**ORIGINAL CONTRIBUTIONS OF THE DISSERTATION**

Dissertation title: ***The influence of intrinsic job quality on job performance of banking employees in Vietnam***

Specialization: Business Administration (FBM) Specialization code:9340101

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**Original contributions on academic and theoretical aspects**

The intrinsic job quality remains a topic with many novel aspects that have not been thoroughly investigated in developing countries. Based on the Job Demands-Resources (JD-R) theory by Demerouti et al. (2001) and the Job Characteristics Theory (JCT) by Hackman & Oldham (1976), this dissertation proposes a research model examining the impact of the intrinsic quality of work on employee performance in the banking sector in the context of digitalization and ongoing digital transformation. Regarding the concept and measurement of intrinsic job quality, the dissertation makes a theoretical contribution by integrating Garvin’s (1984) quality framework with the foundational theories on job characteristics from JD-R and JCT.

The dissertation further extends theoretical models through: (1) Employing qualitative research via interviews with experts, managers, and bank employees to supplement and adjust the observed variables in the measurement scales for the components of intrinsic job quality; (2) Assessing the impact of intrinsic job quality on two types of job performance (in-role and extra-role performance); (3) Proposing the moderating variable “extraversion” to examine how personality traits influence the effect of intrinsic job quality on employee job performance; and (4) Evaluating the control role of job positions in relation to employee job performance.

**Recommendations derived from the findings of the dissertation**

The research findings indicate that work intensity negatively affects in-role performance but positively impacts employees’ extra-role performance in the Vietnamese banking sector. Nature of task and favorable working conditions also contribute to improving in-role performance, while autonomy promotes extra-role performance. Moreover, extraversion helps mitigate the negative impact of work intensity on in-role performance. Additionally, job position is closely linked to in-role performance, with frontline officers (FO) demonstrating higher results compared to back-middle-office employees (BMO).

Based on the findings, the dissertation proposes several recommendations to enhance employee performance through the manipulation of component factors. For organizations, it is crucial to allocate tasks reasonably to avoid overload, provide conditions that enhance job autonomy to encourage extra-role activities, establish a transparent evaluation system with timely feedback, develop HR strategies aligned with personality traits, and invest in technology, digital skills training, and flexible work models. Furthermore, HR policies should be tailored according to job positions, such as FO and BMO groups. For employees, recommendations include actively managing time, enhancing autonomy, participating in extra-role activities, collaborating effectively in teams, proactively learning new technologies, and improving digital skills to adapt to the modern work environment.

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