

博士論文審査結果報告
Report on Ph.D. / Doctoral Dissertation Defense

National Graduate Institute for Policy Studies (GRIPS)

政策研究大学院大学

Professor TAKADA Hirofumi

教授 高田 寛文

審査委員会を代表し、以下のとおり博士論文審査に合格したことを報告します。

On behalf of the Doctoral Dissertation Review Committee, I would like to report the pass result of the Doctoral Dissertation Defense as follows.

プログラム名 Program	GRIPS Global Governance Program (G-cube)	
学位申請者氏名 (ID) Ph.D. Candidate (ID)	Pham Thi Thanh Huyen (PHD20610)	
Dissertation Title 論文タイトル (タイトル和訳)	The impacts of talent management and organizational justice on turnover intention in the public sector. Regional differences in Vietnam 公共セクターにおける人材管理と組織的正義が離職意思に与える影響：ベトナムにおける地域的差異	
学位名 Degree Title	博士 (政策研究) Ph.D. in Advanced Policy Studies	
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審査委員会/ Doctoral Dissertation Review Committee	主査 Main referee	高田 寛文 Hirofumi TAKADA
	審査委員 Referee	高橋 和志 Kazushi TAKAHASHI
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	審査委員 (博士課程委員会) Referee (Doctoral Programs Committee)	諸星 穂積 Hozumi MOROHOSI

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No. D008
23/08/23

※ タイトルが英文の場合、文部科学省に報告するため、和訳を付してください

Please add a Japanese title that will be reported to MEXT.

1. Summary of Defense and Evaluation

In Vietnam and in other parts of the world as well, talent management has been a target of increasing interest for both private and public sectors, and therefore recognized as playing a pivotal role in achieving competitive advantage for organizations. Despite such recognition, most research on talent management deals with private sector practices, and geographically the number of studies in the context of Asian countries has remained rather limited. Moreover, there has been a lack of studies analyzing cross-regional differences within a country.

In order to fill these research gaps, this research investigates the effects of two types of talent management practices on turnover intention in the cases of local governments in the north, middle and south of Vietnam. In addition to the direct impacts, the research also measures the indirect, mediating effects of organizational justice both in national and regional contexts.

The study makes several valuable contributions; first, the study finds the positive impact of hard talent management upon turnover intention of government officials in Vietnam. This finding does not align with the results of prior studies, and yet is fully supported by all the interviewees in qualitative research. Second, the study identifies differences among three regions in the factors influencing turnover intention and its extent, as well as in the mediating effects of organizational justice.

Overall, the research contributes to both academic and practices. It adds to the limited academic research on the issue, and also provides policy implications to effectively address increasing turnover in the different regions in Vietnam.

The defense was held on July 31, and the dissertation committee members agreed that the dissertation was well written, though there was still some room for improvement. The main advisor checked the revisions submitted about three weeks later, and after several minor modifications being added, the final version was submitted which the main adviser found satisfactory.

2. Dissertation overview and summary of the presentation.

This dissertation tries to examine the impacts of talent management and organizational justice upon turnover intention in the context of local governments located in different regions in Vietnam.

In order to fill these research gaps of previous studies, this research investigates the effects of two types of talent management practices, namely hard talent management and soft talent management, on turnover intention in the cases of three local governments in the north, middle and south of Vietnam for a comparative analysis. In addition to the direct impacts of talent management upon turnover intention, the research also measures the indirect, mediating effects of four elements of organizational justice in the relationship between these two factors, both in national and regional contexts.

The dissertation consists of five chapters. The first chapter serves as an introduction, presenting research questions that encompass direct and indirect impacts of talent management and organizational justice on turnover intention, and their heterogeneous effects across regions. Chapter 2 provides a review of related literature on essential concepts and key theoretical foundations applied in the research, and Chapter 3 presents the methodology of the dissertation. Both qualitative research utilizing a questionnaire survey with the total of about 600 participants from three regions, and qualitative method by in-depth follow-up interviews with 18 interviewees were conducted.

In Chapter 4, the results and findings from quantitative and qualitative researches are described and discussed, which leads to policy recommendations and suggestions for future studies offered in Chapter 5.

The study makes several valuable contributions. One of those contributions is that the study finds the positive impact of hard talent management upon turnover intention of Vietnamese government officials. This finding is against the social exchange theory, and does not align with

the results of many prior studies, yet is fully confirmed by all the interviewees in qualitative research.

Another meaningful contribution is that the study identifies differences among three regions in the factors influencing government officials' turnover intention and in the degree of such influences, as well as in the effects of organizational justice as a mediator. The results of quantitative research highlights that the government officials in the south account for the largest degree of turnover intention, whereas the north people consider quitting the least.

Overall, the research contributes to both academic and practices. It adds to the limited academic research on the issue of talent management and intention to leave in the context of public sector in an Asian country, and also provides policy implications to effectively address increasing turnover in the Vietnamese local governments in different regions, recommending that talent management practices should be tailored in accordance with the socio-economic, cultural and historical diversity across the regions.

3. Evaluation Notes from the Doctoral Dissertation Review Committee (including changes required to the dissertation by the referees)

The committee members agreed that the dissertation was mostly well written and the candidate did a good presentation at the defense, though there was still some room for improvement.

Major comments from the members were as follows:

- 1) The section on regional differences among the north, middle and south of Vietnam is interesting, but the results should be discussed in more effective way.
- 2) Together with the selected results of follow-up interviews in support of the quantitative findings, overall results should also be explained in order to show that these interviews are not arbitrarily selected and biased.
- 3) There should be an explanation on how the coefficients in SEM (Structural Equation Modeling) results can be interpreted.

The dissertation received a median score of 5 at the committee held immediately after the defense, and the committee members also agreed to let the main advisor check the revised version without holding another round of review by all members.

After the defense, the main advisor held research meetings with the candidate a couple of times and discussed comments at the defense. Then the candidate revised the dissertation and prepared a note with descriptions of changes made in response to those comments.

4. Confirmation by the Main Referee that changes have been done to the satisfaction of the referees and final recommendations

About three weeks after the defense, the candidate submitted the revised manuscript to the main advisor along with a note describing the response to the comments raised at the defense. The main advisor checked the revisions and found that they were made appropriately, but told the candidate to add several minor modifications. On August 23, 2023, the final version was submitted, and the main adviser found it satisfactory.

The doctoral dissertation review committee recommends that GRIPS award the degree of Ph.D. in Advanced Policy Studies to Ms. Pham Thi Thanh Huyen.