

SOCIALIST REPUBLIC OF VIETNAM

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STATEMENT OF NEW THEORETICAL AND PRACTICAL CONTRIBUTIONS OF THE THESIS

Dissertation Title: The Impact of Leader-Member Exchange and Organizational Support on Employees' Job Performance in Hospitals in Ho Chi Minh City.

Major: Business Administration

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Scientific and Practical Contributions of the Dissertation: **Dr. Nguyen Thi Bach Tuyet and Dr. Huynh**

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Theoretical Contributions:

Firstly, the dissertation integrates organizational, psychological, and technological factors into a unified model. Previous studies often examined leader-member exchange (LMX) and perceived organizational support (POS) in isolation or focused on one factor separately (Ahmed et al., 2014; Karatepe & Aga, 2016). This dissertation addresses that gap by simultaneously incorporating both organizational elements into a single model, while extending the framework by introducing a moderating variable-Digital Technology Capability (DTC). This approach not only builds upon Social Exchange Theory (SET) and the AMO framework but also adopts an interdisciplinary direction aligned with digital transformation trends.

Secondly, the study distinguishes and confirms the dual mediating role of two psychological constructs. While prior research tends to analyze either organizational commitment (OC) or job involvement (JI) as independent mediators, this dissertation clearly separates these mechanisms: OC reflects emotional attachment to the organization, whereas JI captures motivation and cognitive immersion in work. Incorporating both mediators in the model clarifies the "dual psychological pathway" (affective-cognitive-behavioral) through which LMX and POS influence job performance (JP).

Thirdly, the study proposes and empirically tests a new moderating variable, Digital Technology Capability (DTC). Prior research on LMX, POS, and JP rarely considers technological factors in the employee-organization relationship. By integrating DTC into the model, the dissertation expands the AMO framework to AMO+, demonstrating that digital technology serves not only as a working tool but also as a catalyst amplifying the effects of ability, motivation, and opportunity on job performance. This contribution reflects the increasing importance of digital transformation in the healthcare sector.

Fourthly, the dissertation reinforces and extends organizational behavior theory in the unique context of Vietnam. Most prior studies were conducted in developed economies, with limited focus on hospitals in developing countries. This research applies the model in Ho Chi Minh City, the largest

healthcare hub in Vietnam, characterized by intense work pressure, fierce human resource competition, and stark public-private disparities. The findings provide important empirical evidence to affirm the generalizability and applicability of organizational behavior theories within Vietnam's healthcare context.

In summary, the dissertation fills key research gaps by: (i) integrating LMX and POS into a unified model, (ii) validating the dual mediating roles of OC and JI, and (iii) introducing the moderating role of DTC to expand the theoretical framework. These contributions are meaningful for both theory and practice and lay a foundation for future studies in hospital human resource management.

Practical Contributions:

Guiding performance enhancement through internal management factors: The model enables hospital managers to clearly identify key drivers of job performance, including leader-member relationships, organizational support, commitment, and job involvement. Focusing on these factors can improve productivity, service quality, and patient satisfaction.

Policy development tailored to employee segments: Multi-group analysis (based on gender, age, education, income) reveals that different employee groups respond differently to management factors. This insight helps hospital leaders develop flexible, personalized HR policies in recruitment, retention, training, and development to suit specific staff segments.

Affirming the essential role of digital technology in HR effectiveness: The moderating role of Digital Technology Capability demonstrates that technology strengthens the impact of both organizational and psychological factors on job performance. This practical finding supports greater digital investment, from health information systems and internal communication to online training, to optimize work efficiency.

Helping managers prioritize HR strategies in healthcare: Rather than adopting broad-based initiatives, the model helps pinpoint effective priorities, such as: Enhancing direct leadership competencies (communication, employee advocacy, inspiration), Developing sustainable organizational support (benefits, training, work environment), Building a culture of belonging and engagement (recognition, respect, and inclusion).

Providing a scientific foundation for hospital management reform: The integrated model offers a highly applicable theoretical framework for reassessing current HR processes in hospitals, enabling practical improvements, especially in the face of rising quality demands and shortages of high-quality healthcare professionals.

Dong Nai, [day] [month], 2026

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