

SOCIALIST REPUBLIC OF VIETNAM

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**INFORMATION PAGE ON NEW ACADEMIC AND
THEORETICAL CONTRIBUTIONS OF THE DISSERTATION**

Dissertation Title: The Impact of Digital Transformation Leadership on Employee Digital Innovation Behavior: An Empirical Study in Vietnam's Transportation and Logistics Sector

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Ph.D. Candidate: Nguyen Van Tinh

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Dissertation Supervisors:

1. Assoc. Prof. Dr. Canh Chi Hoang
2. Assos. Prof. Dr. Tran Nguyen Khanh Hai

New contributions in terms of theory and practice of the thesis:

1. Theoretical contributions

This research contributes new theoretical knowledge by clarifying relationships between digital leadership, knowledge-sharing environment, organizational agility, digital competencies, attitudes toward digital transformation, and digital innovation behavior in the transportation and logistics industry.

First, findings reveal that digital leadership impacts employees' digital competencies both directly and indirectly through knowledge-sharing environment and organizational agility. This expands existing knowledge about digital leadership's impact mechanisms beyond previous studies focusing only on direct effects (Ardi et al., 2020; Luu, 2023), responding to calls from Ardi et al. (2020) and Alakaş (2024) to explore this novel leadership type more deeply. Evidence of digital leadership's impact on knowledge-sharing environment supplements views of Naim and Lenka (2017) and Meher et al. (2022) on knowledge sharing importance. The indirect influence through organizational agility supports perspectives of Ravichandran (2018) and Cetindamar et al. (2021) on flexibility's role in the digital era.

Second, the research provides empirical evidence supporting knowledge-based theory (Grant, 1996) and social learning theory (Bandura, 1977) regarding leadership's role in developing knowledge, competencies, and shaping employee behavior. It demonstrates digital leadership's positive impact on digital competencies and attitudes toward digital transformation, extending foundational theories' scope in the digital transformation context while deepening theoretical foundations of digital-era leadership.

Third, evidence shows digital competencies and attitudes toward digital transformation impact digital innovation behavior, supporting and extending the theory of planned behavior (Ajzen, 1985) in digital transformation contexts. Results confirm digital competencies and positive attitudes as important antecedents promoting employees' innovation intentions and behaviors, reinforcing TPB hypotheses and revealing specific impact mechanisms of individual factors on digital innovation behavior.

Fourth, results provide evidence of generational differences, supporting generational theory (Pendergast, 2009) and filling research gaps on demographic characteristics' role. Digital competencies' influence on digital innovation behavior is stronger in Generation Y than Generation X, while attitudes' impact is stronger in Generation X, providing new insights into generational differences in approaching innovation and technology.

Finally, the research offers a new perspective on digital competencies in Vietnam's developing country context and the transportation-logistics industry. Unlike previous studies on developed countries (Naim and Lenka, 2017; Zhang et al., 2025) or emerging ones (Chen et al., 2023), findings highlight the importance of leadership, knowledge sharing, and organizational agility in forming digital competencies when enterprises face limited resources and digital transformation challenges, as in Vietnam (Ministry of Industry and Trade, 2024).

2. Practical contributions

This research provides important practical contributions for Vietnam's transportation and logistics industry in the context of rapid digital transformation. The research findings confirm that digital leadership plays a pivotal role in enhancing employees' digital competencies, suggesting that enterprises need to prioritize developing leaders with the vision, skills, and enthusiasm necessary to guide the digital transformation process. Through inspiration, motivation, and creating favorable

conditions, these leaders will awaken employees' spirit of learning and innovation, helping them continuously develop digital skills. This can be implemented through recruiting potential candidates, establishing training roadmaps for digital leadership capabilities for managers, while aligning digital competency development goals with the organization's overall strategy. Additionally, findings on the mediating role of knowledge-sharing environment and organizational agility emphasize the importance of building appropriate learning culture and organizational structure. To promote knowledge sharing, enterprises need to create an open, trusting atmosphere through interactive activities such as group discussions, internal seminars, building forums and online learning communities, while providing technological infrastructure to support knowledge storage, sharing and exploitation such as document management systems and knowledge databases. Regarding organizational agility, enterprises need to move toward a flexible organizational structure, strong decentralization in management, granting autonomy to departments and individuals, and shortening work processes to quickly seize opportunities and respond to changes. The research also indicates the importance of digital competencies and positive attitudes in promoting digital innovation behavior, requiring organizations to invest in digital skills training programs, facilitate employees' access to new technologies, while using internal communication to form common awareness about the vision and benefits of digital transformation. Notably, the research discovers differences between employee generations: Generation Y requires focus on developing digital competencies through training, while for Generation X, building trust and positive attitudes is more important, therefore human resource management policies need flexible adjustment. In the specific context of the transportation and logistics industry with its complexity and close linkages between stages, enhancing the ability to use advanced technology systems (TMS, WMS, ERP) along with building an environment for timely, transparent information sharing and flexible adjustment to market fluctuations will optimize supply chain efficiency and consolidate sustainable competitive advantages for enterprises.

PhD. Candidate