence to exchange information. This action represents a response to the pandemic's urgent issues and implies a strategic embrace of new technology that facilitates collaboration. The utilization of applications such as Zoom, Microsoft Teams, and Workplace Call to hold internal meetings brings to light the vital requirement for a robust communication and collaboration infrastructure in order to support distant work properly. As a result of the pandemic and other external pressures, the Vietnamese banking sector has shown remarkable resilience through the efficient implementation of remote work arrangements by HDBank. Jira and Confluence are great tools for sharing information, and their usage shows a strategic willingness to accept new technology. The sector's acknowledgment of the significance of digital tools for collaboration is evident here, and it bodes well for a banking environment that is more tech-savvy. The importance of a strong communication and collaboration infrastructure is further demonstrated by HDBank's utilization of communication products, including Zoom, Microsoft Teams, and Workplace Call. The selection of these applications indicates a deliberate attempt to invest in technology that enables practical remote work, which is crucial for the successful implementation of remote work.

A further layer of information on the workforce's attitude toward remote work is provided by the results of the poll conducted by PwC in 2021. There has been a paradigm shift in the labor market, as seen by the positive reception that working from home has received. The fact that around 19% of survey participants expressed a wish to continue working remotely after the pandemic indicates that there has been a structural shift in the way that employees perceive their

professional environment. Furthermore, one-third of respondents' preference for a hybrid working style highlights the rise of a new standard that combines the benefits of working remotely with working in an office setting. This finding has significant implications. The changing sentiments of the workforce about remote work can be gleaned from the PwC poll that was carried out in 2021. Thanks to the widespread support for telecommuting, a sea change has occurred in the job market. A fundamental change in how employees perceive their professional environment is indicated by the fact that about 19% of survey takers wish to keep working remotely after the pandemic. It follows that working remotely is no longer an emergency measure but rather an integral part of today's workplace. Moreover, the fact that one-third of people who took the survey prefer a hybrid approach shows that a new norm is emerging. With this standard, we hope to bring together the best of both worlds: working remotely and in an office. These findings have far-reaching consequences and should encourage businesses to adopt more adaptable labor arrangements. Employees can use both the independence and adaptability of remote work and the social and collaborative opportunities presented by in-person office interactions through a hybrid method.

However, providing a nuanced perspective is the investigation that Babapour Chafi and colleagues (2022) conducted into the advantages and disadvantages of working remotely. It is noted that feelings of loneliness and a reduction in companionship are potential negatives, even though higher job performance, workplace autonomy, improved work-life balance, and greater schedule flexibility are highlighted as the main advantages. The dual nature of remote work highlights the necessity of adopting a comprehensive approach that takes into consideration both the positive and negative features of this environment.

The research conducted by Arunprasad and colleagues (2022) on the topic of enhanced employee engagement and organizational agility contributes to the developing narrative of remote work. The potential benefits can transcend beyond the well-being of individuals to include the

resilience and flexibility of organizations. Remote work, when carefully adopted, has the potential to be a catalyst for organizational development. This accords with the modern understanding.

The argument made by Pokojski et al. (2022) that working remotely can have a favorable impact on both job performance and organizational performance draws attention to the critically important function that management assistance plays. The successful implementation of a project requires not only the technological infrastructure but also the dedication of the leadership and an organizational culture that is conducive to the project. This is in line with the more general concept that the success of working remotely is dependent on a holistic approach that takes into account not only the technical requirements but also the human and organizational variables involved.

Lastly, the ramifications and relevance of working remotely in the banking sector following the pandemic go well beyond a simple shift in the approaches that are used in the workplace. It is necessary to have a thorough understanding in order to achieve sustained success in the post-pandemic era. This is because the impact on work-life balance, job satisfaction, organizational structures, and employee engagement comprises multiple facets. In order for Vietnamese banks to properly exploit the promise of remote work, they must utilize strategic adaptability, technical integration, and leadership that demonstrates empathy as they traverse this dynamic landscape. This transformative journey is not simply a reaction to external conditions but a recalibration of how work is imagined and carried out. It marks a critical juncture in the growth of the financial sector in the world that has emerged from the epidemic.

To sum up, in light of the recent COVID-19 pandemic, the upcoming discussion will take a close look at the many ways in which remote labor has affected the Vietnamese banking sector. We make our way through a variety of viewpoints, including technical modifications shown by HDBank and changing labor choices offered by PwC's poll. Considerations of remote work's

dual nature, operational changes, and work-life balance round out the picture. It also delves into managerial aid, the effect on organizational development, and employee engagement. This analysis seeks to provide a comprehensive view of the complicated and dynamic environment that post-pandemic remote employment brings to Vietnamese banks.

According to Toan et al. (2022), remote working has become more prevalent since the Covid-19 outbreak. More importantly, this new working mode can potentially replace the conventional working style at the office. Prior to the pandemic, telecommunications services in Vietnam were underdeveloped, however, due to multiple prolonged lockdowns, online solutions have been improved to accommodate remote working. Hence, more and more companies have opted for remote working to reduce office rental costs. However, a large number of employees still claim to have difficulties working from home (Toan, et al., 2022). Given that the mode of working directly impacts employees' productivity and performance, this raises concerns about remote working's influence on organisational performance.

The pandemic has significantly increased the prevalence of this new mode of working. Remote working, which is also referred to as "work-from-home" has been widely adopted all over the world in different industries. This also includes the banking industry, which is heavily reliant on the traditional working mode to facilitate face-to-face interactions to support customers' transactions. A study conducted by Putra et al. (2020) reveals that in pandemic conditions, remote working helps bankers achieve work-life balance, thus it can enhance employees' job satisfaction. In contrast, the implementation of flexible working hours fails to bring back positive impacts on bankers' work-life balance (Putra, et al., 2020). This indicates remote working's superiority in supporting work-life balance and job satisfaction. According to Tsindeliani et al. (2022), the prevalence of electronic payments may encourage banks to implement remote working or a hybrid mode of working because of a lower need for bank tellers and improvements in security control tools (Tsindeliani, et al., 2022).

Regarding the banking industry in Vietnam, the pandemic also encouraged Vietnamese banks to organise remote work. According to Thanh (2021), remote working has been effectively adopted by HDBank. The bank utilises Jira and Confluence to enable the staff to share information. Internal meetings are carried out by using tools such as Zoom, MS Team, and Workplace Call (Thanh, 2021). A report issued by PwC (2021) reveals that the labour force generally has a positive outlook for remote working. The majority of companies view remote working as the new norm of the labour market. Up to 19% of the respondents report their preference for continuing remote working after the pandemic. One-third of the respondents also prefer a hybrid working mode instead of a full presence at the office (PwC, 2021).

Babapour Chafi et al. (2022) argue that the main advantages of remote working include greater flexibility, job autonomy, work-life balance, and improved job performance. However, remote working can also lead to isolation and a loss of sense of companionship (Babapour Chafi, et al., 2022). A study conducted by Arunprasad et al. (2022) reveals that remote working can contribute to improved employee engagement and organisational agility (Arunprasad, et al., 2022). Pokojski et al. (2022) add that remote working can have a positive impact on job performance and organisational performance, however, support from management is essential to achieve this success (Pokojski, et al., 2022).

1.2. Problem statement

Thanks to the COVID-19 pandemic and lightning-fast technological developments, Vietnam's modern workplace has undergone a sea change. Despite widespread assumptions to the contrary, remote work is becoming more common and is changing the dynamics and architecture of many organizations. This study sets out to tackle two separate but related problems by investigating the complex factors affecting remote work uptake in Vietnam. Firstly, the research aims to comprehend this transition from every angle, from its roots to its consequences, and it stresses the need to go beyond crisis management to get a complete picture. Secondly, by exploring the

complexities of employee well-being and holistic business success, the study aims to shed insight into the dynamic interaction between organizational performance and remote work.

On the one hand, a detailed investigation of the factors influencing the spread of remote work in Vietnam can be initiated by addressing the claim that it is less common and frequently more expensive in Vietnam compared to industrialized nations (Linh, 2020). As a revolutionary force, the COVID-19 pandemic forced Vietnamese businesses to adopt remote work policies, which in turn challenged established norms and required operational changes. This change is not just a stopgap measure; it has also spurred a longer-term trend toward remote employment, which would have happened regardless of the pandemic.

The fast development of technology is a necessary consequence that has been essential to spreading and maintaining remote work in Vietnam. Companies were compelled to invest in and utilize technology to guarantee the continuity of operations due to the pandemic. Rather than being a stopgap measure, this technical shift is encouraging a deeper embedding of digital resources within the Vietnamese work culture. Technology has made remote work more than a backup plan; it is a deliberate shift that can improve operational efficiency and agility in the long run.

Although most studies on remote work have concentrated on how it affected organizations during the pandemic, more knowledge is needed about how it affected performance in the long run (Hackney et al., 2022). To fully grasp the model's deeper implications, we must move away from reactive crisis management and instead actively study the connection between remote labor and organizational performance. This study investigates the post-pandemic processes that impact organizational effectiveness to fill this knowledge vacuum.

Research by Anh et al. (2022) further complicates matters by drawing attention to the influence of pandemic-related variables, such as declining physical and mental health, on the efficacy of distant labor. This acknowledgment highlights the significance of a comprehensive comprehension that extends beyond short-term production measures. Employee happiness, mental health, and the larger socioeconomic backdrop must be carefully considered when investigating the link between remote work and corporate success. Therefore, the study's overarching goal is to shed light on performance from a holistic perspective that recognizes the interdependence of many components, going beyond the conventional wisdom.

After the pandemic has passed and the virus is no longer a threat, studying the long-term effects of telecommuting is crucial. The research's main claim to fame is implications for strategic decision-making in Vietnam's banking sector. Leaders may optimize operational models, resource allocation, and employee engagement methods by understanding the impact of remote work on organizational performance. In addition, the results help shape policies and practices that make remote work more accessible so that company goals can be more aligned with workers' changing tastes and expectations.

Ultimately, the investigation of remote labor in Vietnam, prompted by the post-pandemic landscape, uncovers a myriad of elements influencing its acceptance and consequences. This revolutionary change is being driven by new technologies, changing work cultures, and an understanding of remote work's far-reaching effects on employee happiness and company productivity. Considerable strategic decision-making implications stem from the research's examination of the link between remote work and the post-pandemic organizational performance of Vietnamese banks. The study lays out a road map for taking advantage of remote work while overcoming its obstacles in a dynamic and unpredictable workplace.

On the other hand, finding no evidence of moderating effects of corporate policy or transformational leadership on the link between remote work and employee performance is a break from previous study patterns. This surprising discovery calls for thoroughly examining the elements impacting the connection between distant work and employee performance, illuminating the complex dynamics in Vietnamese organizational systems.

While earlier studies have typically shown that business rules and transformational leadership play critical roles in determining the success or failure of remote work projects, this new study suggests that these factors may be lacking or misaligned. Despite remote work being more common, it appears that Vietnamese organizational structures have not yet adapted to fully take advantage of this working paradigm since no moderating effects have been seen.

These results significantly affect organizational strategy, especially in the financial industry. When it comes to establishing norms and standards for the workplace, company rules are compulsory. Having clear policies in place can help provide a framework for remote work by describing expectations, communication procedures, and criteria for evaluating performance. According to the research, ambiguity, and difficulties in efficiently implementing and managing remote work may result from the lack of such policies.

The impact of transformational leadership on staff productivity is also well-established. Leaders with transformational skills instill a feeling of mission and drive in their people. Strong leadership is essential to keep morale high and output high when working remotely. The results raise the possibility of a leadership approach gap, suggesting that businesses, especially those in the banking industry, should reevaluate their leadership tactics to meet the challenges of remote work.

These findings have significant implications. Firstly, clear expectations, communication methods, and performance criteria for remote work can be established through well-thought-out corporate rules. This, in turn, clarifies the research's findings and creates an atmosphere that's good for working remotely. It is possible to realign leadership tactics to address the leadership gap identified in the study, adopting a more flexible and transformative approach. Leaders need to be aware of the possibilities and threats of remote work and adjust their methods of leading appropriately. Secondly, providing practical insights for organizational leaders is just as important as filling in the holes already identified by this research. In the post-pandemic era of remote work in Vietnam's banking sector, it is critical to comprehend the complex interplay between firm policy, transformational leadership, and employee performance. In addition to improving their remote work methods, firms can position themselves for ongoing success in an emerging work environment by addressing the highlighted inadequacies.

An important area for improvement in the organizational structure of the analyzed companies is shown by the surprising finding that neither corporate strategy nor transformational leadership influenced the relationship between remote work and employee performance. This finding may result in targeted interventions to assist organizations in adjusting their policies and leadership strategies to accommodate the requirements of sheltered employment, a significant development. Companies in Vietnam's banking sector utilize this study as a guiding light to manage the opportunities and challenges of remote work. It emphasizes the areas requiring meticulous examination and strategic preparation.

In conclusion, this study successfully meets the requirements of Vietnam's ever-changing labor market. The goal is to comprehend the beginnings and impacts of this groundbreaking movement by exploring the intricacies of remote work. The primary challenge is to analyze the enduring correlation between remote labor and organizational success rather than solely responding to

emergencies. The research serves as a guide, shedding insight into how to study the mechanisms that impact organizational effectiveness after a pandemic. Corporate policy and transformative leadership do not have any moderating effect on the second issue. This discovery prompts a paradigm shift, encouraging businesses, particularly those in the banking sector, to reevaluate their structures and leadership strategies. This study significantly enhances comprehension and control of remote work's persistent challenges and advantages in Vietnam's banking industry. It serves as a reminder to evaluate and plan for these changes diligently and in advance.

1.3. Research Significance

On the one hand, given that working remotely is becoming the standard rather than the exception in the labor market, it is crucial to study how distant work affects organizational performance. Having a comprehensive awareness of the many impacts of this work paradigm is essential for firms considering a transition to remote or hybrid work models. The conventional wisdom held that being physically present in the office was crucial, but now more than ever, people opt to work remotely. Because of this sea change, long-held assumptions need to be rethought, and research into the effects of remote work on critical variables like employee happiness and productivity is required urgently.

Work itself is changing due to the shift towards remote work, which is more than simply a shift in logistical procedures. To help organizations navigate this transition, researching its implications is a proactive method. Organizations may maximize the benefits of remote work while addressing any issues that develop by thoroughly examining the direction of positive or adverse effects. This will allow them to formulate specific countermeasures and solutions. Moreover, critical success factors for remote work programs are employee happiness and productivity. A thorough investigation of how these parameters are affected is required due to the distinct dynamics of remote work, which do not involve conventional office structures.

Gaining a deep understanding of this relationship offers valuable scholarly insights and practical methods for firms looking to boost remote workers' contentment and efficiency.

Furthermore, this research is essential not only for theoretical purposes but also for real-world applications. These results provide helpful information for businesses, especially those in the Vietnamese banking industry, where remote employment is rapidly becoming standard practice. Ultimately, they help organizations improve their performance by guiding employees through the difficulties and opportunities of remote work.

On the other hand, research into the effects of different types of leadership on remote work is significant for businesses, especially those in Vietnam's banking industry, because of the dynamic nature of the labor market. As more and more people work from home, leaders must help their teams adapt to this new way of working. When it comes to implementing remote work, leadership styles matter a lot. A more flexible and sophisticated leadership style is required for remote work, in contrast to more conventional styles of supervision based on physical presence. Organizations can gain practical insights into maximizing the performance and well-being of their remote workforce by understanding how leadership styles connect with remote work dynamics.

The study's overarching goal is to help businesses adapt their leadership strategies to the specific challenges of remote work by analyzing the impact of different leadership styles. Leadership development programs in Vietnam's banking sector could benefit from the findings, which could help executives build the abilities needed to succeed in a remote work environment. In addition, the study highlights how important it is for leaders to adjust to the evolving character of work. To drive employee engagement, cohesion, and organizational performance, it is crucial to grasp the varied implications of leadership styles, especially as the banking sector in Vietnam moves towards a hybrid or entirely remote model.

To sum up, while working remotely becomes the standard, it is critical to comprehend the significant effects it has on the efficiency of organizations. This change forces people to rethink long-held preconceptions about the importance of having a physical office presence. Organizations considering moving to remote or hybrid work models would benefit significantly from studies examining remote work's impact on essential metrics like employee satisfaction and productivity. As more people opt to work remotely, the nature of employment is changing, making this kind of proactive research all the more important. Organizations can maximize the advantages of remote work while addressing potential issues by thoroughly assessing the direction of impacts. Besides, leadership is a critical factor in this context, and the study highlights the need for diverse leadership styles in today's ever-changing labor market, particularly in Vietnam's banking sector. As a result, leadership development programs can better equip their participants with the abilities necessary to thrive in remote work settings, and remote teams can have more productivity and satisfaction overall. In the end, the study helps shape the future of work by pointing Vietnam's banking industry in the direction of long-term success with a hybrid or entirely remote model.

1.4. Research objectives and research questions

This research is carried out to investigate the impacts of remote working on organizational performance after the COVID-19 pandemic in Vietnam. The moderating effects of transformational leadership and company policy on the relationship between remote work and organizational performance are also examined. The findings of this research will help financial institutions in Vietnam organize their remote work program more effectively.

Based on the aforementioned research purposes, the objectives and questions of this research are as follows.

ROI: To examine the mediating effect of employee performance on the relationship between remote working and the organizational performance of banks in Vietnam post-pandemic.

In the wake of the pandemic, remote labor has revolutionized several industries, highlighting the critical necessity of this goal. Vietnamese banks stand to gain strategically from the mediating role of employee performance in the connection between remote work and organizational performance. They can manage difficulties and take advantage of opportunities given by the changing nature of work by implementing customized interventions that boost employee performance in distant settings. Organizations looking to optimize their remote work programs by concentrating on employee performance can discover meaningful insights into the outcomes of this objective. Beyond short-term organizational tactics, this research objective has far-reaching ramifications. The larger conversation about how work is changing and what factors impact organizational effectiveness can benefit from examining employee performance as a mediator. This information allows firms to better adapt to the ever-changing labor market, which is helpful for the Vietnamese banking sector.

RQ1: Is the relationship between remote working and the organizational performance of banks in Vietnam post-pandemic mediated by employee performance?

Regarding the relationship between remote work, employee performance, and organizational performance, this research question gets right to the meat of the matter. Importantly, we need to know if the consequences of remote work impact staff performance, affecting the post-pandemic performance of banks in Vietnam. In addition to providing evidence on the interdependence of these variables, answering RQ1 also gives valuable insights into organizational tactics. By focusing on elements that have a good effect on employee performance, financial institutions can create an atmosphere that is favorable to remote work if the relationship is determined to be

mediated. Methods to improve work-life balance while working remotely include specialized training programs, new technologies, or both. Overall, the fact that RQ1 can influence the future of employment in Vietnam's banking industry elevates its importance. Looking forward helps organizations adjust their strategy to accommodate the expected long-term trends in remote work adoption rather than focusing on the immediate post-pandemic scenario.

RO2: To assess the moderating effects of transformational leadership style and company policy on the relationship between remote working and employee performance.

The intricate relationship between leadership styles, company regulations, remote work, and employee productivity is the subject of this study's overarching goal. A comprehensive understanding of the interplay between strong leadership and supporting policy is essential for determining the success or failure of remote work initiatives, and RO2 seeks to fill this knowledge gap. Financial institutions in Vietnam can benefit significantly from the objective's assessment of moderating influences, which delves into the complex terrain of leadership dynamics and policy frameworks.

Recognizing that factors other than the nature of the work determine whether remote workers are successful brings attention to the importance of RO2. Organizational policies and leadership styles are essential determinants of the extent to which remote employment benefits an organization. This objective offers a road map for firms that want to maximize their remote work programs by adapting their leadership styles and policies to the unique remote work requirements by analyzing the moderating effects.

Furthermore, policy frameworks and leadership development programs in financial institutions are also affected by this research purpose. Organizations might deliberately prioritize developing transformational leaders if research shows that these styles mitigate the harmful

effects of remote work on staff performance. Similarly, if specific policies are shown to be helpful or harmful, they can be changed to make the work environment more remote workers friendly.

The results of RO2 add to the larger conversation on digital leadership and how organizations might adjust their policies to accommodate remote workers. Insights from RO2 play a crucial role in directing strategic decision-making, encouraging employee engagement, and improving overall organizational performance as the Vietnamese banking sector transitions to remote or hybrid models.

RQ2: To what extent is remote working correlated with employee performance, and is this relation moderated by transformational leadership style and company policy?

Recognizing the possible moderating impacts of transformational leadership style and corporate policy, RQ2 investigates the complex relationship between remote working and employee performance. This question is essential to determine how much remote work affects employee performance and how different leadership styles and regulations influence this association.

For Vietnamese financial institutions attempting to negotiate the intricacies of the post-pandemic workplace, RQ2's practical insights are its greatest asset. Organizations might get valuable strategic insights if they discover that a transformational leadership style and supportive policies modulate the association between remote working and employee performance. They can use these insights to improve their policy frameworks and leadership development programs to create a setting more suited to remote work.

In addition, RQ2 adds to the continuing conversation about how leadership and policy impact organizational outcomes and the changing nature of work. In a world where working

remotely is increasingly common, the answer to RQ2 can shed light on what financial institutions can do to thrive in a remote or hybrid work environment.

1.5. Scope of research

In order to address the unique characteristics and difficulties of the Vietnamese banking sector, this research has been carefully customized to fit that environment. The study guarantees a thorough comprehension of the dynamics within the financial environment by concentrating on both Vietnamese and foreign banks operating in the country. This study is well-positioned to provide insights relevant to the banking sector in Vietnam because the population under examination consists of employees working in this sector.

Findings are further enhanced by the study's temporal scope, which includes the years after the COVID-19 pandemic and continuing into 2023. To offer a more stable post-pandemic evaluation of the relationship between remote working and organizational performance, the research intends to exclude moderating impacts of pandemic-related factors, including social isolation and health concerns. The goal is to present a clear and nuanced picture. This calculated move improves the study's accuracy and permits a targeted examination of the long-term consequences of telecommuting in the financial industry.

An astute understanding of the complex forces at work in the remote work environment is shown by the inclusion of transformational leadership and corporate policy as moderating factors. This decision recognizes that leadership styles and organizational rules that facilitate remote work significantly impact the success of remote work projects, in addition to the job itself. In order to make the most of the advantages and minimize the risks of remote work, the study acknowledges the requirement of adaptive leadership and supporting policies by examining these moderating effects.

The study's analytical framework is strengthened by the decision to assess employee performance as a mediator in the relationship between organizational performance and remote working. A more complex picture of how remote work affects the overall effectiveness of banking sector businesses can be revealed by this mediator analysis, which takes into account the mediating function of employee performance. Employee performance mediates the relationship between remote work and organizational performance, providing essential insights into how this arrangement helps or hurts businesses.

Due to the pragmatic character of the study's aims, online questionnaires were used as the quantitative research approach. Due to the large geographic area and the requirement to gather data from a broad group of banking sector professionals, online surveys provide a scalable and efficient solution. The data collected accurately portrays the changing nature of remote work in Vietnam's banking sector because it focuses on individuals who have experience working remotely after the pandemic.

The significance of these results goes beyond just academia; they have far-reaching consequences for the Vietnamese banking industry and for the more extensive discussion of the efficacy of remote labor. The study's practical findings for improving remote work programs should help financial organizations with strategic decision-making. With an eye on transformational leadership and corporate policy as moderating factors, this study lays out a realistic plan for preparing future leaders to meet the challenges of remote work in the wake of a pandemic.

Additional discussion of the complexities of remote work relations is aided by the study's examination of employee performance as a mediator. A strategic lever for improving overall organizational performance can be found in insights into how employee performance serves as

a mediator. This is paramount, especially in the banking industry, where KPIs are crucial to success.

This research can assist other organizations and sectors adapt to evolving work habits, similar to the adjustments made in Vietnam's banking sector. The conclusions have broader relevance to organizations beyond Vietnam's banking sector due to their focus on a post-pandemic, stabilized situation, making them more broadly applicable.

Finally, the research significantly contributes to our understanding of distant work dynamics with its rigorous focus on the banking sector in Vietnam, strategic temporal span, and inclusion of critical moderating and mediating factors. The research could help the Vietnamese banking industry adapt to remote work in the post-pandemic age by informing organizational strategies, leadership philosophies, and policy frameworks.

1.6. Summary

As a result of the COVID-19 epidemic, this study aims to shed light on the complex relationship between remote labor and the organizational performance of Vietnamese banks. By narrowing the scope of the study to include only Vietnamese and foreign banks operating in Vietnam, we can be sure that our results will have real-world relevance for the Vietnamese financial system. Realizing that previous studies on the effects of remote work have been significantly impacted by issues connected to the epidemic led to the decision to launch this analysis. In order to determine the long-term impacts of remote work on organizational performance, it is essential to revisit this research issue after the epidemic has passed since it brought about extraordinary workforce challenges and disruptions.

By defining the study's time frame as after 2023, we are indicating that we intend to investigate the dynamics of distant work after the COVID-19 outbreak has been contained. Importantly, by

focusing on a defined time period, researchers were able to isolate the effects of remote work from the more fleeting and immediate impact of pandemic-related worries like health anxiety and social isolation. Researchers hope that by omitting these confounding variables, they can paint a more complex and realistic picture of the long-term effects of remote labor on company productivity. This deliberate choice enhances the study's rigor by enabling a targeted investigation of the long-term consequences of sheltered employment, going beyond the immediate difficulties caused by the pandemic.

The research goes even further by including the moderating roles played by transformational leadership and business policy in the correlation between remote work and productivity. This strategic decision is based on a thorough comprehension of the various factors determining the effectiveness of the initiatives, including remote labor. It is well-known that leadership styles and organizational rules play a significant role in deciding how remote labor benefits an organization. In order to make the most of the advantages and minimize the risks associated with remote work, the study recognizes the necessity for adaptive leadership and supporting policies by investigating these moderating effects. Effective leadership and well-crafted policies are crucial for firms in Vietnam's banking sector to succeed in the changing remote work landscape, which is why its inclusion is in line with their practical reality.

Employee performance is taken into account as a moderator in the relationship between remote work and organizational performance, which is an integral part of the research design. This study's analytical methodology is strengthened by this mediator analysis, which acknowledges employee performance's critical role in converting remote labor's impacts into more comprehensive organizational outcomes. To gain a more detailed understanding of the ways in which remote work affects organizational success, it is helpful to understand how employee

performance acts as a mediator. By focusing on how banks in Vietnam may improve their remote work programs, this option demonstrates the research's dedication to offering practical insights.

A strategic decision that follows the practical character of the research objectives is the quantitative research approach, which employs online questionnaires. Due to the large geographic area and the requirement to gather data from a broad group of banking sector professionals, online surveys provide a scalable and efficient solution. The data acquired will accurately portray the changing nature of remote work in Vietnam's banking sector since the survey primarily targets employees who have worked remotely after the pandemic. This analytical strategy is feasible and effective for a solid examination of the linkages in question.

This study adds to the larger conversation about the efficacy of remote employment and has far-reaching ramifications for the Vietnamese banking industry. With practical advice for improving remote work programs, the results should help financial organizations with strategic decision-making. With an eye on transformational leadership and corporate policy as moderating factors, this study lays out a realistic plan for preparing future leaders to meet the challenges of remote work in the wake of a pandemic.

Finally, the research significantly contributes to our understanding of distant work dynamics with its rigorous focus on the banking sector in Vietnam, strategic temporal span, and inclusion of critical moderating and mediating factors. The research could help the Vietnamese banking industry adapt to remote work in the post-pandemic age by informing organizational strategies, leadership philosophies, and policy frameworks.

CHAPTER II: LITERATURE REVIEW

2.1. Introduction

In view of the global trend toward remote work and the specific effects that this trend has had on Vietnam's banking sector in the wake of the COVID-19 epidemic, this study is highly pertinent. The concept of working from home is familiar; nonetheless, the acceptability of this concept in Eastern countries has been far higher than in Western countries. Morikawa (2012) highlights this distinction by pointing out that in comparison to the United States and Europe, just five percent of Japanese workers had already experienced the benefits of working remotely prior to the outbreak of the epidemic. The contrast between the two demonstrates how important it is to investigate remote employment in a variety of organizational and cultural contexts. This study addresses that need by looking into the topic of remote work in Vietnam's banking industry, which has received very little attention in previous research.

The study's focus on the years after 2023 is an intentional decision to separate the long-term effects of remote labor from the pressing issues caused by the epidemic. Removing confounding variables like health anxiety and social isolation is helpful to understand better the long-term impacts of remote work on company performance. Recognizing the complex nature of remote work success, we have decided to study the moderating effects of transformational leadership and corporate policy. This research delves into the organizational ecology surrounding remote work, namely leadership styles, and policies, as they greatly influence the outcomes of remote work efforts.

The shifting preferences of workers worldwide align with what Baumann and Marcum (2023) have observed on the ongoing requirement for workers to engage in remote or hybrid work

modes following the outbreak. This transition will require businesses, such as those in Vietnam's banking industry, to adapt to new ways of thinking in order to remain competitive. Some of the positive effects of the pandemic included cost reductions, increased levels of job satisfaction, and more extraordinary organizational performance (Kahkonen, 2023). These benefits may continue to be beneficial for many years to come, even after the crisis has been a thing of the past. Additionally, the study sheds light on the here and now and sets the framework for forecasting and negotiating future adjustments in job choice.

Since remote work has become more common in Western nations, but it is still a new idea in Vietnam, this research is necessary because it aims to identify and solve the consequences of this changing work mode in Vietnam's banking sector. Recognizing that previous studies have mainly concentrated on remote work during the pandemic, the study emphasizes the importance of revisiting and analyzing its effects after the fact. This fills a crucial knowledge gap about the impact of remote work on organizational performance in Vietnam and substantially contributes to the existing body of knowledge.

This research's literature review accomplishes two goals at once. Remote work, organizational performance, employee performance, transformational leadership style, and corporate policy are crucial characteristics defined first. Ensuring that the study precisely engages with these constructs, this conceptual clarity creates the groundwork for a comprehensive examination. The second part of the review thoroughly explains the current state of knowledge since it examines previous studies' conclusions on the connections between these factors. The study adds to the existing body of knowledge. It reveals a hitherto unexplored direction for future research by zeroing in on the mediating function of employee performance in the connection between remote work and organizational performance. Moreover, the literature on leadership styles provides an essential basis for understanding the intricacies of organizational dynamics, which is particularly

relevant when considering the banking industry in Vietnam during the COVID-19 epidemic. The leadership that permeates an organization has a significant impact on the organization's culture, the conduct of its employees, and the organization's overall performance. The aftermath of the epidemic has made it more vital than ever before to have leadership that is both adaptable and effective. A lot of focus has been placed on the positive effects of transformational leadership on several aspects of an organization, including employee motivation and engagement, as well as organizational performance. Inspiring motivation, intellectual stimulation, personalized consideration, and idealized influence are the characteristics that constitute this type of leadership. Transactional leadership, which is defined by contingent rewards and management by exception, continues to be a relevant paradigm, particularly in the banking industry, which is highly regulated and motivated by efficiency. In light of the increasing prevalence of remote labor, the literature review investigates the shifting dynamics of remote leadership styles. It assesses the degree to which these styles promote the cohesiveness of teams, communication, and the accomplishment of organizational goals. In order to gain an understanding of the leadership dynamics that have an effect on organizational outcomes in the particular post-pandemic setting of the Vietnamese banking industry, the purpose of this section is to provide a comprehensive groundwork by combining the findings from a number of different leadership style research studies.

The primary objective of this research is to address a gap in the existing body of knowledge, which is the requirement to comprehend the consequences of working remotely in a post-pandemic environment and how it influences the performance of an organization. This analytical insight demonstrates that the research is both timely and relevant since it emphasizes the study's potential to significantly contribute to the existing body of knowledge within the field. Through the provision of helpful information for organizational strategies, leadership methodologies, and

policy frameworks, this research aims to bridge a knowledge gap within the Vietnamese banking industry.

In conclusion, this study's contextual uniqueness makes it so essential. Specifically, it investigates how the remote work environment has altered in Vietnam's banking sector since the COVID-19 outbreak. The study contributes to the more excellent discussion that is taking place concerning working remotely. This fundamental transformation in how we work has real-world repercussions for businesses attempting to face the opportunities and threats that come along with it. Beyond the realm of academia, the research offers insights that may be put into practice, which can have an impact on organizational strategies and help the banking sector in Vietnam transition to the post-pandemic period of distant work opportunities.

2.2. Remote work (RW)

According to Delany (2022), following the outbreak of the virus, Delany's assertion that working from home has become the norm in the labor market has a number of complex ramifications that have an impact on a variety of fields of employment. The revolutionary trend of working remotely is bringing about a new way of thinking about and approaching one's work, which is bringing about a novel approach. Employees are now free from the daily drive thanks to the unprecedented flexibility to work from anywhere, which enhances their work-life balance and general health. In addition, physical hurdles have been removed, which is a significant improvement. While this is happening, telecommuting is becoming an increasingly valuable tool for organizations, as it enables them to free up space in their offices and reduce the amount of money they spend on overhead expenses. The decision of numerous firms to continue remote work even after the pandemic has ended demonstrates an acceptance of the long-term benefits of this type of work arrangement (Delany, 2022). This decision represents a significant break from the customary traditions that are found in the workplace. Because of this transition, a new

way of thinking about city design, transportation, and environmental sustainability will emerge. All of these issues have significant repercussions for society. It is also possible for businesses to gain access to a massive pool of talent from all over the world and to promote diversity as a result of the growing number of remote workers. A commitment to working remotely over an extended period of time symbolizes a departure from the conventional office norms that have been prevalent for a long time and a move toward a more fluid concept of what it means to work, with an emphasis on efficiency, innovation, and flexibility. Understanding the subtleties of this flexible work paradigm is absolutely necessary for businesses in order for them to be able to make informed decisions, plan strategically, and successfully take advantage of all the benefits that remote work has to offer.

Olsen's (1983) definition of remote work involves the performance of organizational duties outside of the usual office environment. This definition establishes a significant distinction between remote work and standard work locations. The term "remote work" encompasses a wide range of opportunities in the context of the current employment landscape, which is characterized by a growing fuzziness in the distinction between physical and virtual workspaces. In contrast to the more specific connotations that are connected with phrases such as "work from home" and "telework," this inclusiveness is present. On the one hand, compared to the employer-employee interactions inherent in the more general concept of remote work, the phrase "work from home" conveys a situation that is more akin to self-employment or entrepreneurial endeavors. On the other hand, the term "telework" refers to, more particularly, a technological aspect, which is typically connected with the technology industry. In this essay, which investigates the post-pandemic environment in the Vietnamese banking industry, the complex contrasts between these terminologies hold ramifications for the topic at hand. As a result of the essay's adoption of the phrase "remote work" embraces a comprehensive perspective that incorporates the various locations and arrangements where employees might carry out their activities. This perspective

reflects the fluid and dynamic nature of contemporary work structures. This broader conceptualization is essential for understanding the extensive implications of remote work on organizational performance, employee engagement, and leadership strategies within the specific context of Vietnamese banking. This is necessary in order to navigate the sector's transition toward flexible working models successfully in an era following the pandemic. There is a need to transcend previous paradigms and adapt to a more relaxed and dynamic approach in the banking industry, highlighted by the purposeful use of this inclusive phrase, which acknowledges the changing nature of work.

Infrastructure, working time, and geographical flexibility are the three most essential metrics for measuring remote work, according to Chatterjee et al. (2022), who conducted an exhaustive study on remote work. To begin, when people talk about "infrastructure" in relation to remote work, they're referring to the physical and digital structures that allow workers to do their jobs well even when they're not in the office. Included in this are reliable internet connections, safe access to internal business networks, and a variety of online resources for teamwork and information sharing. Reducing technological hurdles and increasing overall productivity, a well-established infrastructure guarantees smooth remote operations. It also involves using software programs that help with project management, video conferencing, and other ways to exchange information and streamline processes.

Second, the management of working hours and the flexibility of scheduling are critical components of remote work time. Remote work typically gives workers more leeway in deciding when they get their jobs done, as opposed to the 9 to 5 office grind. This flexibility is an important metric because it affects workers' happiness, contentment, and work-life balance. Workers' ability to choose when they are most productive is a crucial benefit of remote work, which takes into account that everyone has different peak productivity periods. But, in order to make sure

that team members are present when needed, even though their working hours differ, it becomes imperative to communicate and coordinate well.

Lastly, the ability for people to work remotely, rather than being tied to a single office, is what we mean when we talk about geographical flexibility. In this age of remote work, when workers may be located anywhere in the world, this aspect becomes even more critical. Businesses can promote diversity and inclusion by drawing from a larger pool of qualified applicants. In addition, workers have the option to work remotely, from the comfort of their own homes or shared office spaces, or even in a different nation altogether, thanks to geographical flexibility. Employee performance and retention can be positively affected by this flexibility, which can lead to higher job satisfaction, less stress from commuting, and greater integration of work and life.

The study conducted by Chatterjee et al. highlights the importance of these three measures when evaluating remote work. It highlights the complex relationship between technology support, temporal arrangements, and the geographical dispersion of the workforce. If their goal is to implement remote work successfully, organizations should think about and improve these areas to make the workplace more productive, happier, and efficient.

Work that may be done from home offers a number of advantages due to the adaptability of the arrangement. Working from home, also known as telecommuting, gives employees greater freedom and independence in their day-to-day lives because it eliminates the requirement that they report to a specific office. When employees are given the opportunity to build their work schedules in accordance with the provisions of their jobs and the metrics that are used to evaluate their performance, individual agency is further reinforced, and job satisfaction can be increased. In addition, it is vital for remote workers to remain current with the most recent technological breakthroughs. This is because remote workers are required to use digital tools for online

meetings and the exchange of information. The findings of Ng et al. (2022) are in agreement, highlighting that people who work remotely have greater control over their schedules, enabling them better to integrate their home lives with their professional lives. Given the post-pandemic condition in the Vietnamese banking industry, the repercussions of these benefits are particularly pertinent in light of the significance of the crisis. The rise of remote work has a beneficial impact on workplace flexibility, efficiency, and employee well-being as the industry adjusts to new work dynamics. This is because remote work allows for greater flexibility in the workplace. It is possible to find countless examples of individuals who have maximized their work experience by working remotely, which has resulted in increased job satisfaction and productivity. The increasing reliance on technological solutions in the industry is also compatible with the utilization of digital tools in the workforce that are performed remotely. As it digs deeper into the post-pandemic landscape, the essay has the opportunity to investigate these implications in greater depth in order to show the ways in which remote labor is redefining the traditional paradigms of work in the Vietnamese banking sector due to the numerous benefits it offers.

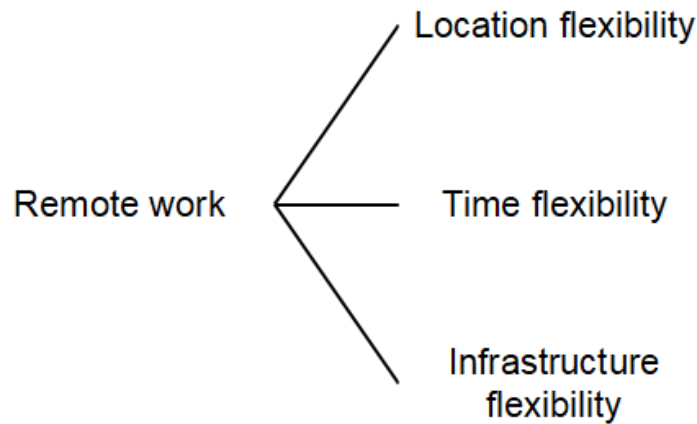


Figure 1

Remote work's operational definition (Author, 2023).

Source: Adapted from Chatterjee et al. (2022).

2.3. Employee performance

Organizations highly value employee performance, however, it is often mistakenly equated with work performance. Inuwa (2016) defines this word as the manner in which individuals comprehend how their actions impact the success of their organization and their personal feelings towards their own actions. Performance reviews are widely accepted as an effective way to evaluate an individual's impact on a company's success. In other words, it encompasses both the financial and non-financial aspects of an employee's professional actions, as well as the outcomes they produce (Anitha, 2014).

The performance of employees is significant because it has a direct impact on the success of the company. As stated by Rachmaliya and Efendy (2017), it is defined by the degree to which workers successfully execute the duties that have been allocated to them. The crucial role that it plays as a measure for measuring the efficacy of individual contributions within an

organizational framework highlights the significance of its role in determining the overall success and efficiency of operations. With the Vietnamese banking industry serving as an example, Dang et al. (2020) conducted a more in-depth investigation into the nature of employee performance. It is feasible to evaluate the performance of an employee based on four primary criteria: performance on the task at hand, performance in the context of the job, performance that is adaptive to the situation, and aggressive work conduct. Firstly, the term "task performance" describes how well and efficiently workers complete the fundamental tasks of their jobs. Measuring performance entails looking at how successfully workers carry out the duties and responsibilities listed in their job descriptions. Accurately processing financial transactions, fulfilling sales goals, and delivering excellent customer service are all examples of tasks that personnel in the banking sector may be expected to undertake. Secondly, performance in a contextual setting extends beyond the completion of individual tasks to include actions that have an impact on the business as a whole. It encompasses deeds that foster an encouraging work environment, encourage teamwork among employees, and have a beneficial influence on the overall culture of the company. Contextual performance may include helping coworkers, suggesting ways to enhance operations, or being an active participant in team projects in a banking environment, for instance. Thirdly, the capacity to learn new things, adjust to new situations, and overcome obstacles are all aspects of adaptive performance. It shows how well the person can adapt to new situations in the work. As an example, in the banking industry, adaptable performance may mean being able to grasp and apply new policies, respond efficiently to changes in market conditions, or quickly adapt to new technologies. Finally, a person is engaging in counterproductive behavior if their actions have a negative impact on the company, their coworkers, or the workplace as a whole. Disruptive actions that lower morale, cooperation, and productivity in the workplace are what this term refers to. Examples of counterproductive behavior in the banking industry include being dishonest, leaking confidential information, or

doing anything that damages the bank's reputation. The study conducted by Dang et al. offers a detailed and all-encompassing view of the actions and contributions of individuals in Vietnam's banking sector by assessing performance along these four categories. With this multi-faceted method, we can examine the elements impacting performance in more depth, which in turn can guide focused efforts to boost efficiency and output.

The repercussions of understanding employee performance along these dimensions are tremendous, and this is especially true in the aftermath of a pandemic. In an environment in which the conventional work paradigm has undergone significant shifts, it is of the utmost importance for workers to possess the ability to carry out their responsibilities in an effective manner, demonstrate a commitment to the context, adapt to shifting conditions, and refrain from engaging in activities that are counterproductive. The topic of this essay is the ways in which working remotely alters these aspects. When employees are required to work in an environment where digital interfaces and virtual collaboration tools are the standard, for instance, the flexibility aspect becomes increasingly crucial for them to understand. Changes in the meaning of contextual performance occur when employees demonstrate that they are committed to their current tasks as well as to maintaining effective communication and teamwork while working remotely.

The fact that the performance of employees is a factor in determining the competitiveness of a company further highlights the significance of this consideration. There is a direct correlation between high levels of individual performance and increased organizational effectiveness, which in turn has an effect on competitiveness in industries such as banking. Providing outstanding service to customers, encouraging innovation, and ensuring that operations are carried out to the highest possible standard are all dependent on the performance of employees. In order for businesses, particularly those in the banking industry, to successfully navigate the challenges

and exploit the opportunities presented by the post-pandemic environment, it is imperative that they have a thorough understanding of these complexities.

Within the Vietnamese banking industry, Dang et al. (2020) offer a sophisticated lens that may be utilized by organizational leaders in order to analyze and enhance the performance of their employees. The ability to adapt is becoming increasingly vital for financial institutions as a result of the proliferation of digital solutions and remote work. The importance of efficient task performance increases when employees are able to maintain a high level of service even when they are working remotely. When working remotely, contextual performance, which is defined as going above and beyond what is required of one, is an essential component in fostering cooperation and maintaining the cohesiveness of the organization. It is vital to adopt a proactive approach to counterproductive work behavior in order to achieve alignment with corporate goals and avoid potential challenges that may occur as a result of working remotely.

To conclude, in the ever-evolving world of remote work, it is vital for businesses to have a solid understanding of the complexities and dimensions of employee performance. In order to evaluate the success of an organization, it is necessary to consider the multifaceted nature of employee performance, which has an effect on innovation, general effectiveness, and competitiveness. In the post-pandemic era, the Vietnamese banking sector requires a comprehensive understanding of employee performance in order to make strategic decisions, manage staff, and maintain the long-term survival of the business. The characteristics proposed by Dang et al. (2020) provide a realistic framework for companies to evaluate and enhance the performance of their employees in the context of a workplace that is constantly changing and evolving.

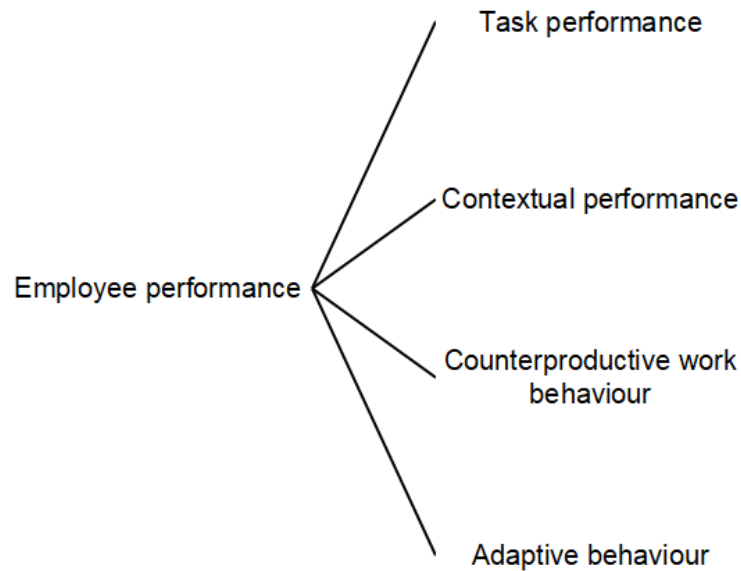


Figure 2

Employee performance's operational definition (Author, 2023).

Source: Adapted from Dang et al. (2020).

2.4. Organization performance

Organizational performance is the sum of several financial and non-financial measures that show how well a business is doing in relation to its stated objectives (Singh et al., 2016). Key performance indicators (KPIs) include both monetary and non-monetary metrics that help to evaluate how well a company is doing overall. Quantitative indicators of a business's financial well-being are financial measures, which include time-honored criteria like revenue, profit margins, and ROI. Contrarily, non-financial metrics include intangibles like customer happiness, staff involvement, and ecological footprint. To fully grasp what it means for an organization to succeed, it's important to think about both kinds. In contrast to monetary metrics, which assess efficiency and profitability, non-monetary metrics record aspects like brand advocacy and CSR

initiatives. Businesses may make informed decisions based on this comprehensive review, which helps them succeed financially, positively impact their ecosystem, and stay successful in the long run.

Zuñiga-Collazos et al. (2020) delve deeper into this notion, categorizing it into internal performance, rational performance, and human resource performance. The internal performance of a firm is an assessment of the quality of its products, services, and internal operations. The critical components of any logical performance strategy should include boosting market share, earnings, and productivity. The study by Zuñiga-Collazos et al. (2020) investigates employee satisfaction, turnover rates, and absenteeism as factors in human resource performance. It is essential to comprehend these qualities to assess the success and longevity of a business. To comprehensively evaluate a company's well-being, it is necessary to consider all these variables. Leaders may establish programs that enhance profits and efficiency and improve worker satisfaction and fulfillment only after this. The details of these factors will be analyzed below.

Firstly, regarding internal performance, it shares the same idea with Singh et al. (2016) as it offers a thorough perspective on success, highlighting the importance of financial and non-financial factors in organizational performance. Financial measures such as productivity and profitability are crucial for assessing a company's competitiveness and sustainability. Non-financial measures, like product and service quality, can provide valuable insights into consumer satisfaction and organizational efficiency. Assessing a bank's internal performance is essential in the Vietnamese banking sector as institutions strive to enhance the quality of their financial products and services while reducing expenses. After the pandemic ends and traditional banking operations shift to digital interfaces and remote work, the efficiency and agility of internal processes will be crucial.

Secondly, aligning with enterprises' strategic objectives is the rational performance dimension, which focuses on acquiring market share and maximizing profitability. Banks' top priority is achieving a more significant portion of the market while staying solvent. Achieving more reasonable performance requires implementing new services, digital banking solutions, and remote work policies. One-way banks can stay ahead of the competition as they adapt to new market conditions and technological developments by seizing opportunities as they arise.

Thirdly, human resource performance is as critical as the second and first dimensions. In a service-based industry, consumer happiness is closely related to how happy the staff is. The success of the bank's reputation hinges on the adaptability and happiness of its remote personnel, which in turn affects the quality of customer interactions. High absence and turnover rates may point to deeper problems inside the business that should be addressed. Leaders of Vietnamese banking institutions use this factor as a prism to view their institutions' long-term viability.

When considering the post-pandemic period, when conventional standards of organizational success are changing, the significance of these characteristics becomes even more apparent. As a result of the pandemic's dire need for remote workers, internal performance has taken on new dynamics. Banks are redefining internal process efficiency and effectiveness with digital technologies that enable remote operations. Organizational performance is heavily dependent on how well it can adapt to this change, which highlights the need to be agile and integrate technology.

In the information era, rational performance takes on new dimensions, with a focus on profitability and market share. It is now critical to strategically implement digital banking solutions and use technology to expand markets. In today's banking industry, success is defined by the capacity to operate remotely, improve profitability through technology innovation, and manage the digital world.

Leadership tactics need to change drastically to improve human resource effectiveness in the face of remote work. A positive work culture, good communication, and support systems are crucial to employee happiness when working remotely. A thorough familiarity with the difficulties of remote work and the application of measures to alleviate such problems is essential for addressing absenteeism and turnover rates. A key strategic lever for corporate success in the digital era is the human resource dimension, which also gauges employee well-being.

To sum up, in the ever-changing post-pandemic environment, the significance of organizational success as measured by financial and non-financial metrics is crucial. Vietnamese financial institutions, in particular, can benefit from the complex framework that the three elements of human resource performance, rational performance, and internal performance offer for evaluating and improving operational effectiveness. Considerable ramifications stemming from these aspects affect creativity, sustainability, and competitiveness in general. Success in the new standard will depend on adapting to and taking advantage of digital transformation and remote work as they become more commonplace in the industry.

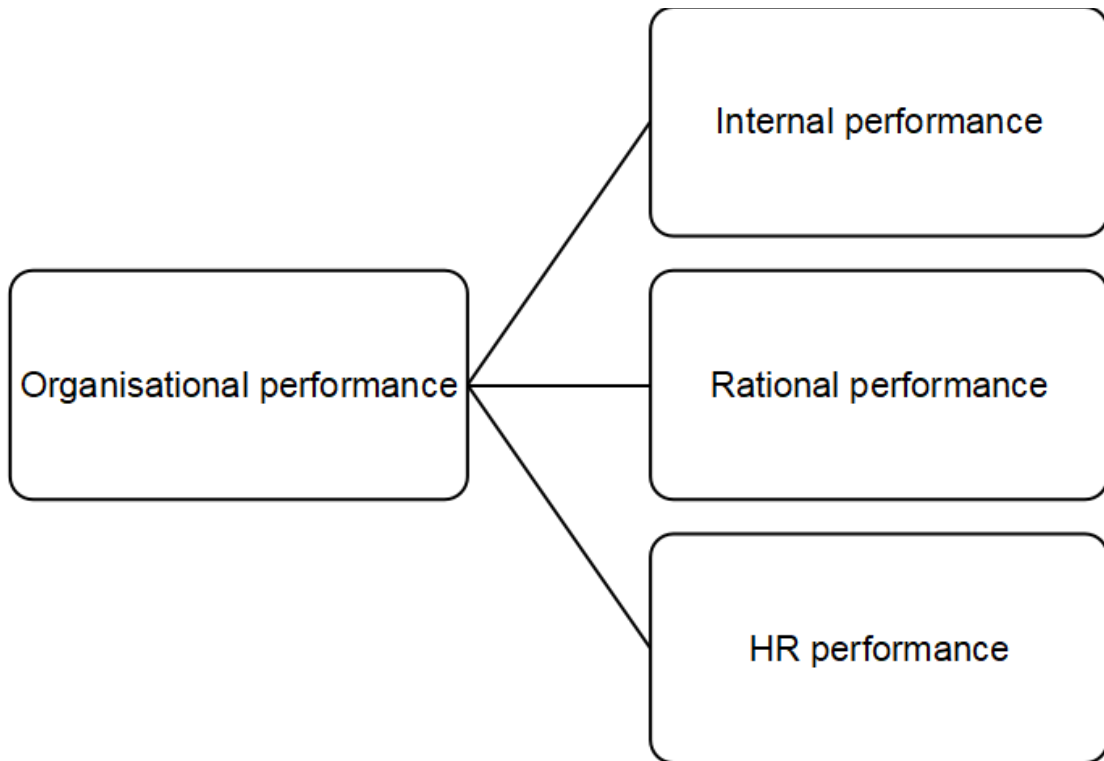


Figure 3

Organisational performance's operational definition (Author, 2023).

Source: Adapted from Zuñiga-Collazos et al.(2020).

2.5. The relationship between remote work, employee performance, and organisational performance

The relationship between remote work and organizational performance is mediated by employee performance. Many studies have shown that remote work improves employee performance, ultimately leading to organizational performance development.

2.5.1. Remote work's impacts on employee performance

In the ever-changing post-COVID-19 world, it is crucial to comprehend the complex effects of remote work on worker productivity. The problematic consequences depending on factors like

gender and occupation are highlighted by the dynamics shown by pre-pandemic research (Maruyama and Tietze 2012). Women reported higher levels of job satisfaction as they successfully juggled work and family obligations while working remotely. However, sales and marketing professionals had to deal with obstacles, including less visibility and limited opportunities for career growth, which could have a negative impact on motivation and performance. An additional positive aspect is added by Pyöriä's (2011) viewpoint, which highlights the empowering element of remote work and how it leads to enhanced physical and emotional well-being. This is especially helpful for jobs that demand undivided attention.

The results provide a complex view of the effects of remote labor during the pandemic, which show a range of outcomes. The crisis was the primary motivator for the transition to remote employment, bringing difficulties and opportunities. Vafin (2021) posits that many workers see remote employment as a way to improve their work-life balance while also meeting urgent crisis demands. Engagement and performance both went up as a result of this favorable factor. Similarly, Kurdy et al. (2023) found that remote workers were more satisfied with their jobs and produced more overall, regardless of their department or level of seniority.

On the other hand, a qualitative study in Vietnam by Le et al. (2021) suggests a different picture. The study found that a less professional remote work environment and the lack of supervision hurt work performance. This shows that elements like corporate support and work culture may play a role in determining whether remote work is successful. Nguyen (2021) went on to say that working remotely has a detrimental effect on productivity and job happiness, especially for bank employees who also have families. When assessing the consequences of remote labor, it is crucial to consider both general trends and unique factors related to specific industries.

Although some people found that working remotely improved their work-life balance, job happiness, and productivity, the contradictory findings in Vietnam highlight the importance of a

personalized strategy. How well or poorly remote work arrangements operate depends on many factors, including corporate support, the type of work, and individual responsibilities. These results highlight the need to think about the various remote work implementation situations and develop ways to tackle the unique issues in each.

Despite the complaints voiced during the pandemic, there is a noticeable lack of research on how remote work affects employee performance after the fact. Given the persistence of remote labor in numerous Vietnamese enterprises, this gap demands thorough research. For financial institutions attempting to negotiate the complexities of distant labor in the aftermath of the epidemic, this change in emphasis is of tremendous practical importance rather than just an academic pursuit. An in-depth knowledge of how remote work affects job performance is necessary for firms to adapt to changing work dynamics, build resilience, and foster a positive work environment.

With more and more companies in Vietnam and elsewhere adopting remote work, this exploration is becoming an essential tool for gaining critical insights and understanding the consequences. Optimal organizational outcomes can only be achieved through a customized approach that takes into account the complex nature of distant work, which is further complicated by gender dynamics and job-specific nuances. We should proactively take advantage of the positives, like better work-life balance and increased well-being, and address the negatives, such as supervision gaps and a potentially less professional atmosphere, with focused solutions.

As a testing ground, the pandemic altered people's views about remote work and highlighted its ability to revolutionize employee performance. The findings from the research conducted in Vietnam underline the importance of putting these consequences in context by considering cultural, organizational, and personal aspects. Researchers have a rare chance to fill the post-pandemic literature gap and learn how distant employment affects productivity.

Finally, exploring the effects of remote work on productivity goes beyond the theoretical and into the real worlds of business strategy and office politics. Embracing the advantages and confronting the concerns, this exploration navigates the diverse landscape of the implications of remote employment. A thorough comprehension of how remote work affects employee performance is crucial for banks in Vietnam and other countries as they navigate this paradigm change. This knowledge will help firms succeed and adapt to the constantly changing world of work.

2.5.2. Remote work's impacts on organizational performance

In order to grasp the more considerable consequences for the effectiveness and efficiency of businesses, it is essential to investigate the link between remote work and organizational performance. Several studies, including one by Caraiani et al. (2023) and another by Martinez Sanchez et al. (2007), shows that working remotely often leads to more productivity. Fewer interruptions, better time management, and more independence can explain the increase in productivity. Working remotely has a favorable influence on individual performance, boosting the organization's efficiency.

Quantitative studies conducted by Harker-Martin and MacDonnell (2012) provide more evidence that remote labor positively affects a range of organizational outcomes. The results highlight the many positive effects of remote work on retention rates, organizational commitment, performance, and productivity. The domino effect of several interrelated factors fosters a more favorable setting for improved organizational performance. Businesses aiming for long-term success in a dynamic and efficient market will find this information invaluable.

In addition, there is a strong correlation between the financial aspects of remote work and organizational effectiveness. Companies' bottom lines can be affected by remote labor, according

to Vafin's (2021) analysis. This sound financial outcome is a result of increased staff productivity and reduced costs. Notable is the impact on the company's financial performance brought about by decreased operational expenditures, especially those associated with office leasing. Remote work is a financially viable model for organizations because it increases productivity while reducing operating expenses.

Moreover, each employee, in addition to the company, can reap the financial benefits of working remotely. Saving money on commuting expenditures is one of the many economic benefits highlighted by Vafin (2021) for employees. Not only does this help workers financially, but it also makes them happier in their jobs. More generally, modern worries about environmental effects are in line with Pyöriä's (2011) view of remote labor as a more sustainable method of operation. Organizations gain a positive public perception and demonstrate social responsibility when they reduce carbon emissions from commutes.

To sum up, the results showing how remote work affects organizational performance highlight its many benefits. Organizations should seriously consider remote work as a strategic lever for success due to its good association with productivity, cost-cutting benefits, and sustainability features. Not only does this study help with corporate decision-making, but it also brings attention to the more significant social and environmental effects of distant labor. Recognizing and capitalizing on the beneficial effects of remote work on organizational performance is becoming increasingly important for organizations to succeed in the changing work landscape.

2.5.3. Employee performance's mediating role in the relationship between remote work and organizational performance

According to Armstrong and Baron (2000), the more robust employee performance is, the stronger organizational performance will be. This is because employees are deemed atoms of an

organization, performing the necessary tasks to run its daily operations. Hence, employees and their performance greatly determine organizational performance and the success of an organization (Armstrong & Baron, 2000). The relationship between employee performance and organizational performance has been thoroughly investigated. A large body of literature indicates that employee performance encourages organizational performance regardless of the field or country in which an organization operates. Tarmidi and Arsjah (2019) examine the relationship between employee performance and organizational performance in the transportation industry. Their findings show that employee performance positively influences organizational performance (Tarmidi & Arsjah, 2019). Salman et al. (2020) reveal that task performance and contextual performance of employees greatly support organizational performance in the banking sector (Salman, et al., 2020). According to Vosloban (2012), companies have long acknowledged the significance of their labor force. Hence, companies have been investing in developing their resources to develop employee performance as a tool to foster organizational performance (Vosloban, 2012).

Chatterjee et al.'s (2022) study on remote working's impacts on organizational performance has shown that remote working improves organizational performance by enhancing employee performance (Chatterjee, et al., 2022). This is because of some reasons. Firstly, workers can make their workplaces more comfortable and productive due to the adaptability of work arrangements. Due to this empowerment, employees report higher autonomy, engagement, and job satisfaction levels. When workers have agency over their work, they are more inclined to give their jobs their all, which boosts productivity. Secondly, choosing one's work schedule and location is a significant perk of remote work, increasing productivity. Workers have the freedom to establish their own schedules, taking into account their own preferences and the times of day when they are most productive. A more harmonious integration of work and life is possible with this kind of leeway, which can lessen exhaustion and stress. Consequently, workers are more

likely to put forth their total effort when on the clock, which should improve their performance results. Thirdly, employee well-being has been found to improve when employees work remotely. Employees report higher levels of job satisfaction when they have less time to commute, a pleasant workplace, and the autonomy to balance their work and personal lives. This has a favorable effect on organizational outcomes since contented and fulfilled personnel are more inclined to perform at a better level. Finally, the study acknowledges that employee performance is mediating in the relationship between organizational performance and remote employment. This indicates that the excellent effect of remote work on corporate results is primarily because individual employees perform better. Workers doing their jobs well has a multiplicative impact on the company's bottom line. Hence, employee performance is recognized as a factor mediating the relationship between remote work and organizational performance.

2.6. The moderating effects of transformational leadership style and company policy

2.6.1. Transformational leadership style

The extensive deconstruction of the transformational leadership style that Bass and Riggio (2006) conducted into four components—idealized influence, inspiring motivation, intellectual stimulation, and individual consideration—has a significant impact on the dynamics of the organization. Leaders can build a positive culture through the use of idealized influence, which emphasizes the leaders' use of charisma, vision, and ethical practices in order to influence the behavior of their followers. People's morale and dedication are boosted when they are inspired to have an optimistic outlook, which in turn impacts how hard they work and how committed they are to the organization's goals. Inspirational motivation is another term for this type of motivation. The role of the leader is to foster creativity and innovation, both of which are necessary for successfully navigating a dynamic business environment. Intellectual stimulation is a function that underscores the importance of this responsibility. As the idea of individual

concern emphasizes, it is essential for leaders to support the personal growth and accomplishments of their team members in order to foster trust and loyalty among the members of the team. The potential of the transformational leadership style to cultivate a constructive work atmosphere, inspire innovation, enhance productivity (both individually and as a team), and develop strong ties between superiors and subordinates is the primary reason for the significance of this style of leadership. These characteristics, when taken as a whole, encourage ethical practices, stimulate innovation, and foster a workplace that is both environmentally and socially responsible, all of which contribute to the success of the company. In general, a transformational leadership style is a multi-faceted approach that, when implemented effectively, has the potential to impact the dynamics of an organization, the level of employee engagement, and the level of success achieved over time.

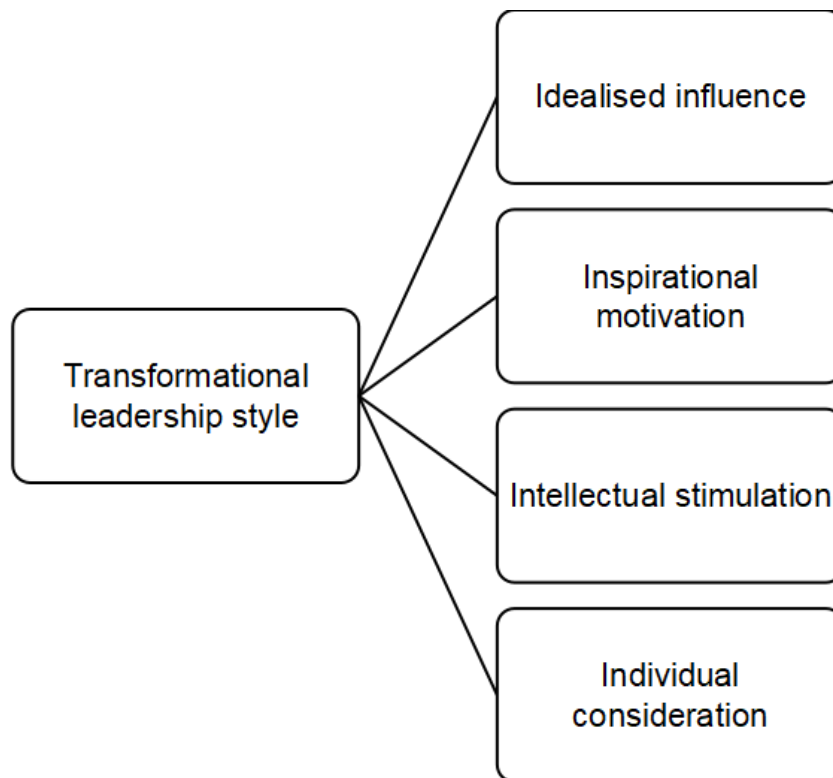


Figure 4

Transformational leadership style's operational definition (Author, 2023).

Source: Adapted from Bass and Riggio (2006).

2.6.2. Company policy

Policies set by companies have a significant impact on how remote work is perceived and implemented, which in turn affects productivity in the workplace. This policy framework establishes the dimensions and conditions under which remote work occurs, as highlighted by Sridhar and Bhattacharya (2021). In order to successfully deploy remote work, a well-crafted business policy is required, outlining topics such as IT infrastructure support, location flexibility, and working hours. Specifically, this includes making sure that all staff members have access to

the necessary resources for effective remote collaboration so that they can work together more efficiently and provide better results.

Prasad et al. (2020) expand on the importance of organizational policies beyond just the technical components. They emphasize how rules help employees adapt to working remotely. Autonomy, familiarity with the corporate environment, strong interpersonal interactions, and professional goals are components that are vital for sustained job success, and effective policies address all of these. As an example, a policy framework that promotes autonomy allows employees to handle their work according to their own preferences and conditions, which increases their participation and ownership of the task.

By delving into the complex interaction between corporate rules, remote work flexibility, and organizational performance, Chatterjee et al. (2022) expand upon the previous exploration of the broader organizational impact. This research highlights the ways in which organizational performance can be mitigated by the flexibility built into firm policy in relation to remote work practices. An adaptive policy framework puts a company in a better position to take advantage of remote work, which boosts overall performance. The impact of corporate policy on the correlation between remote work and productivity is an area where there is a lack of research.

The complex issues of remote work present unique opportunities for businesses that place an emphasis on all-encompassing and flexible business practices. Employees are more likely to feel encouraged, empowered, and inspired in this work environment, which in turn leads to improved job performance. These policies also help to connect remote work with organizational objectives. Having well-thought-out corporate policies is crucial for organizations to thrive in the remote work era, mainly because the business landscape is constantly changing.

To demonstrate the real-world consequences, picture a company whose policies are strong and which adhere to the tenets of openness, transparency, and staff morale. Such rules can help employees adjust to working remotely with little friction, reducing the likelihood of problems and encouraging a cooperative spirit. On the other hand, companies that need flexible and clearly defined procedures may need help managing remote workers, which can cause problems including poor communication, low morale, and poor productivity.

To sum up, regarding remote work, company policies are crucial but go well beyond the requirements. This is a strategic need for all companies to succeed in today's dynamic labor market. A well-designed policy framework can boost productivity on all fronts by coordinating remote work with overall business objectives, easing the transition for employees, and outlining expectations for success. The need for firm policies to navigate the transformation of work effectively is becoming more apparent as remote work continues to alter traditional employment methods.

2.7. Research gap

In the Vietnamese environment, particularly in the post-pandemic age, there needs to be more significant studies on the consequences of distant labor on organizational performance. This is especially true in the context of the Vietnamese environment. In spite of the fact that remote work is a relatively new phenomenon that the COVID-19 epidemic hastened, there needs to be more research that has investigated the long-term effects of this phenomenon in Vietnam. During that period, when individuals were most isolated from one another and suffered high levels of stress, which had a harmful influence on productivity in the workplace, the majority of research on the effects of pandemics has focused on that time period. Nevertheless, as we move forward in the post-pandemic era, exploring the long-term effects of remote labor on organizations' functioning is of the utmost importance.

It is vital to evaluate and gain an understanding of the complicated dynamics of the effects of remote labor outside of the context of the epidemic, given the absence of thorough studies that have been conducted on the topic. In the current work environment, which is characterized by activities that are performed within a distance for an extended period of time, it is vital to have a deep understanding of the factors that influence the performance of an organization in a setting that is more regulated. This evaluation is essential for businesses that intend to implement remote work as a way to achieve long-term success.

In addition, it is readily apparent that there needs to be more studies concerning how various styles of leadership and organizational rules influence the intricate relationship that exists between working remotely and the performance of employees. At the same time, as leadership styles are essential for successfully negotiating the complexities of remote work with teams, company rules are the principles that provide the framework for the landscape of remote work. According to the existing body of research, more studies are needed to investigate the ways in which these factors influence the connection between working remotely and being productive on the job.

Examples from real-world situations illustrate the significance of this research gap. Imagine a scenario in which a company needs help with issues such as disengagement, poor performance, and misalignment of goals due to the fact that it requires a strong leadership structure or clear policies regarding remote work. Moreover, a more seamless shift to sustained remote work may be achievable in an organization with competent leadership that is well-versed in the challenges of remote work and backed by comprehensive policies. This change may also be accompanied by higher job satisfaction and performance. The intricate relationship that exists between leadership styles and corporate regulations is something that businesses need to have a solid understanding of in order to establish successful strategies for remote work.

The crucial need for such studies is highlighted by the fact that there has yet to be a comprehensive study conducted on the effects of remote labor on the performance of Vietnamese organizations, particularly in the aftermath of the epidemic. Businesses must conduct this study that will allow them to maximize the benefits of remote employment while simultaneously minimizing the hazards associated with it. In order to develop strategies that are focused on fostering a productive and positive atmosphere for employees to work remotely, it is essential to have a solid understanding of how leadership styles and corporate policies interact to control the connection between remote work and employee performance. These studies will serve to bridge critical gaps in our understanding and offer practical guidance for adapting to the changing nature of employment. As firms move into this unexplored sector, the outcomes of these studies will help bridge these gaps.

2.8. Summary

One of the most essential variables that has been thoroughly investigated in the literature review is the concept of transformational leadership. Other relevant variables include remote work, organizational performance, employee performance, and corporate policy. Through the deconstruction of these notions and the revelation of the intricate processes that control their interrelationships, this review sheds light on the ways in which these concepts have evolved as a result of the COVID-19 epidemic.

The concept of working from home is a game-changer in the modern labor market. It is a complicated concept that requires adaptability with regard to the location, the time, and the establishment of infrastructure. As a result of the fact that the terms "work-from-home" and "telework" are frequently used interchangeably, it is evident that remote work arrangements are permanently evolving. Through the multifaceted components of employee performance, which include task performance, contextual performance, adaptive performance, and counterproductive

work behavior, it is possible to gain a greater understanding of individuals' complex contributions within an organization. A holistic picture of how well a corporation is operating as a whole can be obtained by utilizing the organizational performance construct, which is comprised of three components: internal performance, rational performance, and human resource performance.

When it comes to the temporal component, studies on remote work that look at the time before and during the pandemic give a complicated picture with a variety of varying conclusions. Despite the fact that the majority of research has demonstrated that working remotely has good consequences, these advantages are contingent on other factors. There are a number of elements that can influence the outcomes, such as the type of work, the dynamics between the sexes, the level of assistance provided by management, and the amount of stress faced, particularly during the epidemic. According to the circumstances that existed before the pandemic, the effectiveness of working remotely was significantly based on the decisions made by managers and the business strategies that were implemented. Nevertheless, the adverse impacts of the pandemic were commonly connected with increased stress and social isolation, underscoring the importance of outside forces during these unprecedented global events.

The analysis acknowledges the limitations of research that was carried out prior to a pandemic and advocates for a shift in emphasis to studies that were carried out after the pandemic had already occurred. A reassessment of previous findings is required in order to ensure that they continue to be applicable and generalizable in light of the widespread adoption of remote work across a variety of businesses and countries. In addition, earlier studies needed to adequately capture the intricate dynamics that are at play because of the ever-evolving nature of remote work and the increasing prevalence of this type of job. Given the pandemic-related issues that

had an impact on the research that was conducted during this time period, it is even more important to investigate the possibility of working remotely after the epidemic outbreak.

The fact that remote work, different leadership styles, and different corporate policies all interact with one another is another factor that makes the situation more complicated. The concept of transformational leadership, which encompasses idealized influence, inspirational motivation, intellectual stimulation, and personal consideration, is an essential factor in evaluating whether or not employees will be willing to accept working remotely. Research indicates that there is a positive correlation between employee performance and creativity, particularly when it comes to supporting originality. The purpose of this management style is to mitigate the negative impacts of working remotely in order to ensure that staff are able to maintain their superior level of performance.

Companies have policies that act as a regulatory framework for the implementation of remote work, and these policies have a substantial impact on the landscape of remote work. It is the determining factor in aspects such as the location, the flexibility of the work schedule, and IT infrastructure support. According to the findings of the research, it is crucial to control various aspects of the dynamics of the workplace, assist employees in adjusting to working remotely, and minimize the impact of interruptions caused by pandemics. Despite the fact that research has shown that this component moderates the association between organizational success and remote work flexibility, the significance of this factor in mediating the connection between remote work and employee performance still needs to be better understood.

This study takes place in a unique environment, the Vietnamese banking industry, which is adjusting to the post-pandemic world, which is characterized by the prevalence of distant workers. The knowledge that this industry has gained regarding the complexity and implications of adopting remote work in a labor market that is constantly shifting is tremendously essential.

By doing research in this area, we will bridge a knowledge gap and add to our understanding of the ways in which working remotely affects the performance of both organizations and their employees.

In conclusion, this literature review serves a dual purpose by effectively synthesizing the most recent knowledge and laying the groundwork for additional research. The value of this lies in the fact that it provides a summary of all the pertinent factors, their interrelationships, and the shifting dynamics that have occurred as a result of the COVID-19 epidemic. The repercussions are not limited to theoretical concerns; instead, they should prompt politicians, industry professionals, and academics to reevaluate their positions about employment opportunities that are performed remotely. Because the world of remote work is constantly evolving, decisions and initiatives must be informed by context-specific studies. This research serves as a fundamental guide for the banking industry in Vietnam as it undergoes a revolution in its work culture.

CHAPTER III: RESEARCH METHODOLOGY

3.1. Overview of the Research Problem

The primary value of this study is that it examines how distant labor affects organizational performance in Vietnam's banking sector in the aftermath of the epidemic. While the effects of remote work have been well-studied in the West, the Vietnamese business community still needs to be made aware of what this trend could mean. This study is both unique and timely because there has been a lack of research on remote labor in Vietnam, especially since the COVID-19 outbreak. The research intends to offer a more nuanced picture of the real impact of remote work on organizational performance by concentrating on the time after the epidemic, separate from previous studies that got caught up in pandemic-related variables. Academically innovative as it is, this focus on the post-pandemic age is also in line with the practical concerns of businesses as they navigate the changing landscape of labor arrangements.

This study is well-positioned to fill a significant knowledge vacuum in the literature by investigating the effects of remote work on the Vietnamese banking industry following the epidemic. With the continued adoption of remote work by many Vietnamese enterprises, especially those in the banking industry, this study will be crucial in revealing the long-term effects on organizational performance. In addition to making a scholarly contribution, the results have the potential to educate corporate executives, lawmakers, and decision-makers in Vietnam's banking industry regarding the interconnected nature of remote work, employee productivity, and business results. The study is both relevant and urgent because of the worldwide conversation surrounding the rise of hybrid models and the future of employment. By zeroing down on a critical part of Vietnam's economy, the study provides valuable information for

companies trying to figure out how to best adapt their operational strategies to the new realities of the workplace.

The research is more applicable because it considers transformational leadership and corporate policy as possible moderators. For leaders in the banking industry negotiating the shift to hybrid or fully remote models, it is helpful to understand how leadership styles and organizational rules interact with remote work dynamics. This will offer them with actionable insights. The report provides a roadmap for leaders in Vietnam's banking sector to follow as they alter their strategies to maximize employee performance and organizational success amidst the sector's transition. To summarise, this research goes beyond being an academic exercise; it is a strategic investigation with wide-ranging implications; it provides a thorough analysis of the factors influencing the distant work environment in Vietnam's banking sector following the epidemic.

3.2. Research design

3.2.1. Research method

This study's intentional decision to use a quantitative research approach has far-reaching consequences. Positioning within the correlational research paradigm, this study uses a methodology based on numerical data and mathematical analyses to investigate the links between characteristics like organizational performance and remote work. In this instance, the correlational aspect of quantitative research fits perfectly with the research aims, as pointed out by Sukamolson (2007). Quantitative research is a flexible technique with several varieties. Using this methodology, the study will be able to thoroughly study the post-pandemic Vietnamese banking sector and quantify the links between distant work and organizational success.

The potential for this study's correlational design to reveal relationships, trends, and possible causal ties between distant work and organizational success is what makes it so important. This

approach allows for the detection of statistical patterns, which in turn gives a detailed knowledge of how changes in organizational outcomes may correlate with differences in remote work practices. Because the data is quantitative, policymakers, corporate leaders, and decision-makers can use statistical studies to learn more about the strength and direction of the links that have been observed. Furthermore, complex dynamics, such as the delicate interplay of remote work, employee performance, and organizational success, are best explored using the correlational approach.

In addition, using a quantitative approach is in line with the realistic goals of this study. With data-driven decision-making taking center stage in Vietnam's banking business, a quantitative approach can help with strategic decision-making by providing empirical facts. Organizational leaders seeking to optimize their strategies for remote work for increased organizational performance may find practical insights into the outcomes of statistical analysis. Moreover, the data is quantifiable, which makes it easy to replicate and adds to the findings' generalizability. The findings can be applied beyond this study and may even spark more extensive conversations about how remote work changes in organizations after a pandemic.

The study primarily uses Structural Equation Modeling (SEM) to investigate possible moderators and examine the correlations between variables. Statistical equation modeling (SEM) is a powerful tool for analyzing complex models and testing hypotheses about the relationships between model variables. This study using structural equation modeling (SEM) to examine how remote work affects organizational and employee performance, paying special attention to how transformational leadership and company policy mediate this relationship.

Careful data screening is an important part of the study. Verifying the reliability and validity of the following SEM analyses is a key finding of the study. In order to screen the dataset, which contains 120 valid replies, we check to see if the variables are normally distributed. Following the guidelines laid out by Aguinis et al. (2013), the Kolmogorov-Smirnov normality test is used for this purpose.

Using the criteria established by Tabachnick et al. (2001), z-score analysis identifies and removes dataset outliers. To keep the data in a normal distribution, we must ensure that there are no outliers. Outliers can affect the outcomes of structural equation modeling (SEM) analysis.

We offer a thorough examination of the demographic features of the dataset, which shed light on the make-up of the sample. Personal details such as gender, age, department, bank affiliation, and working mode are part of the demographic breakdown. Given the need to place future studies in context and comprehend their implications and generalizability, this data is crucial.

Data on gender, age, bank membership, department, and working mode distribution, as well as other demographic and descriptive statistics, are included in tables throughout the study. This demographic data adds to the results' external validity and provides a foundation for subgroup studies in the future.

In addition, tables summarizing descriptive statistics are included in the study to provide a thorough description of variables and constructs. Findings from these tables shed light on how people feel about transformational leadership, company policy, organizational performance, employee performance, and remote work. Overall, the results show that people have a favorable impression of remote work and its effects on many parts of the performance.

Using Partial Least Squares (PLS) modeling, the investigation moves on to the measurement model. Measurement scale validity and reliability are evaluated using composite reliability,

factor loadings, and Average Variance Extracted (AVE) measures. These checks and balances strengthen the study's credibility and guarantee reliable measurement tools.

Results from the structural model are presented at the end of the investigation. Path analysis evaluates hypotheses about how distant work affects organizational and employee performance. Model fit indices, including the Standardized Root Mean Square Residual (SRMR) and standardized path coefficients, are provided to evaluate the quality of fit.

To sum up, the study approach includes structural equation modeling (SEM) for relationship modeling, stringent data screening procedures, comprehensive descriptive and demographic analyses, and applying partial least squares (PLS) modeling for evaluating measurement scales and hypothesis testing. These methodological decisions highlight the study's dedication to producing accurate and valid results.

3.2.2. Research hypotheses

In formulating research hypotheses, the findings of previous studies on the relationship between remote work, employee performance, and organisational performance are considered. The hypotheses are examined in the context of the banking business in Vietnam following the pandemic caused by the COVID-19 virus outbreak. Additionally, the moderating impacts of transformational leadership style and business policy on the relationship between remote work and employee performance are investigated in this research.

According to Davidescu et al.'s research from 2020, it has been discovered that workers like to be able to choose their workspace, whether it be their own home, rented premises, or the office. When it comes to establishing remote work, it is evident that location flexibility is an essential component. According to Binatato (2014), repetitive and robotic jobs are particularly well-suited to the flexibility that may be found in the workspace. It has been stated by Rodgers (1992) that

employees always desire to have greater flexibility in their workspace even though middle management is resistant to providing such flexibility.

As stated by Ng et al. (2022), remote employment provides employees with the opportunity to have more flexibility with their time, which, in turn, enables them to manage their working hours better. Therefore, it is easier for people to balance their work and personal lives. Employees' performance on the job is improved as a result of this (Ng et al., 2022). Similarly, Halpern (2005) contends that if workers are given more control over their working hours, they will be less likely to demonstrate tardiness or absence from their place of employment. According to Halpern (2005), this helps increase task achievement since it allows for a more efficient separation of assignments linked to the home and those related to the workplace.

When it comes to the implementation of remote work, flexibility in utilizing information technology systems is considered a significant factor, as stated by Viorel et al. (2018). According to the findings of Viorel et al. (2018), employees believe that infrastructure flexibility will enable them to operate more effectively. According to the findings of a descriptive study that was carried out by Flores (2019), it was discovered that when employees are allowed to work remotely, they make use of a wide range of communication tools. These tools include e-mails, phone calls, video conferencing, the firm's intranet, and messaging platforms such as Microsoft Teams and Skype. According to Flores (2019), the availability of these supplementary tools increases productivity and helps avoid confrontations. Staples et al. (2006) claim that remote working will be more productive if the appropriate information technology infrastructure is in place and employees are motivated to use it to support their work (Staples, et al., 1999). This is similar to the situation that was described in the previous paragraph.

Generally speaking, when employees are allowed to work from home, they report greater job satisfaction and display more competent task performance (Baker et al., 2007). The findings of

Moen et al. (2011) indicate that when employees have a greater degree of control over their work schedule, they can function effectively. Based on the findings of Moen et al. (2011), it has been observed that employees tend to exhibit higher levels of well-being and lower levels of stress. Now that everything has been considered, the following hypothesis has been developed.

H1: Remote working positively influences employee performance.

This hypothesis, which is based on a comprehensive literature review and findings from studies like Davidescu et al. (2020), Berinato (2014), Rodgers (1992), Ng et al. (2022), Halpern (2005), Viorel et al. (2018), Flores (2019), and Staples et al. (2006), it is asserted that remote workers experience higher levels of job satisfaction and task performance due to the freedom to choose their workspace, their own schedule, and a supportive technological infrastructure. Workers will be able to balance their work and personal lives better and perform better in their professional roles if they are given more leeway to work from anywhere, set their own schedules, and take advantage of modern forms of communication, according to the theory. In the specific post-COVID-19 banking business of Vietnam, this hypothesis lays the groundwork for a detailed investigation of how the many facets of distant work affect and improve employee performance.

H2: Transformational leadership style moderates the relationship between remote working and employee performance.

In order to successfully navigate the challenges that come with implementing remote work, strong leadership is essential. Many empirical studies corroborate Keller's (1992) emphasis on the significance of effective leadership, primarily transformational leadership, in guiding organizations through the transition to remote work. Companies and their employees benefit from transformational leadership, which is defined by idealized influence, inspiring motivation, intellectual stimulation, and personal consideration (Bass & Riggio, 2006). Inspiring and guiding

their staff through the changes, leaders with transformational traits can build a good work environment as organizations migrate to remote work. Challenges specific to remote work, such as keeping teams cohesive, communicating effectively, and caring for employees' mental health, are all touched by this leadership approach. As a result, the theories concerning how transformational leadership influences the connection between remote work and employee performance are very plausible. To help organizational leaders maximize the benefits of remote work while minimizing its potential problems, these hypotheses will provide significant insights into how leadership shapes the outcomes of remote work in the post-COVID-19 world.

H3: Company policy moderates the relationship between remote working and employee performance.

The impact of corporate policy on the results of remote work is substantial. A wide range of aspects of remote work, including work-life balance, laws and regulations, IT infrastructure support, and workspace and hour flexibility, are impacted by company policy. Both Sridhar and Bhattacharya (2021) and Chatterjee et al. (2022) highlight how organisational rules affect employee performance in the remote work environment. Both productivity and morale can be improved by a well-thought-out policy that allows employees to work remotely in order to achieve a better work-life balance. In addition, the regulations serve as a roadmap for the development of IT infrastructure, guaranteeing that all the required technical resources are available to support remote work efficiently. In a remote work environment, the rules and regulations established by the firm are vital for sustaining discipline and performance requirements. Consequently, the hypothesis concerning the moderating effects of corporate policy on the correlation between distant labor and performance is of utmost significance. Organizations can use the findings to their advantage by creating rules that cater to employees'

requirements and foster a positive work environment, thus maximizing the benefits of remote work.

H4: Employee performance positively influences organizational performance.

There is a positive association between organisational performance and employee performance, according to the formulated hypothesis, H4. This theory is based on a mountain of research that shows how important workers are to a company's bottom line. A number of research have shown that employee performance is a key factor in organisational success. These studies include Tarmidi and Arsjah (2019) and Salman et al. (2020). According to the hypothesis and the broader consensus in organizational research, a high-performing staff favors an organization's internal processes, market share, profitability, and overall productivity (Armstrong & Baron, 2000; Zuñiga-Collazos et al., 2020).

Individual and organizational success are inherently interdependent, and this hypothesis reflects that. H4 recognizes that employee performance affects many parts of how an organization runs, and it stresses how important it is to achieve and sustain high levels of individual performance for the good of the whole. As a result, executives in organizations who want to maximize performance outcomes should pay close attention to the results of this hypothesis test. A strong confirmation of H4 would highlight the need for companies to put money into methods that boost and maintain high levels of employee performance, which in turn improves the success and performance of the company.

H5: Employee performance mediates the relationship between remote working and organizational performance.

Given the changing nature of remote work, the presented hypotheses—that work flexibility leads to improvements in employee engagement and performance (Davidescu et al., 2020)—are

fundamental. The correlation between employee performance and organisational performance has been acknowledged in previous research, highlighting the importance of human efforts in determining corporate results (Armstrong & Baron, 2000; Tarmidi & Arsjah, 2019). However, new ways of looking at remote work have emerged in the studies, so we can now investigate complex linkages, like the mediating effect of employee performance.

The research further investigates how remote work affects organisational performance by adding the mediation hypothesis. If these theories hold, we will finally better grasp the complex dynamics of the remote work paradigm, filling a significant void in the existing literature. These findings could not be more consequential for politicians and business executives tasked with making decisions about remote employment. Optimal performance outcomes in the face of a dynamic work environment can be achieved by organizations that take the time to understand the mediating function of employee performance and incorporate it into their theoretical frameworks. Thus, the theories put out not only add to the body of knowledge in the field of theory but also provide practical advice on how organizations should approach distant work.

3.2.3. Research model

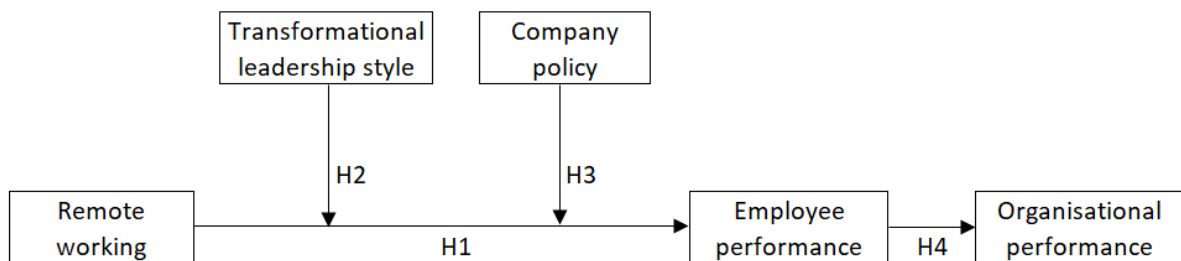


Figure 5.

Research model (Author, 2023)

Figure 5 provides a visual representation of the research model based on the research hypotheses. In general, the study model suggests that the relationship between working remotely and the success of an organization is mediated by the performance of the employees. Three different constructions are used to quantify the flexibility of remote working: geographical flexibility, time flexibility, and infrastructure flexibility. This is accomplished based on the operational definition of the concept, which is elaborated upon in the literature review. To analyze the relationship between remote work and employee performance, the transformational leadership style and business policy are both investigated as potential moderators.

Consideration of transformational leadership style and corporate policy as possible moderators in the relationship between remote work and employee performance is one of the study model's major strengths. The study considers these factors to show that leadership and organizational policies have a complex impact on remote work outcomes. The influence of leadership styles, like transformational leadership, on remote workers' experiences and productivity is acknowledged by this nuanced viewpoint. Similarly, considering corporate policies as possible moderators shows that you know the organizational setting and how it affects the efficacy of remote work methods.

Recognizing that contextual factors like leadership methods and organizational rules impact the impact of remote work on employee performance, the introduction of moderators adds complexity to the model. This considers the complex interaction of circumstances in a real-world organizational context rather than taking a simplified perspective of the effects of remote labor. As a result, the research model adds to our comprehensive knowledge of the dynamics of remote work circumstances in the Vietnamese banking Industry.

3.2.4. Questionnaire design

In order to measure the complex links among remote work, employee performance, and organisational performance, this study relies on a well-structured questionnaire. Age, gender, and occupation are just a few of the demographic details that have been thoughtfully considered in the questionnaire's design. By including these demographic parameters, we may analyze the study's findings more nuancedly and investigate any variances in responses they may influence.

Including in-depth questions in the second portion is crucial to getting to the meat of the study's goals. The Likert 5-point scale provides a fair way for participants to express their ideas while keeping things simple. Choosing a 5-point scale over a 10-point Likert scale strikes a good balance between data richness and practical issues, making it a solid strategic decision. The 5-point scale is designed to be easy to understand and use, which could lead to a higher completion rate for the questionnaire as a whole.

The Likert scale is efficient and can capture complex attitudes and views, which is why it is so important. In order to collect data for statistical analysis, participants are asked to rate their level of agreement on a scale from 1 (strongly disagree) to 5 (strongly agree). This quantitative method is beneficial when dealing with variables like remote work, employee performance, and organisational performance, which are complicated and interdependent.

Additionally, the questionnaire design is in line with scientific rigor and serves as a tool for data gathering. In order to conduct a more unbiased examination of the relationships being studied, researchers can objectively evaluate participants' attitudes using the Likert scale and incorporating careful design considerations and a questionnaire as the primary data collection method, increasing the study's reliability and guaranteeing that the data collected adequately answers the research questions. When it comes to an understanding the dynamics of remote work and how it affects organisational and employee performance, the careful design of the questionnaire is crucial.

Table 1. Questionnaire Items on Remote Work, Employee Performance, Organizational Performance, Transformational Leadership, and Company Policy

	Code	Description	Source
Remote work	RW1	I like having control over where I want to work.	Hill et al. (2008), Chatterjee et al. (2022)
	RW2	I have better work-life balance when I can work wherever I wish.	
	RW3	Flexibility in work time boosts my productivity.	
	RW4	I have better work-life balance when I can decide my work time.	
	RW5	IT infrastructure is crucial for implementing remote working.	
	RW6	My company's IT infrastructure can support remote working.	

	RW7	I think remote working improves productivity.	
	RW8	I think remote working offers more flexibility for employees.	
Employee performance	EP1	Remote work helps me complete my tasks more quickly.	Davidescu et al. (2020)
	EP2	The quality of my job performance is improved when I can work remotely.	
	EP3	I am inclined to invest more in my job when I work remotely.	
	EP4	Remote work flexibility helps employees improve their adaptability.	

	EP5	Overall, I believe remote work helps improve employee performance.	
Organizational performance	OP1	I believe that companies that implement remote work will have better performance.	Wong et al. (2021)
	OP2	Internal operations and processes are more effective and efficient when employees can work remotely.	
	OP3	Remote working is a cost-effective solution for my company.	
	OP4	Remote working helps improve my company's financial performance.	

	OP5	Companies can retain more talents if they offer the remote working option.	
Transformational leadership style	TL1	My leaders have a clear vision for remote working.	Meiryani et al. (2022)
	TL2	My leaders help keep me motivated throughout remote working.	
	TL3	I have faith in my leaders' vision and strategy for implementing remote working.	
	TL4	I still can learn a lot while working remotely.	
	TL5	I receive adequate support and training from my leaders when working remotely.	

Company policy	CP1	My company policy helps promote autonomy during remote working.	Prasad et al. (2020)
	CP2	My company policy helps me quickly adapt to the changing environment of remote working.	
	CP3	My company policy helps cultivate positive relationships among employees during remote working.	
	CP4	My company policy effectively keeps everyone motivated in their job.	
	CP5	Overall, my company policy effectively supports the implementation of remote working.	

3.3. Population and sample size

The meticulous evaluation of the target population and determining an optimal sample size are crucial factors in guaranteeing the dependability and applicability of the study's results. Examining the effects of remote work in Vietnam's banking sector offers a targeted and pertinent framework for research. Incorporating all departments and levels within the industry guarantees a thorough comprehension of how remote work can differ across various roles and responsibilities.

According to Nguyen (2023), the banking industry in Vietnam had a reported labor force of around 273,364 individuals by the end of 2022. This figure can be a valuable benchmark for estimating the population being studied. The sample size 384, chosen according to Survey Monkey's rules (2023), is appropriate for the research as it ensures a confidence level of 95% and a margin of error of 5%.

The consequences of this careful and precise method for determining sample size are significant. The research aims to derive conclusions that can be reasonably generalized to the broader population by following statistical principles. A sample size of 384 compromises accuracy and feasibility, guaranteeing that the study remains manageable while producing solid and dependable insights.

Nevertheless, due to various limitations and factors that came to light during the study's practical implementation within the Vietnamese banking industry, a sample size of 120 was ultimately decided upon for several reasons. Firstly, under time and money constraints, a sample size of 120 was determined to be practical enough to draw valuable conclusions. Secondly, a smaller but representative sample size was chosen due to the industry's homogeneity or the target population's unique qualities. In the context of Vietnam's banking sector, a more targeted

approach could offer complex and extensive insights into the dynamics of remote work, employee performance, and organizational success.

3.4. Data collection

3.4.1. Sampling method

Recognising the practical limitations and unique characteristics of the target group, this research strategically chose to use a convenience sample strategy. In light of the difficulties caused by the geographical and economic dispersion of Vietnam's banking sector, Nikolopoulo (2023) argues that convenience sampling is an effective non-probability technique for gathering information from readily available sources. One practical way to tackle accessibility issues in a small and dispersed population is to use convenience sampling, which allows participants to be selected based on geographical proximity, availability, and willingness to participate (Nikolopoulo, 2023).

The importance of the sampling method is highlighted by the fact that it is focused on personnel in the banking business in Vietnam, a country with a significantly smaller workforce compared to others. Statistics show that less than 300,000 people are working in Vietnam's banking industry (Nguyen, 2023). Thus, convenience sampling is a feasible and required method to adopt. There may be a smaller pool of possible participants if typical probability sampling methods are used, which could be more problematic given the particular difficulties of the industry's scale.

Beyond practical considerations, the consequences of using convenience sampling are far-reaching. Although it is not a probability method and might potentially lead to selection bias, a significant benefit is the feasibility of collecting samples from a concentrated and tiny workforce. Obtaining a representative sample while staying true to the demographics and distribution of the industry should be the first priority in this regard. Researchers can efficiently gather data from

populations that might be difficult to reach using more labor-and resource-intensive sampling techniques.

Because of the unique difficulties faced by Vietnam's banking sector, convenience sampling was ultimately chosen as a viable option. It is crucial to balance methodological rigor with practical considerations to guarantee the research is feasible and relevant within the context of the study's specific target audience.

3.4.2. Data collection procedures

To begin, this study follows the recommendations of Nikolopoulo (2023) and uses a convenience sample to target Vietnamese banking industry employees. Because it is not a probability strategy, convenience sampling enables the researcher to gather information from the most convenient sources in terms of availability, proximity, and willingness to participate. With a population of banking professionals in Vietnam below 300,000 (Nguyen, 2023), convenience sampling is a practical way to ensure a representative and feasible sample.

Second, a well-planned strategy for engaging the intended demographic is on display in the dual-channel data-gathering method. The survey was disseminated using social media, specifically through Facebook groups for bankers, taking advantage of the widespread use of these sites in professional networks. This online approach allows for easy and extensive access by providing a brief study summary and a direct link to the questionnaire. As stated in the third place, the necessity for motivation to enhance participant engagement and completion rates is acknowledged by introducing shopping vouchers as rewards. The evidence confirms that incentivizing participants in survey-based research increases response rates.

As a fourth step, we will visit various banks in Hanoi, a big city in Vietnam, to gather data offline. This interactive method instantly uses QR codes to connect with prospective volunteers

and introduces the study in person. This method aligns with the online strategy since it uses shopping coupons as incentives for filling out surveys in person. The banking business has a wide range of tastes, and this dual-channel approach takes that into account while also trying to reduce the biases that could arise from using only one channel.

Finally, the two-pronged strategy for gathering information shows that the researchers had a sophisticated grasp of the specific difficulties and potential rewards of polling banking industry workers in Vietnam. The approach considers the practical considerations of participant accessibility and participation in both online and offline situations, in addition to being methodologically sound. Ensuring the reliability and usefulness of the obtained data is achieved by rigorous planning and integration with previous research on survey methodology.

3.5. Data analysis method

The strategic decision to analyze the data in this study using IBM SPSS AMOS has significant repercussions for the comprehensiveness and precision with which the research objectives are answered. A robust analytical approach is essential in an environment in which the performance of employees, the performance of the organization, and the performance of remote workers are all intimately interrelated.

The first layer of analysis, descriptive analysis, is where one begins to understand the features of the study's sample. The complete demographic overview that is provided by this study can assist in better comprehending not only the multifaceted personalities of the participants but also the outcomes of any subsequent inferential research that will be conducted in the second layer. The following analytical methods require a comprehensive grasp of the data distribution, trends, and potential outliers in order to maintain their validity and trustworthiness. It is essential to have this understanding in order to preserve the integrity of the procedures.

Moreover, choosing the appropriate structural equation modeling (SEM) method within the IBM SPSS AMOS program becomes increasingly important as we get beyond the preliminary stage and into the inferential research period. Fan et al. (2016) mentioned that structural equation modeling (SEM) is a multivariate solid tool that can potentially deconstruct complex causal relationships. With the help of structural equation modeling (SEM), we can examine the intricate relationship between working remotely, the performance of employees, and the performance of the organization, all simultaneously in this study.

Because of the intricacy of structural equation modeling (SEM), the objectives of the study are ideally suited to the in-depth investigation of the structural linkages that lie under the surface. An examination of the interdependencies between remote work and its impacts on individuals and enterprises can be accomplished most effectively using structural equation modeling (SEM). This is because a significant number of distinct elements have the potential to influence the outcomes. A thorough and comprehensive picture of the processes at work in the phenomena being examined can be obtained through structural equation modeling (SEM), a beautiful and valuable technique since it can express complicated interactions.

Including moderation analysis in structural equation modeling (SEM) makes the analytical technique more challenging, which is appropriate considering the breadth of the themes under investigation. The implementation of this technique makes it possible to investigate potential moderators of the relationships between remote work, employee performance, and organisational performance. These moderators include corporate policy and transformational leadership, among others. Moving beyond essential links, the study investigates the contextual nuances that influence the results in genuine organizational situations. It does this by taking into account the moderating influences that are present in the context.

Numerous practical implications can be drawn from this analytical procedure. The actionable advice provided by the insights obtained from search engine optimization (SEM) could benefit organizations that want to optimize their remote work arrangements. In order for businesses to realize the benefits of remote work and steer clear of its potential drawbacks, they must first have an understanding of the multifaceted effects that remote work has on the performance of both employees and the organization. Not until then will they be able to make the necessary adjustments to their policies and leadership styles.

To sum up, a methodology developed to navigate the challenging terrain of remote work, employee production, and organisational success is revealed due to the synergy between the chosen analytical strategy and the IBM SPSS AMOS software. Using a mix of descriptive and inferential methods, with structural equation modeling as the central component, the issues being investigated are thoroughly and meticulously researched. This cutting-edge approach can shed light on the complex dynamics of contemporary work arrangements, thereby delivering solutions that go beyond theoretical models and connect with the operational realities of working in an organization on a day-to-day basis.

3.6. Ethical consideration

It is essential to consider ethical considerations whenever an investigation is conducted with human participants. When it comes to the research process, ethical considerations are more than just steps; they are fundamental principles that impact the tremendous implications of the study and ensure that the participants' rights, well-being, and dignity are maintained. Within the context of Vietnam's banking industry following COVID-19, this study investigates the dynamics of remote work, employee performance, and organisational performance.

Firstly, regarding the ethical framework of this investigation, the idea of informed consent is of the utmost importance. Due to the fact that participants are an essential component of the research process, it is of the utmost importance to ensure that they have a complete comprehension of the study's objectives, dangers, and benefits. One way in which this is accomplished is by providing participants with a comprehensive description of the objectives and methods of the study on an informed consent form that is presented to them prior to the administration of the questionnaire. This activity satisfies the ethical condition of autonomy because it provides individuals with the ability to choose whether or not they will engage freely and provides them with all of the information they require while making their decisions. In addition to establishing a solid ethical foundation for the study, obtaining informed permission assists researchers and participants in developing a sense of trust and confidence in one another.

Secondly, protecting the identity of individuals and maintaining their confidentiality are also important ethical considerations, mainly when conversations about sensitive topics are being held. In a proactive manner, the research does not request any personally identifying information, like names, addresses, or any other information. First and foremost, it guarantees that the participants' privacy will be safeguarded. This technique serves a twofold function. Second, it fosters an environment that encourages participants to be forthright and truthful in their remarks, which is a significant benefit. The participants in this study have their privacy protected, and their information is only used for research purposes. Therefore, the study satisfies its ethical standards. By concealing their names, participants are afforded an even higher level of protection against any potential consequences, which contributes to the development of a trustworthy environment within the research organization.

Thirdly, the involvement of voluntariness, an essential ethical aspect, was also incorporated into the research. Participants can choose whether or not to participate in the survey at their own

discretion and without being subjected to undue influence from any other individual. This is because the survey is conducted online. The moral premise that participation ought to be voluntary rather than mandatory is supported by the absence of compulsion, which sustains the moral norm. This commitment is in accordance with ethical standards since it recognizes the significance of allowing participants to withdraw from the study at any time they choose.

In addition, concerns of an ethical nature do not end with the collection of data; instead, they continue further into the analysis and dissemination of the results. As evidence of their commitment to intellectual honesty and scholarly integrity, the researchers have shown that they are committed to data analysis without manipulating or plagiarizing. It is possible to improve the reliability and validity of the study's findings by ensuring that the researchers adhere to ethical rules when analyzing the data. Not only does an honest research culture cover contact with participants, but it also encompasses all components of the research process. This culture reflects a dedication to the responsible pursuit of knowledge.

The implications of these ethical considerations are so far-reaching that they extend beyond the confines of the research under investigation. When research is carried out in accordance with ethical principles, it contributes to the more significant academic debate, creates trust in the results, and fosters responsible research methods. By bringing to light the significance of doing the right thing when pursuing knowledge and learning to make ethical decisions, ethical research methodologies also have repercussions that extend to the entire community.

To sum up, the ethical considerations that drive this investigation extend beyond the fundamental procedure and affect the fundamental aspects of the research. By obtaining informed permission, maintaining confidentiality, maintaining anonymity, and requiring participants to participate voluntarily, the research establishes an ethical framework prioritizing the participants' well-being and autonomy. It is because of this dedication that the study will be carried out in an ethical

manner, which in turn boosts the research's reputation and the impact it has on society. As a consequence of this, ethically doing research is crucial to growing human understanding because it fosters an atmosphere in which the rights of all individuals are respected.

3.7. Limitations of the research methodology

3.7.1. Internal validity

It is essential to mention the study's limitations because they impact the generalizability and comprehensiveness of the findings. Firstly, when attempting to explain the connection between working remotely and employee performance by emphasizing the role of corporate policies and transformative leadership, there is a possibility of oversimplifying the situation. This study does not evaluate the probable significance of considerations such as gender, trust, and perceived privacy, even though these elements have been highlighted in the literature in the past. Because of this, the study could have adequately captured the multiple factors that influence the outcomes of working remotely.

Secondly, because of the reliance on convenience sampling, the use of social media dissemination, in particular, raises issues about the likelihood of bias and raises concerns about the use of convenience sampling. This study may exclude the perspectives of more experienced bankers in favor of a more youthful sample. This is due to the fact that people who utilize social media tend to be younger. Due to the fact that this demographic restriction diminishes the study's external validity, it is essential to note that the study findings could not apply to all Vietnamese bankers. Even if the survey provides beneficial insights, it is necessary to examine the results of the study within these limitations in order to acquire a more nuanced and context-aware understanding of the connection between having employees work remotely and their performance.

In conclusion, it is critical to consider the study's limitations, even if it provides valuable insight into the connection between remote work, employee performance, and organizational success. There are many facets to the processes at play, and the analysis may have oversimplified them by ignoring gender and trust in favor of examining transformational leadership and business strategies. The study's external validity could be compromised if it relies on convenience sampling, primarily through social media, which could introduce biases and exclude the opinions of more seasoned bankers. Future studies should focus on these constraints to gain a more comprehensive knowledge of how remote work affects employee performance in the Vietnamese banking business. It is important to interpret these findings cautiously.

3.7.2. External validity

Careful interpretation and application of the findings should be exercised due to the study's contextual limitations. Firstly, the research, limited to the banking business in Vietnam, recognizes that the country's distinct socio-cultural and technological environment dramatically affects the execution and results of remote operations. Realizing that hidden work may be more deeply ingrained in working cultures and backed by solid technology infrastructures in more developed nations may cause attitudes and conditions in Vietnam to differ from those in Vietnam.

Secondly, here is a unique dynamic regarding remote work in Vietnamese banking due to the nature of the professions, which often require a full-time physical presence for customer assistance. Because of this trait unique to this industry, the effects and practicality of remote work may differ significantly from one field to another. Because of this, it would be a mistake to generalize the study's results to sectors where operational demands and expectations for physical presence are very different.

Overall, although the study provides valuable insights into the dynamics of remote work in Vietnam's banking sector, whether these findings can be applied to other businesses and global contexts is still being determined. A unique distant work landscape may emerge in Vietnam as a result of the complex interaction between cultural norms, industry-specific requirements, and technology maturity. This landscape may not fully mirror global trends. To have a better grasp of the consequences of distant labor, researchers and practitioners in different areas should take these regional subtleties into account when using or interpreting this study's findings.

3.8. Summary

The intricate interplay between remote work, employee performance, and organisational performance in Vietnam's banking industry is explored in this study utilizing a rigorous quantitative technique that makes use of a well-structured questionnaire. In order to get a good grasp on how people feel about remote work, employee performance, and organisational outcomes, the survey used a Likert 5-point scale. This helped paint a more nuanced picture of the participants' viewpoints. A considerate approach to engaging a varied participant pool was shown by disseminating the questionnaire on social media platforms and at physical bank facilities in Hanoi. This was done to account for the two groups' potential age and demographic variations.

Considering the difficulties caused by the relatively small population of Vietnam's banking business, it is logical to use a convenience sample approach. This method guarantees that, despite the industry's restricted labor, it is feasible to get a sufficient sample size. It is crucial to recognize the limits of convenience sampling, the most important of which is the possibility of selection bias and how it affects the findings' generalizability. Before extrapolating the study's results to larger groups, researchers should think carefully about these limitations.

The research is made more advanced by using the IBM SPSS AMOS software for data analysis, specifically by using structural equation modeling (SEM). SEM allows for the investigation of multivariate causal interactions, shedding light on the complex interplay between the banking industry's remote work, employee performance, and organisational outcomes. The results of the study are more credible and valid because of the rigorous analysis.

This study adds to the current literature by examining the role of transformational leadership and corporate policy as moderators in the relationship between remote work, employee performance, and organisational success. It provides significant insight into the complex elements that may impact this relationship. SEM allows us to determine the interactions between elements and how leadership style and organizational norms may influence their impact.

Finally, this study sheds important light on remote work in Vietnam's banking sector. Despite providing valuable insights, stakeholders and academics must interpret its results in the Vietnamese banking sector specifically, considering the limitations of the sample methodology and any industry-specific dynamics. Academics, practitioners, and policymakers in Vietnam interested in learning more about and improving the remote work experience in the banking sector will find this valuable study because of the rigorous methodology used to gather and analyze data and the detailed comprehension of the contextual constraints.

CHAPTER IV: FINDINGS

4.1. Introduction

This study aims to unravel the complexities of remote work, employee performance, and organizational outcomes within Vietnam's banking industry. This study demonstrates methodological robustness by comprehensively analyzing the data using structural equation modeling (SEM) and SPSS Statistics 26 and Smart PLS 3.0 software. The significance of these data tools lies in supporting our comprehension of the correlations between variables and how transformational leadership and corporate policy moderate one another.

The screening of the data is an essential first step that must be taken in order to ensure that the dataset is suitable for structural equation modeling (SEM) research. Performing this step is necessary for valid structural modeling since it guarantees that all of the data is complete and distributed normally. By meticulously carrying out these screenings, which ensure the reliability of subsequent studies, researchers create trust in the correctness and usefulness of the results. This trust is essential for scientific research.

The demographics analysis plays a significant role in ensuring the study's validity. This analysis offers a comprehensive profile of the participants and assists in making sense of the data. The researchers can identify potential demographic-based response variances by diving into participant characteristics in such a profound manner. This helps portray a more nuanced picture of the various perspectives that are present in the banking industry. It is via the provision of a complete picture of the dataset that descriptive analysis helps to deepen this understanding and lays the path for further inferential investigations to be conducted.

Testing reliability and validity, which ensures that the measurements employed are reliable and correct, is an essential component. The reliability tests determine the stability and consistency of the questionnaire, which offer insights into the dependability of the data obtained. These tests also provide information on the reliability of the data. Validity tests, on the other hand, examine the degree to which the instrument accurately measures the constructs that have been specified. The careful use of these criteria guarantees that there will be no errors in measurement, which in turn ensures that the study's internal validity will be strengthened.

The decision to implement structural equation modeling (SEM) with the assistance of Smart PLS 3.0 software was a strategic step supporting the study's objectives in terms of multivariate analysis. SEM enables the simultaneous examination of complex interactions, providing a complete perspective on the interplay between remote work, employee performance, and the company's outcomes. This analytical method, which differs from the standard statistical procedures, makes it possible to conduct an in-depth analysis of the intricate dynamics within the banking business. Additionally, the user interface of Smart PLS 3.0 is designed to be straightforward, which makes SEM easier to use. This, in turn, boosts the accessibility of the analysis and the overall efficiency of the process.

Utilizing SPSS Statistics 26 is advantageous because of the program's versatility and its significant statistical features. SPSS enables researchers to delve deeper into datasets in search of trends, patterns, and linkages by facilitating a wide range of statistical investigations. This allows researchers to have a better understanding of the data. This is evidence of its dependability and effectiveness in managing a wide variety of research questions, as demonstrated by its widespread applicability across a variety of fields. The synergistic integration of SPSS Statistics 26 and Smart PLS 3.0 maximizes the strengths of both tools. This is accomplished by combining the adaptability of SPSS with the specific capabilities of Smart PLS 3.0.

To sum up, the chosen data approaches illustrate an all-encompassing and strategic approach to comprehending the complexity of remote work, employee performance, and organizational outcomes in Vietnam's banking industry. A careful process is in place to improve the reliability, validity, and depth of the findings at every level, beginning with the data screening and continuing through the structural equation modeling (SEM) analysis. Using Smart PLS 3.0 and SPSS Statistics 26, this research is well-equipped to significantly improve the existing body of knowledge and guide practical strategies for optimizing remote work in the banking sector.

4.2. Data screening

Because it ensures the validity and trustworthiness of the structural equation modeling (SEM) studies that are to follow, the meticulous data screening technique that this study employs is crucial. The dataset is comprehensive since it contains 120 valid replies. This demonstrates that the connections between remote work, employee performance, organizational results, and the moderating impacts of transformational leadership and corporate policy are interconnected. This paves the way for significant and comprehensive insights into the links between these things.

The data screening is based on evaluating whether or not it follows a normal distribution, which is a prerequisite for completing structural equation modeling (SEM) analysis, as Aguinis et al. (2013) stated. The Kolmogorov-Smirnov normalcy test is employed to comprehensively investigate the distributional characteristics of every variable contained within the dataset. The purpose of this systematic review is to ensure that the variables satisfy the standards of structural equation modeling (SEM) in order to eliminate any potential biases that may arise from data that does not adhere to a normal distribution curve.

One of the most significant realizations that emerged from the screening process was that all variable indicators, such as remote work, organizational performance, employee performance,

corporate policy, and transformational leadership style, adhere to the norms of a normal distribution. This commitment is essential for valid and accurate scanning electron microscopy (SEM) results since outliers can potentially affect the normal distribution of the data. According to Tabachnick et al. (2001), the dataset has no outliers. This conclusion was reached by analyzing the z-scores of the dataset and determining that they are either more than 3.29 or less than -3.29. The data are not corrupted and can be utilized for structural equation modeling (SEM) analyses as a result.

Using a normal distribution when doing statistical analysis is recommended since it ensures the dependability of inferential statistics and makes it simpler to apply parametric tests. The study relies on accurate parameter estimations in order to arrive at trustworthy results regarding the relationships that are being investigated. This is accomplished by adhering to the normal distribution assumptions throughout the research process. The fact that there are no outliers in the study contributes to the enhancement of the study's internal validity. This eliminates the possibility of the impact size being overstated or incorrectly estimated.

This exhaustive data screening exemplifies the study's commitment to methodological rigor and the production of trustworthy results; the implications of this study extend far beyond the statistical particulars. The fact that the dataset is suitable for structural equation modeling (SEM) analysis proves that the researchers have attempted to minimize bias and ensure the study is internally valid. The purpose of this study is to make a substantial contribution to the expanding body of literature on remote work by focusing on the banking industry in Vietnam. This will be accomplished by adhering to established patterns in data distribution and methodically addressing outliers.

In conclusion, applying the data screening procedure is advantageous in several ways. In addition to determining if the dataset is complete and follows a normal distribution, it eliminates outliers

comprehensively, eliminating the possibility of the findings of subsequent structural equation modeling (SEM) tests being ruined. Because it serves as a gatekeeper, this screening is critical because it ensures that only trustworthy data can be utilized in sophisticated structural equation modeling. The research is more likely reliable and has high internal validity due to the considerable care taken with this method. Consequently, it may provide helpful insights into the intricate dynamics of remote work and its consequences on banking firms.

4.3. Demographic and descriptive analysis

Table 1

Demographic statistics. Source: Compiled from SPSS 26.

		N	%
Gender			
	Female	45	38%
	Male	75	62%
Age			
	18-25	23	19%
	26-34	48	40%

	35-44	31	26%
	45-54	16	13%
	Above 55	2	2%
Bank			
	Vietcombank	27	23%
	BIDV	12	10%
	Techcombank	23	19%
	VP Bank	24	20%
	Vietinbank	19	16%
	Others	15	12%
Department			
	Marketing	15	13%

	Accounting & finance	19	16%
	IT	11	8%
	HR	6	5%
	Banking functions	57	48%
	Others	12	10%
Working mode			
	Remote	61	51%
	Hybrid	32	27%
	In-office	27	22%
Total		120	100%

Table 2 provides a comprehensive breakdown of the demographic characteristics of the individuals who participated in the study. This makes it possible to better understand the composition of the sample under consideration. These findings, which are crucial for the study since they serve to contextualize and understand subsequent investigations, significantly impact the ramifications and generalizability of the research.

It is noteworthy that this survey had a gender distribution that was balanced, with 62% males and 38% women participating. This ensures that the findings of the study are representative of a variety of perspectives, which contributes to the promotion of an understanding of the effects of remote work on organizational performance that takes into account gender as well as other diverse perspectives. Going deeper into the research is feasible by investigating gender-specific nuances in attitudes and experiences. This presents an opportunity for additional exploration.

Because of the wide age distribution, it is critically important to capture the distinct experiences and goals of different age cohorts in relation to working remotely. This is especially true given the significant presence in the age group of 26-34 years old, which accounts for forty percent of the total. In light of the fact that individuals of varying ages exhibit a wide range of traits, including technical proficiency, adaptability, and career level, it is feasible to carry out complex research based on these variables.

The addition of individuals from other banks, such as Vietcombank, Techcombank, and VP Bank, contributes to the enhancement of the external validity of the findings. These individuals each have a unique set of relationships. This variant considers the likelihood that different banking institutions have distinct organizational cultures, policies, and remote work practices. This is done to achieve a better understanding of the industrial environment.

The representative sample from marketing, accounting and finance, information technology, human resources, and banking makes it possible to investigate how working remotely impacts many aspects of the company. As a result of the fact that different departments may have varied experiences with remote work, it is feasible to get valuable insights and practical consequences that are specific to each sector by examining these variances.

Methods of Work The high percentages of remote work (51 percent), hybrid work (27 percent), and in-office work (22 percent) are a reflection of the changing nature of work arrangements in the banking sector. It is necessary to have an understanding of the distribution of working modes to identify any potential disparities in experiences, levels of productivity, and outcomes achieved by the organization that may be associated with different work arrangements.

The demographic information that is included in Table 2 provides a comprehensive picture of the individuals who took part in the study, which contributes to the enhancement of the study's findings. Because of the study's external validity, which is strengthened by the diversity of participants in terms of gender, age, bank affiliation, department, and working style, the findings will be more broadly relevant to the Vietnamese banking industry. This is because independent researchers conducted the study. In addition, these demographic data serve as a basis for future subgroup research, which will make it possible to conduct an in-depth investigation into how specific demographic elements may interact with perspectives on working remotely and affect the effectiveness of companies

Table 2

Descriptive statistics. Source: Compiled from SPSS 26.

Variables	Indicators	N	Min	Max	Mean	SD
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RW Remote working	RW1 I like having control over where I want to work.	120	1	5	3.93	1.014
	RW2 I have better work-life balance when I can work wherever I wish.	120	1	5	3.81	.853
	RW3 I believe that flexibility in work time boosts my productivity.	120	1	5	3.87	.894
	RW4 I have better work-life balance when I can decide my work time.	120	1	5	4.09	.917
	RW5 IT infrastructure is crucial for implementing remote working.	120	1	5	4.16	.917

	RW6 My company's IT infrastructure can support remote working.	120	1	5	4.02	.935
	RW7 I think remote working improves productivity.	120	1	5	3.95	1.028
	RW8 I think remote working offers more flexibility for employees.	120	1	5	4.13	.916
EP Employee performance	EP1 Remote work helps me complete my tasks more quickly.	120	1	5	4.22	.793
	EP2 The quality of my job performance is improved when I can work remotely.	120	1	5	3.94	.813

	EP3 I am inclined to invest more in my job when I work remotely.	120	1	5	3.95	.858
	EP4 Remote work flexibility helps employees improve their adaptability.	120	1	5	4.19	.823
	EP5 Overall, I believe remote work helps improve employee performance.	120	1	5	4.25	.862
OP Organizational performance	OP1 I believe that companies that implement remote work will have better performance.	120	1	5	4.03	.777
	OP2 Internal operations and processes are more effective and efficient	120	1	5	3.72	.916

	when employees can work remotely.					
	OP3 Remote working is a cost-effective solution for my company.	120	1	5	3.98	.850
	OP4 Remote working helps improve my company's financial performance.	120	1	5	4.00	.860
	OP5 Companies can retain more talents if they offer the remote working option.	120	1	5	4.08	.832
TL Transformational leadership	TL1 My leaders have a clear vision for remote working.	120	1	5	3.35	.847

	TL2 My leaders help keep me motivated throughout remote working.	120	1	5	3.41	.957
	TL3 I have faith in my leaders' vision and strategy for implementing remote working.	120	1	5	3.51	.870
	TL4 I still can learn a lot while working remotely.	120	2	5	3.51	.830
	TL5 I receive adequate support and training from my leaders when working remotely.	120	1	5	3.47	.879
CP Company policy	CP1 My company policy helps promote autonomy during remote working.	120	1	5	3.33	.803

CP2 My company policy helps me quickly adapt to the changing environment of remote working.	120	2	5	3.35	.904
CP3 My company policy helps cultivate positive relationships among employees during remote working.	120	1	5	3.25	.872
CP4 My company policy effectively keeps everyone motivated in their job.	120	1	5	3.35	.785
CP5 Overall, my company policy effectively supports the implementation of remote working.	120	1	5	3.33	.871

(Source: SPSS Statistics 26; Valid N (listwise): 120)

Table 3 provides a summary of the most essential elements that pertain to remote work, organizational performance, employee performance, transformational leadership, and business strategy. The findings offer a significant insight into the viewpoints and experiences of the participants, shedding light on the intricacies of each variable and the ways in which they may influence the primary research question concerning the relationship between working remotely and the success of a business.

The replies appear to indicate that the majority of people have a positive view of working remotely. Some of the themes that the participants brought up include the relevance of maintaining a healthy work-life balance, the role that information technology infrastructure plays in facilitating remote work, and the preference for having control over one's workspace. These findings underline the significance of having personal independence and being knowledgeable about technology in order to establish a positive environment for working remotely.

There is a favorable link between working remotely and performance measures according to the Employee Performance (EP) classification system. According to the participants, working remotely improves a number of aspects, including the completion of tasks, the quality of job performance, and flexibility. What this demonstrates is that employees view working from home as a method to improve their productivity and progress in their careers. This is a positive development since it has the potential to result in improved outcomes for both the firm and its employees.

According to the results that are associated with organizational performance, the participants believe that working remotely is a potential method that can improve the performance of the

company, as well as the internal operations and cost-effectiveness of the business. Given that there is a correlation between the two, it would be beneficial for businesses to offer chances for employees to work from home in order to prevent them from leaving their positions.

Given the feedback received on transformative leadership (TL), it appears that there is a need for improvement in this particular domain. Despite the fact that participants often have faith in their leaders' vision for remote work, there is still the possibility of enhancing the motivation of leadership, the learning opportunities available, and the support that is provided during remote work. Through the improvement of these aspects of transformative leadership, it is possible to create a more pleasant experience for those who work remotely.

When it comes to their sense of independence, flexibility, motivation, and support when they work remotely, employees have a positive view of the company policy (CP), which is a good sign for the company. This demonstrates how important it is for businesses to have policies that are clearly defined and supportive in order to facilitate productive arrangements for employees to work remotely.

In conclusion, these descriptive statistics shed light on the complexities of the perspectives held by the participants and lay the framework for the inferential analyses that are to come. There are optimistic trends emerging in a variety of areas, including leadership, organizational success, employee performance, and attitudes toward remote work. This bodes well for the future of remote work. On the other hand, by concentrating on the areas that are indicated for transformational leadership, businesses have the ability to enhance their leadership support and guarantee a more comprehensive execution of strategies for remote work. It is necessary to evaluate a number of elements, including leadership and corporate strategy, in order to maximize the effectiveness of projects involving remote work and the impact that these initiatives have on

the performance of the organization. This is brought to light by the facts that are presented in this table.

4.4. PLS (Partial Least Square) modelling results

4.4.1. Measurement model

Table 3

Measurement scales of constructs. Source: Compiled from Smart PLS 3.0.

Construct	Label	Factor loading	Composite reliability	AVE
Remote working	RW1	0.754	0.903	0.592
	RW2	0.815		
	RW3	0.76		
	RW4	0.743		
	RW5	0.806		
	RW6	0.774		

	RW7	0.751		
	RW8	0.747		
Employee performance	EP1	0.839	0.897	0.696
	EP2	0.888		
	EP3	0.849		
	EP4	0.769		
	EP5	0.821		
Organizational performance	OP1	0.857	0.907	0.722
	OP2	0.844		
	OP3	0.82		

	OP4	0.839		
	OP5	0.887		
Company policy	CP1	0.742	0.949	0.690
	CP2	0.898		
	CP3	0.84		
	CP4	0.745		
	CP5	0.912		
Transformation al leadership	TL1	0.86	0.973	0.724
	TL2	0.867		
	TL3	0.8		

	TL4	0.88	
	TL5	0.844	

A comparison of the findings shown in Table 4 with those of Hair et al. (2014), Nunnally and Bernstein (1978), and Fornell and Larker (1981) provide additional evidence that the measuring scales utilized in this investigation are robust and reliable.

It is recommended by Hair et al. (2014) that a minimum threshold of 0.7 be established in order to ensure that the measurement scale is reliable. This is in reference to factor loadings and reliability. In Table 3, factor loadings that are greater than the proposed limit are displayed. These factor loadings range from 0.74 to 0.912. Based on the findings, it is evident that the latent constructs can be measured with a high degree of accuracy, in accordance with the requirements that Hair et al. established for a reliable measuring instrument. To add insult to injury, it is important to point out that none of the factor loadings are lower than 0.7, which is additional proof that the items are reliable within each construct.

When the composite dependability is better than 0.7, as stated by Nunnally and Bernstein (1978), it is regarded as being acceptable. According to the data presented in Table 3, the composite reliability values of the constructions range from 0.897 to 0.973. Therefore, each and every one of them is successful in passing this test. As can be observed by the consistency that exists across all constructs, the reliability and internal consistency of the procedures used to measure the latent variables are both quite high. The criteria that Nunnally and Bernstein set for determining the dependability of latent conceptions are consistent with our findings, which conform to those standards.

For the purpose of determining whether or not convergent validity is present, Fornell and Larcker (1981) propose using an AVE cutoff factor of 0.5. Each of the constructs is able to transcend this barrier, as demonstrated by the AVE values that are presented in Table 4, which vary from 0.592 to 0.724. Evidence of convergent validity is provided by the findings, which demonstrate that the underlying constructs are responsible for a significant portion of the variation in the indicator. When taken as a whole, the composite reliability, factor loadings, and AVE values provide compelling evidence that the structures successfully represent the theoretical notions that were intended to be represented.

By demonstrating the assessment tools' consistency, reliability, and convergent validity, the findings of the joint study offer credibility to the instruments being used. The AVE values, composite reliability scores, and robust factor loadings make it abundantly evident that the selected indicators can provide an adequate assessment of the hidden dimensions of transformational leadership, organizational performance, corporate policy, employee performance, and remote work.

The significance of these findings lies in the fact that they corroborate the reliability of the study as well as the measuring scales that will be used in further research. As a result of the reliability of these scales, researchers can develop their trust in the investigation findings. With the use of these tried-and-true evaluation tools, one can gain a deeper comprehension of the intricate relationship that exists between leadership styles, organizational policies, the dynamics of working remotely, and the outcomes of the organization. In conclusion, the combined analysis contributes to the overall improvement of the study framework by drawing attention to the methodological rigor that was utilized in the construction and validation of the measurement scales.

Table 4

Construct correlations. Source: Compiled from Smart PLS 3.0.

Construct	CP	EP	OP	RW	TL
CP Company policy	0.831				
EP Employee performance	0.110	0.834			
OP Organizational performance	0.137	0.787	0.850		
RW Remote working	0.112	0.722	0.594	0.769	
TL Transformational leadership	0.549	0.178	0.230	0.102	0.851

Note: *The square root of AVE on diagonal

In Table 5, which provides essential insights into the discriminant validity of the components, the factors that led to the ultimate decision to consent to the model are presented. According to Fornell and Larcker (1981), in order for a test to be discriminantly valid, it must not only verify that each construct is distinct from all others but it must also demonstrate that the square root of the Average Variance Extracted (AVE) for each construct is greater than the correlations that exist between that construct and the other constructs.

Construct correlations are represented by values that are off-diagonal from the square root of AVE on the diagonal, while values that are on the diagonal on the table represent AVE. It is essential to note that the square root of AVE always yields a greater value than the correlations between the various ideas when comparing them. The square root of AVE (0.831) for Company Policy (CP) is much higher than the square roots of AVE (0.110, 0.137, 0.112, and 0.549) for its interactions with other variables. This trend is true for all constructs, which is evidence that validates the discriminant validity of the model.

On the other hand, if the condition for discriminant validity is satisfied, the research will have far-reaching repercussions. Through this process, it ensures that the selected measuring scales appropriately reflect distinct theoretical concepts without causing them to be duplicated. The robustness of the measurement model and the dependability of the data are improved as a result of this measure. The discriminant validity analysis presented in Table 5 provides evidence that the model accurately differentiates between the numerous latent variables, hence increasing the credibility of the findings of the study.

These findings instill confidence in the chosen measurement scales among both academics and practitioners, hence rendering them more accurate and straightforward to comprehend. The ability to discriminate between the concepts of Company Policy, Employee Performance, Organisational Performance, Remote Working, and Transformational Leadership is necessary in order to have a nuanced understanding of the interrelated interactions that are being investigated.

In conclusion, the acceptability of the structural model places a significant amount of weight on the outcomes of the discriminant validity test, which are presented in Table 5. As a result of the findings, stakeholders can have peace of mind knowing that the constructs are distinct. This paves the way for a reliable structural equation modeling (SEM) study that will shed light on the

intricate relationship between leadership, organizational outcomes, and remote work experiences.

4.4.2. Structural model

Hypothesis testing was conducted by carrying out a path analysis using Smart PLS 3.0. The results are provided in the below tables. The standardized path coefficients of each hypothesis were calculated using 5,000 bootstraps (Figure 6).

Table 5

R-square and R-square adjusted. Source: Compiled from Smart PLS 3.0.

	R-square	R-square adjusted
EP	0.544	0.524
OP	0.619	0.616

Detailed information regarding the intricate relationships that exist between remote work, EP, and OP is presented in Table 6, which displays the outcomes of the hypothesis testing. 5,000 bootstraps were utilized to get the standardized route coefficients through the use of Smart PLS 3.0 path analysis. This was done in order to give a robust evaluation of the associations that were being investigated.

Detailed information regarding the explanatory power of remote work in relation to organizational and personnel performance may be obtained from the computed R-square and R-square adjusted values. The outstanding R-squared value of 54.4% for Employee Performance

(EP) indicates that variations in remote work explain more than half of the variability in employee performance. This is an impressive finding. The fact that the adjusted R-square remains at 52.4% after taking into account all of the components of the model is evidence that the link is stable and robust.

Compared to the R-square value of 61.9% for OP itself, the adjusted R-square value for Organisational Performance (OP) is 61.6%. There is a possibility that the effects of remote work on staff performance can account for more than two-thirds of the variation in organizational performance, as indicated by these data. In addition to substantially bolstering the model's trustworthiness, the improved R-square stays at its high level of 61.6%.

Taking everything into consideration, these findings shed light on the enormous impact that working remotely has on both human and organizational outcomes. According to the great explanatory power, when we incorporate remote work as a predictor, we have a far better understanding of the dynamics that affect the performance of both the business and its representatives. The findings provide evidence in support of the research hypothesis, which focused on the fact that working remotely has a positive impact on the performance of employees, which in turn leads to increased success for the organization. As businesses traverse the altering environment of work structures, these insights provide crucial assistance to them, assisting them in optimizing performance and adapting to the dynamics of the workplace.

Table 6

Summary of the path analysis. Source: Compiled from Smart PLS 3.0.

Hypotheses	Path coefficients	SD	T-stat	P-value	Result
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H1	Remote working → Employee performance	0.711	0.067	10.552	0.000	Supported
H2	Transformational leadership style x Remote working → Employee performance	-0.037	0.145	0.255	0.799	Not supported
H3	Company policy x Remote working → Employee performance	-0.083	0.149	0.557	0.578	Not supported
H4	Employee performance → Organisational performance	0.787	0.045	17.374	0.000	Supported

Model fit: SRMR = 0.061

The findings of the route analysis are presented in Table 7. These findings investigate the primary assumptions and the implications that these theories have for comprehending the dynamics of remote work, individual performance, and organizational performance.

According to the first hypothesis (H1), there is a direct and positive association between working remotely and increasing employee performance. This idea receives support from the fact that the route coefficient is 0.711, which is statistically significant. This provides support for the past study that emphasized the benefits of flexible work arrangements and demonstrated that working remotely has a positive and significant impact on the performance of employees. The relevance of this link is underscored by the statistical significance (p -value = 0.000), which is of great importance.

The consequences that moderate the situation will be discussed. Earlier, we examined Hypotheses 2 and 3, which proposed that the interaction between corporate policy (H3) and remote work (H2) will have an effect on employee performance. The p -values, on the other hand, are higher than 0.05, which indicates that there is no evidence to support either particular hypothesis. Based on this information, the relationship between remote work and employee performance in Vietnam's banking industry after the pandemic is not significantly impacted by company policy or transformational leadership style.

The fourth hypothesis, on the other hand, proposed that there would be a positive association between the success of individuals and the success of organizations. This theory is supported by strong evidence, as evidenced by the data, which demonstrates a high path coefficient (0.787) and an exceptionally low p -value (0.000). It is clear from evidence such as this that when businesses provide their employees the opportunity to work from home, they experience an increase in productivity, which is beneficial to the business as a whole.

Overall, the model provides a good fit for the data; the SRMR value of 0.061 is lower than the threshold of 0.08 that Hu and Bentler (1999) suggested may be considered acceptable.

It is important to note that these findings have substantial repercussions. As a result of these assumptions being strengthened, it is evident that working remotely, when executed correctly, has the potential to improve employee performance and, consequently, the bottom line of the organization. There is little evidence to imply that a transformational leadership style or business policy significantly influences the effect that working remotely has on the performance of employees. The fact that this is the case shows that these characteristics might not have a significant influence in the specific scenario that was investigated.

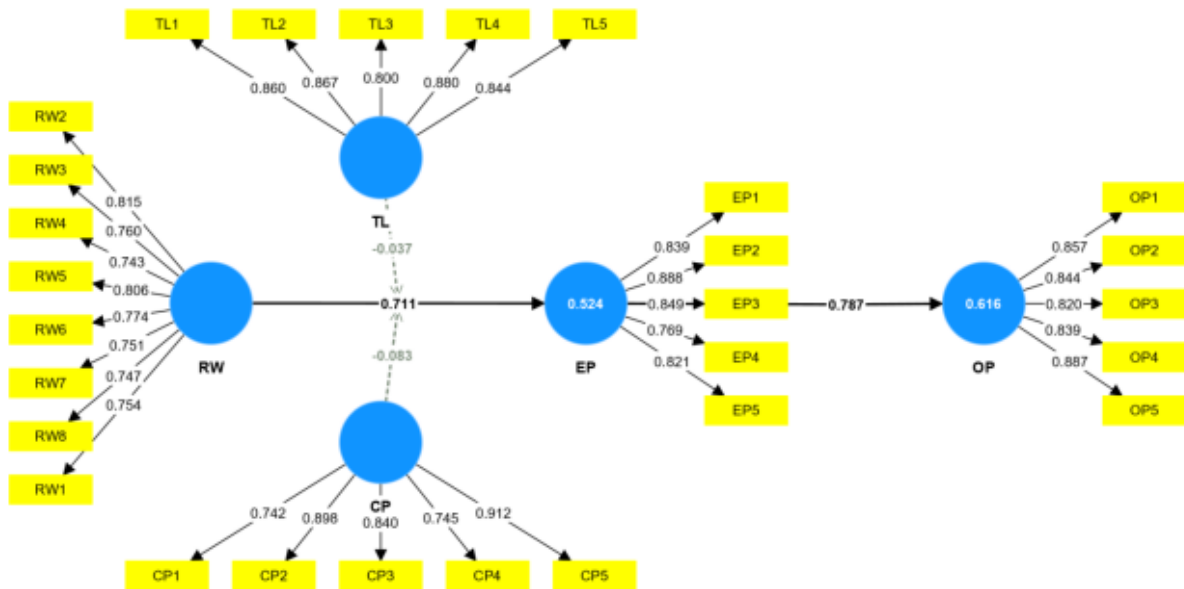


Figure 5

Estimate of structural model. Source: Compiled from Smart PLS 3.0.

To sum up, these findings will be valuable for banking organizations in Vietnam after the outbreak since they will demonstrate how to maximize the effects of remote work on both

personnel and the bottom line. Furthermore, it shows how essential it is to customize policies for remote work to each and every specific circumstance.

4.5. Summary

This study, which comprises 120 actual responses from employees working in the banking industry of Vietnam, the post-COVID-19 environment, and the relationship between remote work, employee performance, and organizational performance, are all comprehensively studied. In order to ensure the study's durability and to provide the groundwork for significant insights into the underlying dynamics, it is necessary to conduct a comprehensive evaluation of the study to determine its validity, reliability, and model fit.

Based on the findings of the validation of Hypothesis 1, it can be concluded that working remotely has a direct and significant positive impact on the performance of bank employees in Vietnam. The adoption of remote work has a major impact on the behaviors and contributions of employees, which ultimately leads to an improvement in overall performance, as demonstrated by the significant path coefficient of 0.711. This study shows the ways in which working remotely may lead to a workforce that is happier, more flexible, and more productive. This finding is consistent with the more extensive discussion that has been held about the benefits of working remotely.

Furthermore, by accepting Hypothesis 4, a significant correlation between enhanced employee performance and successful organizational outcomes is brought to light. Through the use of a high path coefficient of 0.787, the research demonstrates that working remotely leads to an improvement in employee performance, which in turn leads to genuine benefits for the organization. Furthermore, this lends credence to the idea that the highly motivated and productive personnel of an organization is a significant contributor to the overall success of the

organization. Due to the fact that it shows that planning for the post-COVID future by introducing remote work methods is an excellent strategy to secure the success of an organization, this research is strategically significant for Vietnamese banks.

In the process of disproving Hypotheses 2 and 3, which dealt with the moderating roles of transformational leadership style and corporate policy, complicated information regarding the post-pandemic contextual dynamics of remote work in Vietnamese banks was revealed. Within the context of this particular environment, it does not appear that these contextual factors have a significant impact on the association between working remotely and performance. To put it another way, although working remotely does affect employees, it is not apparent whether transformational leadership or specific business practices tend to play a more central role in shaping this impact. When designing policies for remote work, businesses need to take into consideration the particular setting in which individuals will be working. There is a significant difference in the impact that different leadership styles and business strategies have in other workplaces.

There are far-reaching implications that can be drawn from these findings, which extend beyond the focus of the study itself. In the post-Covid age, financial institutions in Vietnam ought to give priority to the use of remote work methods because of the positive correlation that exists between remote work and the performance of the organization. Recognizing that working remotely is more than just a response to disruptions caused by the pandemic, businesses may investigate it as a potential strategy for long-term success by enhancing overall performance.

Because there is no evidence to support the existence of moderator effects, organizations ought to adopt a cautious and situationally appropriate approach. The findings of the research indicate that general leadership styles or business rules may have different effects in every organization, even though working remotely may have an impact on the performance of employees. It is of

the utmost importance to design leadership strategies and policies that are tailored to the particular organizational environment and the characteristics of the employees.

Last but not least, this study aims to assist policymakers and organizational leaders in Vietnam's banking sector with practical insights by throwing light on the complicated relationship between remote work, employee performance, and organizational performance. The findings underline the significance of tailoring techniques for remote work to meet the requirements of each individual organization and acknowledge that people are the most crucial factor in achieving effective outcomes. The field of remote work in Vietnamese banks as well as our broader understanding of remote labor in the post-pandemic era, are both improved as a result of this study.

CHAPTER V: DISCUSSION AND ANALYSIS

5.1. Introduction

This research aims to examine the dynamics of the banking sector in Vietnam amidst the continuing epidemic. This research was conducted to assess the influence of remote labor on business productivity. This evaluation is based on the assumption that remote work enhances employee performance and boosts company efficiency. This inquiry will serve as the foundation for future investigations. The research examines how the complex relationship between remote work and employee performance is affected by factors including the type of transformational leadership style and organizational laws. The study investigates how these elements influence the relationship between the two factors.

The study indicates a direct relationship between remote work, employee performance, and organizational results. This correlation has been demonstrated to be statistically significant. The investigation has confirmed a positive association. This problem has been verified through empirical evidence collected in the corridor. Research shows that remote work can improve a company's individual and institutional performance rather than solely serving as a solution to problems. This pertains to both the individual and the institution. This demonstrates that remote work can improve the industry's performance. This shows that remote work can benefit both the employee and the employer. This principle applies to individuals and organizations, as both are subject to it.

However, an unexpected and intriguing development emerges during a specific phase of investigation when the moderating factors are taken into account. It was an extraordinary event. According to recent research, the correlation between employee performance and remote work

is unaffected by business policy and transformational leadership style. Unexpectedly, this disclosure occurred. Among the discoveries made were the following. This abrupt revelation stunned and surprised me. An explicit discovery was achieved throughout the investigation. Given their significant disparities, it is critical to undertake a new analysis of the effects of these conditions in Vietnam. Because they are separate entities, this is the case. Due to this inconsistency, generalizations regarding the impact of variables on the global banking industry are being called into question. This is the anticipated result in light of the inconsistency.

It is essential to compare this study with others in the same field to verify the argument is comprehensive. This comparative analysis highlights the significance of thoroughly understanding regional organizational dynamics in research, as it integrates diverse perspectives from different individuals. The study's findings support the observation. The research provides various viewpoints from different perspectives to support this claim. The results question familiar global stories and highlight the need to adjust approaches to Vietnam's unique banking setting.

As a result of the chapter's extension, several ideas pertinent to legislatures and managers have been uncovered. As a result of the expansion, several notions have emerged. The study's findings endorse implementing deliberate measures to integrate remote work practices, promoting the seamless adoption of remote work practices in Vietnamese banks. This concept was established by identifying the advantageous correlations between remote work productivity and organizational effectiveness. These correlations have been recognized. The remarks acknowledge the present predicament and provide practical recommendations. This comprehension is beneficial for the focusing tactic being employed.

The findings impact the banking business in Vietnam and have wide-ranging consequences that can be utilized globally, beyond only Vietnam. In short, they can be used in Vietnam. Remote

employment is strongly linked to both employee performance and corporate profitability. Businesses globally should embrace the concept of remote work because of its connectivity. This condition is related to working remotely because of both of these characteristics. The study provides precise guidance for the organization's operations, considering the dynamic character of the work environment. The study was conducted in reaction to the disruption of traditional labor structures resulting from a worldwide crisis. This is the reason for the present circumstances.

Given the absence of data pointing towards a possible solution to the current crisis, it is essential to concentrate on the effects of Vietnamese banking policy and leadership. This is because the current situation needs to show signs of improvement. This is due to the need for more anticipation for improvement in the present circumstances. Understanding the influence of leadership and standards on the correlation between remote work and productivity is essential, as it might differ depending on the circumstances. It is advisable to focus on this particular matter for your advantage. An organization's trajectory can be shaped by both its leadership and the internal rules it enforces. This is achievable. This study emphasizes the necessity for executives and politicians to adjust their plans to align with the unique qualities of each firm. The research highlights the importance of adapting plans as needed. Moreover, this finding underscores the necessity of doing it. This idea emphasizes the importance of doing that.

To sum up, the results have implications that go beyond the boundaries of a single study, involving organizational dynamics, leadership intricacies, and the changing landscape of the workplace. Businesses are getting ready to transition to the post-pandemic phase by establishing the groundwork for strategy adjustment, detailed leadership considerations, and implementing remote work practices. They are getting prepared to adjust to the latest circumstances. Because of this situation, they can flourish after the outbreak.

5.2. Discussion of findings

5.2.1. The relationship between remote work, employee performance, and organizational performance

The study's findings validate that remote work enhances employee performance and highlight the need for thorough evaluation. This study contributes nuanced insights to the ongoing discussion on remote work in Vietnam's banking industry, aligning with earlier research.

The report highlights that remote work offers benefits such as improving work-life balance and productivity. Although the benefits of remote work are clear, it is crucial also to examine the possible drawbacks, as proposed by Chan et al. (2023). Concerns about the lasting viability of remote work practices stem from the idea that prolonged dependence on information and communications technology may lead to techno-stress and reduce cognitive and emotional abilities. Organizations must find a careful equilibrium between adaptability and the dangers of depending too much on digital technologies.

The IT infrastructure prerequisites for the implementation of remote work in practice must be the subject of discussions. The importance of IT infrastructure is emphasized by this study, along with a number of others. Possible discrepancies concerning the accessibility of this infrastructure are currently under investigation subsequent to the completion of further research. Does this statement hold true for all personnel operating within a remote organization, with a specific emphasis on those employed in the financial sector who obtain the essential tools for achievement? Potential digital divides in the professional environment should be investigated in the study. To ensure that flexible work arrangements are advantageous for all personnel, it is critical to perform a comparative analysis of the regulations governing the administration of remote work.

Additional research is required to explore the correlation between telecommuting, employee productivity, and organizational effectiveness, as confirmed by this study. Examining how external factors could impact these relationships is crucial when taking a critical viewpoint. How do the cultural norms, organizational structure, and leadership styles in Vietnam's banking sector influence the efficiency of remote work? This investigation highlights that understanding the specific business settings where remote work occurs is crucial.

Concerns are also raised by the study regarding the temporal dimensions of the effects of remote employment, with a particular emphasis on the post-epidemic period. Did the exceptional conditions of the pandemic expedite the transition to remote work, and are the purported benefits sustainable over an extended period? When advising businesses on their future endeavors, it is essential to assess the enduring consequences of remote labor that extend beyond the immediate aftermath of the pandemic.

The study's recommendations for legislators and supervisors to facilitate the implementation of remote work in banks are its most important practical consequences. However, adopting a critical stance requires considering the potential resistance or challenges in implementing these recommendations. Are there inherent organizational or cultural obstacles hindering remote work practices' seamless integration? Addressing fundamental questions is necessary to develop advanced solutions that surpass superficial suggestions.

Unanticipated consequences of remote work should be thoroughly evaluated. The study highlights the advantages of employee performance, but it is also essential to consider any possible disadvantages. Increased reliance on remote work may lead to employees becoming more isolated, impacting team cohesiveness and corporate culture. Moreover, work-life balance challenges such as burnout and stress could be exacerbated by the blurring of boundaries between

remote workers' personal and professional lives. Businesses aiming to create enduring remote work policies must thoroughly assess these potential drawbacks.

The research is situated within the Vietnamese banking business. Utilizing these findings in many industries and regions globally is crucial to any thorough analysis. The study provides valuable insights for the banking sector, but the impact of remote work may differ among industries due to variations in organizational structure and work procedures. Lawmakers and corporate executives must determine how these results can be used across various sectors.

Examining the impact of leadership on overcoming challenges and opportunities in remote work is an important aspect to explore. The research briefly discusses transformative leadership but requires a more in-depth exploration of leadership approaches. Further investigation into specific leadership behaviors that result in successful remote work implementation would enhance the study's core conclusion that effective leadership is crucial for establishing a conducive remote work setting. As remote work becomes increasingly common, leaders' communication and adaptability skills are essential in shaping organizational culture.

Without considering the impact of company policy and transformational leadership style, we must examine the intricate connection between organizational structures and the workings of remote labor. An analysis should comprehensively analyze the potential disparity between policy frameworks and the actual experiences of remote employees. Moreover, these factors remain significant even without a direct moderating impact. It emphasizes the need for firms to reconsider and adjust their leadership styles and policies to align with the evolving remote work landscape.

To sum up, upon thorough analysis of the study's findings, several aspects of remote work extend beyond its positive impact on workplace efficiency. To understand the consequences thoroughly,

one must consider the potential digital divide, explore the unexpected effects of remote labor, contemplate the potential applications of findings in many scenarios, and analyze leadership roles. Moreover, organizations must manage the intricacies of remote work with expertise and sophistication due to its intricate nature with advantages and disadvantages.

5.2.2. The moderating effects of company policy and transformational leadership style.

Studying the relationship between working remotely and employee performance and how corporate policy and transformational leadership style modulate this relationship allows for the discovery of exciting findings. This study provides valuable insight by shedding light on the numerous elements that influence the dynamics of remote work in Vietnam's banking sector. Because the findings of this study indicate that business policy and transformational leadership style do not have any significant effects, a full investigation is required to understand the potential implications and broader impact on organizational practices and employee outcomes.

Regarding the company's policy, previous studies have demonstrated a positive correlation between well-written policies and employees' perspectives on remote work; however, the findings of this study indicate that the opposite might be true. Furthermore, it is essential to point out that Chafi et al. (2022) and Marivic (2019) discovered that robust policies for remote work are linked to increased levels of productivity as well as improved attitudes in the workplace. Nevertheless, the current study does not adhere to these patterns; hence, we must analyze the potential contextual factors that are responsible for this discrepancy.

In this particular study, the fact that the sample size needed to be increased could be one of the reasons why the business policy did not have a significant influence being investigated. There is a possibility that the diversity of Vietnam's banking sector needs to be better represented in a sample that is too small to draw significant conclusions. A discrepancy may exist between

employees' expectations of the organization and its actual operations, as evidenced by the fact that participants were less likely to believe that the policy supports remote work. This mismatch underlines how essential it is for companies to reevaluate and enhance their policies regarding remote work to guarantee that these policies are successful and that employees properly comprehend them.

The study also reveals that the current corporate policy implemented in Vietnamese banks to encourage remote labor needs to be revised and more effective. Furthermore, the study suggests that this policy is being applied. As evidenced by the fact that the moderating effects of the business policy were rejected, employees who work remotely may perceive that their requirements need to be satisfied or that the rules now in place must address their issues effectively. To cultivate an environment that is conducive to working remotely, legislators and organizational leaders should consider revising and enhancing the policies that are now in place. This demands not only the establishment of specific legislation but also the cultivation of an accommodating corporate culture that understands the challenges of workers who are located in remote locations and views adaptation as an asset.

Furthermore, according to the research findings, there appears to be a disparity between the actual experiences of employees and the expectations outlined in the company's policy. Because of this, the communication and implementation of the organization's policy regarding remote work are questioned. Even if the policies are meticulously designed, there is still a possibility that they will fail if employees do not adequately communicate, comprehend, and accept them. Therefore, businesses must maintain open lines of communication to ensure that their employees know the benefits, expectations, and support systems associated with the remote work policy.

Following the rejection of the moderating effects of transformational leadership style, the research investigates leadership dynamics and how they influence distant work. The findings of

this study add another layer of complexity to the situation by demonstrating that the moderating advantages of transformative leadership, which have been shown in earlier studies to have a positive impact on employee performance, need to be validated.

The results of previous research on transformational leadership have shown that the impacts of leadership are highly contextual and dependent on factors such as the quality of execution and the characteristics of the workforce. This is illustrated by the research that has produced contradicting results. According to the findings of the COVID-19 pandemic study conducted by Koh et al. (2022), the importance of good execution cannot be overstated. This suggests that transformational leadership that needs to be carried out effectively may not increase employee performance. This revelation is consistent with the belief that the ability of a leader to motivate their team, establish explicit goals, and communicate those expectations is the most crucial factor in determining the level of success that they achieve.

In addition, the position of Masduki et al. (2020) regarding the fact that transformative leadership has less of an impact on experienced and long-term workers adds another layer of complication to the situation. According to the research findings, employees who are already highly self-reliant may need to be more open to the inspirational aspects of transformational leadership. Because of this, the concept of a one-size-fits-all approach to leadership is called into question, and it is brought to light how important it is for leaders to tailor their strategies to their team members' specific characteristics and needs.

This study supports the assertion made by Sudiantha and Armanu Troena (2017), which states that transformational leadership may not have a discernible impact if leaders cannot inspire followers and adequately communicate their expectations. This assertion is in line with the denial of moderating effects. To excite staff members, leaders need to demonstrate their vision through

actions in addition to words, emphasizing the requirement of continuous feedback and clear direction.

In addition to the direct association between working remotely and productivity, far-reaching ramifications result from rejecting the moderating function of transformative leadership. These considerations need an investigation into the leadership practices that are currently in place within the banking business in Vietnam, as well as the requirement for leadership development programs. Organizations should invest resources in training and enabling leaders to build transformational leadership abilities for them to be able to successfully inspire, motivate, and guide employees, particularly in remote work settings.

In conclusion, the lack of moderating effects of business policy and transformational leadership style in the relationship between employee performance and remote work has significant implications for lawmakers and organizational leaders. These implications are crucial because they come from the fact that there is a relationship between the two. The findings stress the importance of reevaluating leadership strategies, cultivating a constructive working environment, and ensuring that policies addressing remote work are in accordance with what employees anticipate them to be. The research can serve as a springboard for organizations in Vietnam's banking sector to evaluate their current practices and make changes based on informed considerations in order to make the most of the benefits that come with working remotely. Given that remote work is playing an increasingly significant role in determining the future of work, the findings of this study stimulate additional conversations about how firms could modify their policies and leadership styles in order to accommodate remote workers.

5.3. Recommendations

5.3.1. Implementation of remote work to enhance organizational performance

As aforementioned, this study found that remote work can improve the organizational performance of banks in Vietnam by enhancing employee performance. Therefore, it is recommended that Vietnamese banks continue to employ this working mode even after the COVID-19 pandemic has been eradicated. Based on this study's findings, banks can still benefit from remote working in a post-pandemic context. A large body of literature shows that remote work helps companies reduce costs, improve productivity and morale (Thompson, 2019; Raghuram, et al., 2001), enhance work-life balance (Reilly, et al., 2012), increase job satisfaction and reduce job burnout, and develop employee autonomy (Cascio, 2003). Therefore, it is recommended that banks continue to adopt remote work to improve employee and organizational performance.

Strategic planning and careful consideration are essential for effectively implementing remote work to enhance corporate performance. The study's results and many circumstances lead to the following recommendations for Vietnamese banking industry entities, lawmakers, and management, presented under the SMART structure.

Firstly, to improve the effectiveness of remote work, companies should review their current policies and make changes to them. As part of this strategic shift, we will thoroughly study the Vietnamese banking system and develop policies to meet its unique requirements. Recognizing the sector's complexities and how they may vary from other industries requires a sophisticated approach. Doing so paves the way for the organization to implement policies that address the specific difficulties and opportunities the banking industry faces.

It is crucial to make sure that policies are measurable. Clear and quantifiable indicators define the success criteria for remote work. To quantify the efficacy of remote work solutions, these metrics may comprise employee productivity indices, job satisfaction scores, and other essential

performance indicators. Contributing to an atmosphere of accountability, these measuring tools promote openness and enable businesses to make data-driven decisions.

Practicality is an integral part of carrying out policies. The organization must evaluate its technological and infrastructure capacities to ensure that policies align with the workforce's practical capabilities and the current technology landscape. The first step is ensuring remote work regulations are applicable, doable, and easy to implement. It stops people from developing plans that look good in theory but won't work in practice because of the organization's unique circumstances.

The policy landscape is made more dynamic by time-bound issues. Since the external environment and internal organizational dynamics are constantly changing, it is essential to conduct evaluations and updates regularly. In order to keep remote work techniques in line with the organization's current demands, time-bound policies establish an adaptive framework. Reviews are designed to be cyclical, allowing for timely revisions and promoting agility and responsiveness.

Implementing policies that are both clear and encouraging has a significant impact on staff engagement and morale. When working remotely, there is less room for anxiety if policies are clear and well-communicated. This can significantly affect employee happiness and engagement levels, leading to better organizational performance. In order to establish a healthy remote work culture in Vietnam's banking sector, a unified and well-communicated policy framework is essential.

Secondly, investing strategically in a robust IT infrastructure is crucial for making remote work more productive. This necessitates a systematic strategy that modifies the company's existing infrastructure to accommodate the specific requirements of remote workers. A tailored approach

is crucial, given the potential need for specific IT solutions within the Vietnamese banking sector. With precision, the banking industry's IT infrastructure can meet remote work needs without a hitch.

Organizations should prioritize critical metrics that measure the performance of remote work efforts in order to measure the effectiveness of these IT investments. Emerging as essential performance indicators are measures to ensure network stability, cybersecurity, and the overall reliability of IT systems. To determine how investments in information technology have affected the results of remote work, it is essential to conduct assessments and evaluations regularly. This data-driven approach allows firms to make well-informed decisions about their technology initiatives. This way, they can ensure that their IT infrastructure is good and that remote workers are successful.

It will take meticulous planning and allocation of funds to make this suggestion a reality. Before making any improvements, businesses should take stock of their IT strengths and weaknesses. An all-inclusive strategy defining the required expenditures in software, hardware, and cybersecurity measures can be crafted from this evaluation. The advice becomes realistic and doable when resources are allocated efficiently, guaranteeing that the IT infrastructure aligns with the organization's financial capabilities.

The suggestion is time-bound, which highlights how technology is ever-changing. Maintaining a flexible and responsive IT infrastructure requires constant monitoring, frequent changes, and scalability. The company should prioritize keeping up with technology developments so that the IT system can adapt to new demands as they arise. In addition to bolstering remote work initiatives, the company is poised for sustained success in the face of a dynamic and unpredictable technology market.

A solid IT infrastructure is essential for more than just meeting remote work demands right now. A robust IT infrastructure becomes a valuable asset when it allows for the smooth implementation of remote work. It is the first step toward a more competitive, agile, and responsive organization that can adapt to changing market conditions. Basically, this suggestion isn't just for remote workers; it's a foundation for a technologically solid and resilient Vietnamese financial system.

Thirdly, strategically promoting employee training programs is a crucial suggestion for increasing the efficacy of remote work. To make this program a success, training materials must be customized to address the specific competencies needed to do remote work well. Training in Vietnam's banking industry should prioritize digital cooperation and time management in order to meet industry objectives. Companies make sure their workers are prepared for the difficulties of remote banking by providing them with training modules tailored to those needs.

Employing evaluations and gathering participant feedback allows companies to gauge the efficacy of these training programs. With this method, organizations can measure the effectiveness of training programs on employees' skill growth, making training goals achievable and successful. Organizations may keep their training programs relevant to the changing demands of remote work by integrating measuring methods that allow them to adjust training content based on real-time feedback.

This recommendation highlights the ever-changing remote work landscape by being time-bound. Keeping up with the latest technological developments, business practices, and team dynamics requires consistent training. The organization's ability to adapt and respond is enhanced by its dedication to training personnel on a regular basis. This keeps them informed about the newest trends in remote work practices. When it comes to remote work, the time-bound component is even more of a necessity for ongoing learning and adaptability.

The value of encouraging staff training goes beyond just helping people develop their abilities. When employees are prepared for the possibilities and threats of remote work, they become an invaluable asset to the company. Individual productivity rises, which in turn boosts organizational performance, when people are better able to manage their time and work together digitally. Additionally, variables critical to long-term corporate success—worker morale, engagement, and job satisfaction—are more likely to be present in a workforce that is skilled at remote work practices.

This advice emphasizes investing in staff development to strengthen the organization's capabilities in remote work. In the long run, having a skilled staff can help your business stand out from the competition and adapt to the changing dynamics of Vietnam's banking industry.

Fourthly, Prioritizing improving business culture can help organizations maximize the deployment of remote work. To overcome the specific difficulties of remote work, this suggestion stresses the need to establish a work atmosphere that respects flexibility. One way to accomplish this is to promote open communication lines and recognize individual and team accomplishments. In doing so, they help foster an encouraging and constructive work environment, essential for the smooth implementation of remote work policies.

Staff surveys are a great way to determine how well your cultural improvements are working. To what degree are the intended cultural changes occurring within the company? This is something that these surveys can help determine. Companies may discover what works and what doesn't when creating a remote-friendly culture by asking employees for honest opinions. By using this metric, we can be sure that the improvements are based on what the workforce experiences and thinks rather than just being idealistic.

In order to improve the company's culture, time-bound initiatives must continuously work to incorporate remote-friendly ideals into the core of the business. This involves making remote work concerns a part of the larger corporate culture, regularly communicating the value of flexibility, and recognizing remote work accomplishments. By setting a deadline for these initiatives, companies can encourage a steady shift in company culture to accommodate remote workers.

This suggestion is important because it can foster a positive work environment that extends beyond applying policies. Employee happiness and organizational success are boosted by a culture that respects autonomy and is conscious of the difficulties of distant work. Employee engagement, motivation, and output are all positively correlated with a sense of belonging and support in the workplace.

Ultimately, creating a work atmosphere that fits the changing dynamics of Vietnam's banking sector is more critical than simply allowing remote work if we want to improve our business culture. Given the importance of culture, employee happiness, and organizational performance in remote work, this advice stands out as a vital approach for long-term success.

Finally, for remote work to be as effective as possible, companies should consider instituting wellness programs for their employees. Concerns about mental health and work-life balance are real concerns for remote workers, and this suggestion recognizes that. A more targeted strategy would be to address the specific challenges that remote workers face by developing programs that aim to improve their health and happiness.

Collecting employee input is a great way to gauge the effectiveness of programs to improve working conditions. A company can learn how well its initiatives are doing by holding frequent surveys or feedback sessions. Organizations can learn a lot about how well-being programs are

doing by having workers participate in the evaluation and providing feedback. These results will align with what employees need and experience because of this method of measuring.

Employee well-being efforts should be continuously evaluated as part of the time-bound aspects of this proposal. It is essential to regularly examine and update the programs so they can be adjusted to fit the changing demands of employees and the conditions. Because remote work is constantly evolving, companies must proactively address health risks and change their programs as needed. Establishing a timeframe for assessments is an excellent way for employers to show their dedication to improving employee well-being.

Improving job happiness, engagement, and overall organizational performance are three key outcomes that can be achieved through employee well-being programs. Working conditions that prioritize employees' health and happiness are more likely to be supportive and caring. If workers know their health and happiness are essential to their employer, they are more likely to be content and have more drive to succeed. Supported workers can better overcome the obstacles of remote work and help the company achieve its goals.

When companies engage in their employees' health and happiness through initiatives designed to alleviate the stresses of remote work, they do more than simply respond to the problems that come with distant employment. Recognizing the importance of well-being in building a resilient corporate culture, this guideline acknowledges the comprehensive nature of health and its effect on worker productivity.

In conclusion, specific variables must be thoroughly assessed and prepared to introduce remote work strategically in Vietnam's banking industry. The SMART framework offers a comprehensive approach to enhancing organizational performance through remote work. Organizations may effectively navigate challenges and capitalize on the advantages of remote

work by implementing explicit policy frameworks, robust IT infrastructure, targeted staff training, a nurturing business culture, and programs that enhance employee well-being. All the proposals emphasize many essential characteristics, such as clarity, flexibility, and ensuring employee satisfaction. The proposals collectively form a plan to assist the banking industry in adapting to the evolving post-pandemic landscape by promoting resilience and adaptability and facilitating remote work.

5.3.2. Improvement in company policy and leadership

Although this study's findings do not support the moderating effects of company policy and transformational leadership on the relationship between remote work and employee performance, there is ample evidence on their positive effects (Chatterjee, et al., 2022). Additionally, their absent impacts are highly likely to be due to management's inadequate and improper policy and leadership support (Sudiantha & Armanu Troena, 2017). Based on the descriptive analysis of this study, it is found that the participants generally have lower levels of agreement with their companies' company policy and transformational leadership. This suggests that company policy was inadequate in supporting remote work implementation and management failed to motivate their employees throughout the implementation.

According to Alexander et al. (2021), company policy plays a vital role in implementing remote work. McKinsey's survey shows that over 33% of the respondents selected precise hours and collaboration expectations to be defined in RW policy. ICT facilitating remote work and guidelines for documentation should also receive significant support. Employees also highly rated collaboration tools, training, and compensation for remote-work office setups. Employees also reportedly require regular small team-connectivity events to promote social cohesion (Alexander, et al., 2021).

According to Neufeld et al. (2010), transformational leadership style is strongly connected with perceived leader performance. In the setting of remote work, managers need to demonstrate vital communication behaviors. Employees will perceive managers' performance as necessary and demonstrate more positive attitudes towards remote working when managers can communicate effectively (Neufeld, et al., 2010). Similarly, Iliev (2023) argues that remote leaders must demonstrate strong communication skills to facilitate remote work. Leaders need to communicate tasks and feedback to employees effectively. This can be done via email, chat, phone/ video call, and a combination of the abovementioned methods. It is also recommended that leaders should change from the traditional hierarchical structure to a more decentralized and flexible approach. Digital leadership is recommended as the new solution assisting leaders in adapting to remote work (Iliev, 2023).

According to Oberer (2018), digital leadership is an inter-hierarchical, team-oriented, and collaborative approach. In support of remote work, it is suggested that managers focus on aspects such as communication, innovation, and people. More specifically, there should be a transparent framework to spread information to ensure everyone is updated during remote work. This also helps managers be aware of how employees adapt to remote work. Leaders should also use multidisciplinary teams, creative processes, and flexible work environments to foster innovation. Lastly, task delegation, considering employees' time, resources, and competency, is essential (Oberer, 2018).

Improving corporate policy and leadership practices strategically is critical for creating a work climate that is good for remote work and the organization as a whole. The SMART framework, which prioritizes elements such as being specific, measurable, achievable, relevant, and time-bound, serves as a framework for these suggestions.

Firstly, formulating clear policies regarding remote work is essential to successful remote work, particularly in the Vietnamese banking industry, which is a specific setting. The relevance of setting particular criteria for working remotely that are tailored to the industry is brought to light by this recommendation. These standards ought to address topics such as working hours, communication processes, and deliverables, among other things. It is vital to be particular in this regard in order to create the groundwork for a comprehensive strategy that addresses the intricacies of banking operations.

The incorporation of quantitative features into these strategies is essential in order to ensure that they are successful. Utilizing key performance indicators (KPIs) is the most effective method for assessing compliance. The efficacy of a policy can be evaluated using measurable metrics such as the percentage of projects that are finished, the number of tasks that are completed, and the promptness of responses. In order for businesses to gain insight into how their employees are responding to legislation regarding remote work and identify areas in which they can make improvements, they want a metric that can be monitored.

The term "achievability" is used in the banking industry to describe the degree to which the policies are feasible and attainable. In the context of employment from a remote location, it is of the utmost importance to ensure that applicable policies are both acceptable and realistic. The transmission of information, the clarification of complexity, and the voicing of concerns are all made possible through training sessions, which are crucial for implementing these standards. Having the ability to do something is essential in order to bridge the gap between formulating ideas and actually putting them into effect.

When it comes to the inner workings of the operations of financial institutions, the relevance of legislation that allows staff to work remotely is enormous. Policies are considered relevant and in accordance with the specific demands of the business when they address specific concerns

such as the protection of consumer information, compliance with regulations, and data security. We need to make sure that the laws we create are applicable if we want to develop policies that accurately represent the reality of activities related to remote banking.

In order to make regulations regarding remote work more adaptable, it is essential to establish a review schedule that is performed regularly. In order to guarantee that policies are effective and that they are in line with the ever-evolving requirements of the banking industry, frequent assessments are executed. In addition, when evaluations are time-bound, firms are able to respond rapidly to feedback, changes in the industry, and new challenges that have arisen.

The implications of this proposition are incredibly far-reaching. By reducing uncertainty and developing clear policies that offer employees a sense of security and understanding, it is possible to establish a supportive and healthy atmosphere for employees to work in. Utilizing measurable key performance indicators enables data-driven decision-making by focusing on the degree to which policies are adhered to. When guidelines are realistic and complemented by employee training, implementing them is more effective. Policies need to be relevant to the dynamics of the banking business in order to address those essential industry-specific concerns. To ensure that policies align with the ever-changing nature of the banking industry, the time-bound method makes it possible to make continuous improvements. Through establishing a solid foundation, the overriding objective of this plan is to improve the stability of the Vietnamese financial industry and make working remotely more convenient.

Secondly, better policies and leadership practices are required in order to establish a culture that not only supports and encourages remote work but also makes it possible for employees to contribute to the success of the firm. These concepts are expertly directed by the SMART framework, an acronym for Specific, Measurable, Achievable, Relevant, and Time-bound.

When explaining expectations and rules regarding distant labor, exactitude becomes evident to the extent that these restrictions are adapted to the particular circumstances of the banking industry in Vietnam. It is necessary to provide a specific definition for all components, including time, communication channels, and ultimate products. Some examples of key performance indicators (KPIs) utilized in evaluating the effectiveness of these policies are the rates at which projects are completed and the response times.

The alignment of these regulations with the requirements of remote work determines whether or not they are realistically achievable. One of the most significant aspects of this is providing frequent training sessions for staff, during which they are informed of any policy changes, their questions are answered, and their comprehension is improved. Keeping things relevant requires taking on challenges unique to banking, such as ensuring data security and complying with regulatory requirements. By incorporating a time-bound component through frequent evaluations, policy changes that are made in response to the ever-changing demands of the banking industry are made more accessible to implement.

Transitioning to the subsequent subject matter pertains to the augmentation of transformational leadership tactics. One approach to accomplishing this goal is to develop programs that focus on crucial characteristics such as motivation and customized attention. It is possible to gain insight into leadership effectiveness by analyzing the results of surveys that ask employees about their experiences with leadership in areas such as communication and support.

The seemingly impossible can be accomplished through the use of leadership development sessions that concentrate on enhancing skills related to the management of distant teams and the effective communication of information online. Two crucial qualities are in accordance with the unique requirements of remote work: adaptability and emotional intelligence. Establishing dates

for leadership training programs would exemplify a time-bound strategy. This would ensure that the programs are continuously evolving to address new challenges and trends in the market.

Leadership is an essential component in cultivating a constructive culture of remote work within the Vietnamese banking sector, and this integrated approach underlines both the clarity of the policies and the role that leadership plays in this process. It is an all-encompassing strategy that aims to integrate policy frameworks and leadership practices to sustainably advance the business's performance.

Thirdly, the fostering of open communication channels is essential for developing the productivity of remote work. Establishing many channels through which employees can freely and openly exchange information and ideas with one another is one particular proposal that can be made to encourage open lines of communication. Including tools for team communication, holding feedback sessions regularly, and holding frequent video conferences are all components of this endeavor. The goal is to achieve this by establishing a reliable communication system capable of satisfying the diverse requirements of remote teams.

It is possible to evaluate the effectiveness of these communication channels by utilizing a variety of indicators, such as response times, participation rates in virtual meetings, and comments received through various platforms. Because of this, businesses can adapt their strategies by key performance indicators (KPIs), which allows for a quantifiable evaluation of the impact and scope of communication initiatives.

One of the most critical steps toward making this advice a reality is providing communication training to leaders and staff. The use of technology in a constructive manner, attentive listening, and online etiquette should all receive more attention. Beginning at this stage, it is vital to ensure

that individuals possess the skills necessary to properly manage the complexities of communication over long distances.

Understanding the crucial role of communication in remote work helps maintain the relevance of the situation. Distributed teams' particular needs must be considered when formulating communication tactics that promote openness and transparency. To foster a sense of inclusion and engagement among all team members, irrespective of geographical separation, it is critical to strike a balance between the significance of prioritizing inclusivity and its potential drawbacks.

A strategy is included in the recommendation for periodic evaluations of communication and training updates, which pertains to the timely nature of the proposal. This temporal component is essential when adapting communication strategies to fresh feedback and technological advancements. It is necessary to take the initiative to stay up to date to properly support remote communications in the face of the constantly shifting environment of communication technologies.

It is impossible to stress the significance of recommending that open lines of communication be encouraged. Employees located at a distance can feel more connected to the firm and more capable of working together as a team beyond simply effectively sharing information. When there is open communication, everyone is on the same page with the organization's aims, which decreases feelings of isolation and makes everyone feel more inclusive. Given that engaged and connected individuals are more likely to make meaningful contributions to the company's success, the organization's entire performance is positively affected. A significant amount of open communication is required to establish a cooperative culture of remote work that facilitates the pleasure of employees and the organization's cohesiveness.

5.4. Summary

In conclusion, the previous debates and studies highlighted the crucial factors needed to develop and improve remote work in Vietnam's banking sector post-pandemic. The study focused on thoroughly examining route analysis results to draw significant conclusions about the impact of remote work on the performance of employees and companies.

This study supports the idea that there is a positive correlation between remote work and employee performance. This discovery aligns with prior studies emphasizing the benefits of enhanced autonomy, better work-life equilibrium and heightened efficiency in a setting that allows for more flexibility. Additional proof is shown here, indicating that effectively implementing remote work can inspire individuals and teams to reach better performance levels.

The study showed how working remotely boosts productivity and how organizational policies and transformational leadership styles might influence this relationship. Given the lack of evidence supporting the idea that corporate strategy or transformational leadership style can reduce these impacts, it is crucial to ensure that organizational practices align with the needs of remote work. This conclusion suggests that more than enabling people to work remotely may be needed to reap the benefits. Instead, effective leadership and thorough regulations are necessary.

The findings about the Vietnamese banking system have implications that go beyond academia and are relevant for practitioners, managers, and policymakers. The ideas are organized using the SMART framework, highlighting the importance of well-defined policies, developing strategic leaders, maintaining open communication channels, investing in information technology infrastructure, and promoting employee well-being. Overall, these ideas will establish a solid foundation for companies seeking to effectively address the challenges of managing remote employees.

An ongoing concern is the importance of balancing consistent assessments with keeping flexibility. Given the ever-changing nature of remote work due to technological advancements, evolving market conditions, and increasing employee demands, it is crucial to have a mindset focused on ongoing growth. Implementing these guidelines inside a SMART framework enables the initiation, maintenance, and enhancement of remote work practices over time.

The recommendations and discussions highlight the complex aspects of implementing remote work, emphasizing the importance of leadership, policy, communication, and infrastructure in decision-making. After the epidemic, adopting these insights is possible to create a more resilient, engaged, and high-performing organizational atmosphere. This is because the banking industry in Vietnam and other places is adapting to the evolving characteristics of work.

CHAPTER VI:

CONCLUSION

6.1. Introduction

The research conducted in this study to investigate the effects of remote work on banking companies in Vietnam represents a significant turning point in our understanding of the intricacies of modern work arrangements. This study aims to investigate the connections between working remotely, employee performance, and the overall effectiveness of an organization. It is based on the findings of an online survey completed by bank employees and garnered 120 valid responses.

The critical revelation, which is a reiteration of the findings of past studies, brings to light the significant positive effects that working remotely has on a company's performance. Through careful analysis of the responses, the study indicates a recurring theme: working from home is more than just a change in technique; it results in considerable productivity increases. In addition, this is quite important for the overall enhancement of the results gained by the business. Because working remotely boosts productivity for both the employee and the firm, it is evident that this arrangement can be a game-changer for companies involved in the financial sector.

An analysis is conducted on the expected moderating effects of transformative leadership and corporate policy; nevertheless, the discourse deviates unexpectedly in this section. Despite the widespread idea that they play a significant part in defining the atmosphere of remote work, the study's outcomes invalidate this notion. Although it was believed that the moderating effects would be essential in altering the association between working remotely and productivity, these effects do not have the expected influence. In the context of remote employment, organizational

regulations, and leadership styles are debated, yet this subtle revelation makes the situation much more complicated.

Beyond what is readily evident, the study makes significant contributions that must be acknowledged. Internally and externally, it augments the current corpus of knowledge concerning the intricacies of remote work, with a specific focus on Vietnam's banking sector. Scholars and researchers have the opportunity to enhance the nuanced perspective presented in the study by looking deeper into the complexity of how working remotely influences the performance of employees and the outcomes associated with organizations. The impact of this contribution is not limited to the realm of academia; instead, it extends into the real world as well, assisting executives in organizations and politicians in comprehending how work is evolving.

Despite the fact that the study does make some significant advances, it is upfront enough to state that it has limitations, which is a considerable accomplishment. It is explicitly noted that the sample size is relatively small, there are specific contextual concerns associated with the banking industry in Vietnam, and there may be biases in the survey instrument. Rather than indicating a lack of strength, this acknowledgment reflects the study's commitment to maintaining a rigorous academic environment. This article draws attention to the constraints that were placed on the research and urges readers to enhance their own approach in light of these limits in order to acquire a more comprehensive understanding.

Concerning this topic, the study sets the door for further research endeavors in the future. In addition to the fact that the recommendations are not superficial, they also serve as landmarks for future researchers who wish to enhance our grasp of this topic. The current academic conversation on remote work and its far-reaching impacts is given new life by these proposals, which range from examining unknown issues within the current context to branching out into

other industries to adopting various research methodologies. These suggestions offer the subject a fresh lease on life.

To sum up, this study goes beyond a superficial review of the immediate effects of remote work. It delves deeply into the complexity of remote work and how it affects employee performance and the success of organizations. The study presents a comprehensive picture of the role of remote work in the Vietnamese banking industry. It begins with the disclosure of pertinent information and continues with an honest evaluation of the limitations of remote work as well as ideas for moving forward. An empirical instance illustrates that work is in a constant state of change, necessitating ongoing scholarly investigation in order to grasp it fully.

6.2. Contribution of the study

A comprehensive examination of the effects of remote work on the efficiency and effectiveness of banking organizations in Vietnam was conducted, and the conclusions of this study provide a summary of the findings. An online survey was a component of the research, and it garnered a total of 120 valid responses from employees working at the bank. According to the findings, working remotely positively impacts a business's performance, with the performance of employees playing a significant part in moderating this relationship. Unfortunately, neither corporate policy nor transformational leadership had the anticipated moderating influence on the relationship between remote work and employee performance.

Firstly, because of this study, our understanding of the dynamics of distant labor has been significantly expanded, which is the primary contribution of this research. By focusing on the banking business in Vietnam, this study brings a regional and industry-specific perspective to the greater area of studies about remote employment. By concentrating on Vietnam's unique cultural and industrial setting, this particular aspect contributes to the expansion of our

understanding of how remote work influences the performance of organizations. These localized perspectives will be vital for academics, legislators, and organizational leaders striving to grasp remote work's context-specific intricacy.

This study not only contributes to the expanding body of literature on working remotely, but it also has the potential to bring a fresh perspective to the banking sector in Vietnam. It considers that every sector of the economy and cultural setting has its own peculiarities and that the dynamics of working remotely are not universally applicable to all situations.

In the second place, the research of mediating elements, mainly the function of employee performance as a mediator in the nexus between remote work and organizational performance, is an essential aspect of this study's contribution. This study provides a new layer of complexity to our knowledge of the intricate mechanisms responsible for remote labor's impact on a company's overall performance. It is essential for businesses that want to get the most out of their remote work approach to acquire a deeper understanding of this mediating position. It is comparable to attempting to put together a problematic engine.

The discovery of the mediating factor benefits academics and businesspeople since it helps bridge the gap between theoretical frameworks and organizational strategies used in the real world. It is abundantly apparent to employers that working remotely indirectly impacts performance, achieved through enhanced employee performance outcomes.

Thirdly, the research bravely investigates uncharted territory by analyzing two anticipated moderating factors: company policy and transformative leadership principles. The findings of this study raise doubt on the role of these variables in defining the nature of the connection between remote work and employee performance, so calling into question long-held assumptions. When the new realities of working remotely are considered, it causes professionals

and academics to question the traditional knowledge regarding leadership roles and the regulations that organizations implement.

The discourse has been elevated due to this comprehensive investigation. This presents a thought-provoking appeal, urging scholars and organizational executives to examine established notions and beliefs critically. This demonstrates how complex organizational dynamics may be and the fact that there is no magic bullet when it comes to the interaction between leadership styles, corporate policy, and remote work.

Last but not least, the study's influence extends beyond academia and into the real world of banking policy and organizational leadership in Vietnam. The fact that it focuses on the region ensures that the findings are not theoretical musings but rather accurate recommendations based on the specific opportunities and challenges that the banking industry in Vietnam is being confronted with.

As decision-makers traverse the hurdles of implementing strategies for remote work, the study acts as a guiding light for them. This is especially important in an industry where data security, regulatory compliance, and client confidentiality are paramount. It is not only a collection of information; it is a fundamental toolbox for managers who wish to increase the productivity of their firms by implementing effective remote work practices.

In addition to the optimistic findings, the importance of the study lies in the fact that it is committed to transparency, which takes us to our final point. Academic honesty is demonstrated by the study's candid discussion of its own faults, which include the study's limited sample size, faulty research methods, and the possibility of biases. The openness of the research is not an afterthought; instead, it is an essential component of the study itself.

As a result of this admittance of flaws, two aims have been successfully realized. First, it gives the investigation more weight than it would have otherwise. Consequently, readers and other researchers will be aware that the study is not attempting to be all-knowing but instead remains within the confines of its own approach. In the second place, it acts as a model for researchers to follow in the future, offering guidance on overcoming challenges and finishing studies that are equivalent to those that have been done previously.

To sum up, the study's contribution is more like a symphony of enhancements rather than a single improvement. This document incorporates a transparent lighthouse, a road map to unexplored areas, and a practical application guide. Due to this action, the subject of working remotely is transformed from an intellectual exercise into a fundamental tool that firms can use to navigate the muddy waters of Vietnam's banking industry. This study's precedent, which is being felt far and wide in both the academic and practical worlds, can serve as a foundation for future research efforts investigating the dynamics of remote labor.

6.3. Research limitations

Regardless of its strength, every research project faces specific limits that influence the scope of its results and implications. This study on the effects of remote labor on organizational performance in Vietnam's banking sector demonstrates honesty and scholarly integrity by carefully acknowledging its shortcomings.

The small sample size is the first major drawback of this study. The limited number of 120 genuine responses raises concerns about the generalizability of findings to the broader banking industry, yet it creates a sturdy foundation for some studies. A larger participant pool is necessary to fully represent the diversity and depth of the banking industry's professional landscape, defined by a wide range of positions and responsibilities. Moreover, one must use caution when

generalizing the study's findings to Vietnam's banking industry due to the study's dependence on a tiny sample size. There is a chance of sample bias if people participate in the study because they are naturally good with technology or like working from home. Participants in online surveys may have an innate comfort level with technology, which could bias the results in favor of a more tech-savvy audience. Therefore, a possible solution to this issue might be to increase the diversity of the participants by inviting a more comprehensive range of banking experts. To do this, it might be helpful to use a multi-stage sample technique that includes people from all levels of the banking industry's organizational chart, as well as those with varying degrees of technical expertise.

Second, the study's design incorporates contextual specificity, which adds another level of complexity. The findings provide insights into the dynamics of remote labor in Vietnam's banking sector. However, these findings may not apply to other industries or global contexts. Working remotely is influenced differently by regional and sector-specific complexities of business culture, work practices, and societal conventions. Although the study delves deeply into this specific environment, the conclusions can only be applied to Vietnam's banking sector. It is essential to use caution when applying these findings to industries outside banking or nations with very different cultural and organizational contexts. If researchers and practitioners want to use these findings in different situations, they should consider running separate studies that are more suited to the details of each sector or area. Therefore, future studies might compare the effects of remote work across different industries to understand further how industry-specific factors impact the relationship between remote work, employee performance, and organizational outcomes. Creating customized tactics for varied professional environments could benefit from this method.

Thirdly, the study examines the impact of moderating factors, such as business policy and transformational leadership, on the relationship between remote work and employee performance. The non-significant findings in this regard present a fascinating path for future research rather than a limitation in and of itself. It is more accurate to see the lack of substantial moderating effects as a call for further investigation than a severe constraint. Much more may be learned about the Vietnamese banking sector if we can determine why transformative leadership and corporate policies aren't having the desired effect. The intricacies and contextual details that define the influence of these moderating elements in this particular environment can be uncovered through qualitative inquiries.

The next thing to consider is that additional factors and possible biases are associated with the methodological choice to use an online poll. Those already familiar with and oriented toward digital communication tools may be skewed in the results if researchers depend on those who voluntarily fill out online questionnaires. Although online surveys have the advantage of being efficient and reaching a large number of people, they do have the drawback of excluding those who need to be more comfortable and able to use technology well. Because of this, we risk seeing an inaccurate picture of the population as a whole that fails to consider the experiences of those reluctant or disabled to use remote work options. Therefore, a wider variety of data-gathering techniques, such as focus groups or in-depth interviews, might be used in future studies to overcome this constraint. These qualitative methods give those uncomfortable with online surveys a chance to discuss the pros and cons of working remotely.

Additionally, providing context for the study's findings is crucial due to their limited temporal scope within the ever-evolving realm of remote work. Ongoing investigation is required to comprehend the dynamic characteristics of remote labor. Since it was done at a particular moment, the study may only partially capture the ever-changing nature of remote work practices.

Remote work solutions have constantly evolved as businesses react to new threats and opportunities in the post-pandemic age. Because of this, the results only provide a partial picture of the distant work environment in the Vietnamese banking sector; they need to give an exhaustive overview. Therefore, future studies might expand upon this idea by following the development of remote work habits over a lengthy period, thus avoiding this limitation. That way, they may study how remote work tactics change with the job market demands and record how firms react to new situations.

Since these limitations are acknowledged, the study's credibility is enhanced, opening a path for further research. These qualifications serve as a springboard for researchers to conduct more in-depth investigations considering all of the information lacking in this study. As an illustration, in addition to the quantitative findings, a qualitative inquiry would be able to offer insight into the intangible aspects of working remotely.

Moreover, comparative research could investigate various sectors or regions of Vietnam and how the dynamics of working remotely differ. A more generic study would not provide some aspects that are specific to the industry, but this would help reveal those details. There is a high probability that organizations' responses to this paradigm shift will be dynamic; nonetheless, these responses could be better captured by longitudinal research that tracks the evolution of remote work dynamics over time.

In essence, restrictions denote the boundaries of the present investigation and encourage the investigation of regions that have not been previously investigated. By carefully considering the study's limits, we will be able to explore these areas further and gain a deeper understanding of how remote work is transforming businesses and how it impacts the performance of organizations.

6.4. Suggestions for future research

Different suggestions for future research will be discussed and analyzed, bringing more perspectives for researchers and readers focusing on tackling this problem.

Firstly, a study that looks into the probable moderating elements that need to be presented in the future. Based on the results of the study, it was determined that the moderating impacts of business policy and transformative leadership were not significant. Because of this, there is now a window of opportunity for additional study to be carried out. Even though the study did not find a significant impact, this does not rule out the chance that these factors have an effect. It does not contradict the notion. Instead, it raises the question of how the moderating effects might differ in the setting of Vietnam's banking system due to the diverse circumstances.

There is a potential that quantitative measures are disregarding some of the intricate connections that exist between remote workers and the organizational and leadership dynamics that are present in French banks. In the future, researchers may study the intricacies of corporate strategy and leadership style by employing qualitative methods such as focus groups or interviews. These approaches could be instrumental in this regard. When academics better understand the subjective perspectives of employees and executives, they have a better chance of identifying nuances that quantitative analysis would otherwise ignore. This is because quantitative analysis does not take into account human perceptions. Taking this method not only helps us acquire a more in-depth grasp of the aspects that moderate the relationship, but it also gives us suggestions that we can implement in the administration of our businesses.

Secondly, the degree of inclusiveness in every aspect of the economy needs to be increased. A growing number of individuals are concluding that the effects of working remotely are different across the many sectors of the economy. As a consequence of this, there have been calls for

additional research on the topic that is more comprehensive. When it comes to working from home, every industry has its own unique set of specific advantages, disadvantages, and peculiarities that are unique to that industry. By broadening the scope of their research to include different sectors, researchers can identify patterns that are exclusive to a particular industry. This diverse approach improves the generalizability of the answers and makes it easier to develop strategies tailored to a specific sector of the economy.

Not only does this concept have the potential to grab the attention of academics, but it also has far-reaching ramifications beyond that. When politicians and corporate leaders are trying to figure out the most efficient ways to implement remote work, they must consider the consequences of these challenges in the real world. Decision-makers can customize their strategies to meet the norms and expectations unique to their company if they comprehensively understand remote work in various scenarios. One indication that organizational practices are being aligned with the intricacy of each professional environment is that there has been a shift away from a uniform application of remote work tactics toward a more nuanced and sector-specific deployment.

Thirdly, a longitudinal study should be conducted on the dynamics of working remotely. Due to the urgency of this investigation, we shall now delve further into the challenges inherent in the utilization of digital technology for photography. Particularly in the wake of a pandemic that has spread worldwide, many people opt to work from the comfort of their homes. Organizations' responses, the introduction of new technologies, and societal changes all impact how it develop over time. On the other hand, longitudinal research is not only a recommendation; it is an absolute necessity from a strategic point of view to capture the ever-changing narrative of remote labor.

Through the utilization of a longitudinal lens, researchers have the opportunity to uncover patterns that might be hidden in a single examination. This is accomplished by tracing the advancement of behaviors connected with working remotely. Acquiring a knowledge of the adaptability and longevity of techniques created for remote work is vital, and this strategy is essential for achieving that understanding. It addresses the topic of whether or not businesses continue to employ remote work methods, whether they adapt them, or whether they eliminate them as they progress through their life cycles and respond to the dynamics of the external environment.

A longitudinal research study can be utilized to acquire a more comprehensive comprehension of the effects of working remotely on the culture of a business, the level of contentment experienced by its employees, and the level of productivity achieved by its workers with time. The organization's landscape is constructed with time by enduring patterns and transformations, which can be observed via this lens, extending beyond the organization's immediate implications. These shifts and patterns are more permanent patterns.

Next, the investigation of a wide range of different methodological perspectives should be executed. Online surveys, even though they are quick and easy to complete, cannot collect as much information as other data collection methods. Because of the complexities of the experiences that are linked with working remotely, there has been a need to rethink the methodological approaches that are traditionally used. Although quantitative analysis effectively gathers numerical trends, it may be challenging to appreciate the complex human experiences and contextual nuances inherent to working remotely. This is because of the nature of the work itself.

On the other hand, the use of qualitative methodologies creates a diverse array of narratives, in contrast to the potential simplification of narratives that can be brought about by using

quantitative data. Applying these approaches makes it possible to conduct a more in-depth investigation into the actual experiences of workers, thereby revealing light on the emotional aspects, coping strategies, and difficulties involved with working remotely. Additionally, researchers can use them to place quantitative findings inside the complex context of organizational life because they can be used to do so.

In order to obtain a more thorough grasp of remote work, it is possible to acquire a more comprehensive understanding by applying a wide range of methodological techniques. This is in contrast to merely adding additional tools to the toolbox. Consequently, it recognizes the cultural complexities, organizational dynamics, and human narratives that serve as the basis for all of the data points pertinent to remote work. In the process of advancing toward a more comprehensive strategy, the research findings are more likely to be reliable and helpful in influencing the behaviors of companies. This is because the plan is more extensive.

Last but not least, in anticipation of a post-pandemic world, it is imperative that we develop approaches that are undergoing adaptation. An instance of a transitional phase is observed as organizations experiment with remote working legislation during the worldwide pandemic. A proposal has been made to investigate organizations' responses in the aftermath of a pandemic in light of the widely recognized substantial changes that have occurred in the environment. Formerly regarded as an exclusive option, most organizations now consider working remotely a standard operational procedure. This did not apply historically.

Businesses should cease implementing short-term strategies and instead initiate the development of long-term approaches in accordance with this recommendation. The transition to remote work was accelerated due to the pandemic that stimulated the change. Enterprises presently face the intricate challenge of integrating remote work methodologies into their long-term strategic plans. Currently, they are confronted with this obstacle. Further inquiry is anticipated to be necessary

regarding methods by which businesses can preserve operational flexibility and effectiveness. Periodically, this may be deemed essential.

Furthermore, the proposal advocates for researchers to investigate the interplay between strategic partnerships, technological progress, hybrid work models, and organizational resilience in relation to remote work. Organizations that adopt a proactive approach to adapting to the evolving realities of the workplace will achieve success when navigating these changes. Understanding the approaches organizations have developed to utilize remote labor in the post-pandemic period is advantageous for experts in academia and the business sector. To ascertain the future of remote work, we must examine the immediate and long-term consequences and strategies.

In conclusion, this research offers significant contributions to understanding the relationship between employee performance in Vietnam's financial sector and remote work. However, it also draws attention to domains that could benefit from additional investigation in subsequent research. To navigate the intricacies of the evolving work environment and devise successful organizational strategies in the aftermath of the pandemic, it is critical to undertake comprehensive sector-specific investigations, incorporate a range of methodological viewpoints, conduct longitudinal studies, employ qualitative approaches to enhance comprehension, scrutinize the enduring consequences of remote work, and examine moderating factors.

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APPENDIX A:
FIRST APPENDIX TITLE

Appendix 1. Questionnaire

A SURVEY FOR RESEARCH ON THE IMPACTS OF REMOTE WORK ON
ORGANISATIONAL PERFORMANCE OF BANKS IN VIETNAM

This survey serves the purpose of collecting primary data for a study on the impacts of remote work on organizational performance of banks in Vietnam. The data collected in this survey will be kept confidential and used for research purposes only.

Section 1. Demographics information

1. What is your gender?

Male Female Prefer not to say

2. What is your age?

18-25

26-34

35-44

45-54

Above 55

3. Which bank do you work for? Please specify.

4. Which department are you in? Please specify.

5. What is your working mode?

Remote working

Hybrid working

In-office

Section 2. Remote working's impacts

This section includes questions about remote working's impacts on organizational performance.

To what extent do you agree or disagree with each of the following statement? 1- Totally disagree and 5- totally agree.

Totally disagree

Disagree

Neutral

Agree

Totally agree

1. I like having control over where I want to work.2. I have better work-life balance when I can work wherever I wish.

Totally disagree

Disagree

Neutral

Agree

Totally agree

3. I believe that flexibility in work time boosts my productivity.

Totally disagree

Disagree

Neutral

Agree

Totally agree

4. I have better work-life balance when I can decide my work time.

Totally disagree

Disagree

Neutral

Agree

Totally agree

5. IT infrastructure is crucial for implementing remote working.

Totally disagree Disagree Neutral Agree Totally agree

6. My company's IT infrastructure can support remote working.

Totally disagree Disagree Neutral Agree Totally agree

7. I think remote working improves productivity.

Totally disagree Disagree Neutral Agree Totally agree

8. I think remote working offers more flexibility for employees.

Totally disagree Disagree Neutral Agree Totally agree

9. Remote work helps me complete my tasks more quickly.

Totally disagree Disagree Neutral Agree Totally agree

10. The quality of my job performance is improved when I can work remotely.

Totally disagree Disagree Neutral Agree Totally agree

11. I am inclined to invest more in my job when I work remotely.

Totally disagree Disagree Neutral Agree Totally agree

12. Remote work flexibility helps employees improve their adaptability.

Totally disagree Disagree Neutral Agree Totally agree

13. Overall, I believe remote work helps improve employee performance.

Totally disagree Disagree Neutral Agree Totally agree

14. I believe that companies that implement remote work will have better performance.

Totally disagree Disagree Neutral Agree Totally agree

15. Internal operations and processes are more effective and efficient when employees can work remotely.

Totally disagree Disagree Neutral Agree Totally agree

16. Remote working is a cost-effective solution for my company.

Totally disagree Disagree Neutral Agree Totally agree

17. Remote working helps improve my company's financial performance.

Totally disagree Disagree Neutral Agree Totally agree

18. Companies can retain more talents if they offer the remote working option.

Totally disagree Disagree Neutral Agree Totally agree

19. My leaders have a clear vision for remote working.

Totally disagree Disagree Neutral Agree Totally agree

20. My leaders help keep me motivated throughout remote working.

Totally disagree Disagree Neutral Agree Totally agree

21. I have faith in my leaders' vision and strategy for implementing remote working.

Totally disagree Disagree Neutral Agree Totally agree

22. I still can learn a lot while working remotely.

Totally disagree Disagree Neutral Agree Totally agree

23. I receive adequate support and training from my leaders when working remotely.

Totally disagree Disagree Neutral Agree Totally agree

24. My company policy helps promote autonomy during remote working.

Totally disagree Disagree Neutral Agree Totally agree

25. My company policy helps me quickly adapt to the changing environment of remote working.

Totally disagree Disagree Neutral Agree Totally agree

26. My company policy helps cultivate positive relationships among employees during remote working.

Totally disagree Disagree Neutral Agree Totally agree

27. My company policy effectively keeps everyone motivated in their job.

Totally disagree Disagree Neutral Agree Totally agree

28. Overall, my company policy effectively supports the implementation of remote working.

Totally
disagree Disagree Neutral Agree Totally agree