SUMMARY OF NOVEL FINDINGS IN THE DOCTORAL DISSERTATION

1. Dissertation Title: "**Internal Communications Driving Digital Transformation in Vietnamese Joint-Stock Commercial Banks**"
2. Major: Public Relations
3. Code: 9320108
4. PhD Candidate: Nguyen Dinh Thanh
5. Supervisors: 1. Assoc. Prof. Dr. Dinh Thi Thuy Hang;
   2. Dr. Nguyen Thi Minh Hien
6. Institution: Academy of Journalism and Communication
7. Findings of the Dissertation:

First, the dissertation elucidates the role of internal communication as a driver of digital transformation and develops an integrated analytical framework based on four elements: subject, content, method, and target audience. This framework is contextualized within the specific context of Vietnamese joint-stock commercial banks. It applies Welch and Jackson's internal communication matrix, Rogers' Diffusion of Innovations theory, and the ADKAR model, while incorporating the perspectives of bank officers and employees as the target audience.

Second, utilizing a mixed-methods approach across three banks, the study draws on a survey of 1,156 employees; 20 in-depth interviews; 15 annual reports; and 323 news articles. The findings reveal that the vast majority of employees at the three banks correctly understand the concept of digital transformation (94.3%) and affirm that internal communication facilitates this process (95.2%). The frequency of peer-to-peer exchanges and information received from direct supervisors is positively associated with the employees' perceptions of their banks' readiness for digital transformation. The primary barriers relate to capacity, motivation, and comprehension, rather than fear of technological displacement.

Third, the dissertation indicates that internal communication structures for digital transformation remain fragmented. Internal communication methods also vary according to ownership characteristics, organizational culture, and the role of socio-political organizations within each bank. Based on these findings, the study proposes general and bank-specific solutions, emphasizing the establishment of a centralized focal point for internal communication on digital transformation, the empowerment of middle managers and horizontal communication, and the close integration of communication with training.

Academic Supervisors **PhD Candidate**

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