

SOCIALIST REPUBLIC OF VIETNAM
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**INFORMATION ON NEW ACADEMIC AND
THEORETICAL CONTRIBUTIONS OF THE DISSERTATION**

Dissertation title: **The Impact of Job Rotation on Work Motivation and Job Performance among Customs Officers in the Industry 4.0 Era: Evidence from Vietnam's Southeast Region**

Major: Business Administration

Code: 9340101

Ph.D. Candidate: Vy Vu Quynh Nhu

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Institution: Lac Hong University

Academic Supervisor: Assoc. Prof. Nguyen Thanh Lam, Ph.D.

1. Scientific contributions of the Dissertation:

First, the study develops and empirically tests an integrated framework explaining the effects of job rotation (JR) on work motivation (WM) and job performance (JP) among customs officials and civil servants. Drawing on SET, JD-R, and SDT, it examines the roles of perceived task variety (PTV), perceived skill variety (PSV), and digital competence (DC). The findings provide further evidence that JR operates as a job design practice affecting perceived job characteristics, WM, and JP in the public-sector context. Second, the dissertation clarifies the role of WM in shaping JP. Although the indirect effects through WM are statistically significant, their relative contribution remains limited and does not satisfy the study's VAF criterion for mediation. This finding highlights the limited explanatory role of motivation-based mechanisms in public-sector settings characterized by stringent compliance and accountability requirements and underscores the importance of the direct effects of JR, job characteristics, and DC on JP.

Third, the study identifies DC as a personal resource that directly affects WM and JP and selectively moderates relationships in the model. DC strengthens the effects of WM on JP, perceived task variety on WM, and perceived skill variety on JP, while the remaining moderating effects are not statistically significant. These results refine understanding of the complementary role of personal resources within the JD-R framework under digital transformation in the customs sector. Finally, based on a sample of 296 customs officials and civil servants in Southeast Vietnam, the study extends the applicability of theories concerning JR, WM, and JP to the public sector. The refined and validated measurement scales also provide a useful reference for measuring these constructs in customs and comparable organizational settings.

2. Practical contributions of the Dissertation:

From a practical perspective, the dissertation provides empirical support for the design and implementation of JR practices in customs agencies. The findings show that JR positively affects JP while enhancing perceived task variety and perceived skill variety. Rotation arrangements should therefore be based on systematic job analysis and alignment between job requirements and employee capabilities, while providing opportunities for learning and skill application in new positions. The study also supports integrating WM management with improvements in job characteristics and capability development. Although WM positively affects JP, its mediating contribution remains limited. Customs agencies should therefore emphasize effective handover, adaptation support, performance feedback, and recognition, while enabling officials and civil servants to apply their knowledge and skills effectively.

The dissertation further provides guidance for developing DC in line with job-position requirements. DC positively affects both WM and JP and strengthens several relationships in the research model. Accordingly, job rotation should be integrated with training and support for the effective use of digital technologies relevant to specific job requirements. Overall, these recommendations provide a useful reference for improving human resource management in the customs sector. However, the appropriate duration and frequency of JR, as well as its implications for transparency and integrity in public service, require further evaluation during implementation.

ACADEMIC SUPERVISOR

Assoc. Prof. Nguyen Thanh Lam, Ph.D

Dong Nai, October , 2026

Ph.D. CANDIDATE

Vy Vũ Quỳnh Như

