

International Journal of Management and Organizational Research

Current situation of recruiting civil servants in Vietnam's state agencies

Ho Nhat Hung ^{1*}, Le Duc Lam ²

¹⁻² Industrial University of Ho Chi Minh City, Vietnam

* Corresponding Author: **Ho Nhat Hung**

Article Info

ISSN (online): 2583-6641

Volume: 02

Issue: 05

September-October 2023

Received: 04-09-2023;

Accepted: 02-10-2023

Page No: 14-21

Abstract

In administrative activities, the issue of building a team of civil servants is always the top concern of many countries around the world, including Vietnam. The team of civil servants directly exercises the State's powers in social management, ensures law enforcement and is a decisive factor in the effectiveness and efficiency of the administration. In our country, the achievements achieved during the years of implementing the renovation process have an important contribution from the team of officials and civil servants. Faced with the development requirements of a multi-sector commodity economy following the market mechanism in the trend of international integration, the urgent issue is to build and develop a team of civil servants. Building a team of civil servants including people with professional qualifications, management capacity and good moral qualities, working seriously for their responsibilities before public service is an urgent requirement. Facing the country's reform situation to build a clean and strong administrative system. Recruitment is the first step to selecting a team of high-quality civil servants, but in recent times, due to lack of proper attention, we have not been able to discover and recruit officials and civil servants. The officer is truly virtuous and talented. To overcome current shortcomings and meet the requirements of innovation, the urgent issue is to have a human resources strategy, in which recruitment has truly become the driving force for the development of the company. society. In the context of administrative reform, aiming to build a democratic, clean and gradually modernized administration, the issue of recruiting and building a team of civil servants is more decisive than ever. It needs to be studied both theoretically and practically.

Keywords: recruitment, selection, civil servant, state agencies, Vietnam

Introduction

1. Overview of the issue of recruitment of civil servants in Vietnamese state agencies

The issue of cadres and civil servants is always a top concern of countries around the world. The correct concept of cadres and civil servants is the basis for building and developing a team of cadres and civil servants to meet the requirements of the administrative system. Depending on the economic, cultural, social characteristics and state structure, each country has different concepts about civil servants.

The concept of civil servants in our country has a very rich history of development. Right from the years after seizing power, President Ho Chi Minh signed Decree 76/SL dated May 22, 1950 regulating the civil servant regime of the Democratic Republic of Vietnam. Through historical periods This concept has many changes. Currently, civil servants are understood as: Vietnamese citizens who are recruited, appointed, or assigned to hold a regular instrumental task in a State agency, political organization, socio-political organization, or unit. People's armed forces who are not officers, non-commissioned officers, professional soldiers, or defense workers.

Recruitment is a form of State administrative management activity aimed at selecting officials and civil servants who have the ability and conditions to perform work in State agencies. Depending on the nature, functions, and tasks of each type of agency, the standards, conditions, and forms of recruitment are different.

Recruitment is the first step that greatly affects the quality of civil servants, so it is necessary to comply with certain general principles and scientific processes from form to content of recruitment examinations.

In administrative activities, civil servants must proactively complete all assigned tasks, resist bureaucracy, push responsibility, maintain relationships with the masses, and attract more and more masses to participate. into management. According to President Ho Chi Minh, civil servants must not only have talent but also virtue. He believes that a civil servant with talent but no virtue is like a tree without roots and often causes great harm. . On the contrary, if you only have virtue but no talent, you are like a Buddha sitting in a temple. Ethics always holds the top, fundamental position, determining the character of officials and civil servants. In any situation, officials and civil servants must put the people, the Party and the state first.

With that ethical criterion, if a civil servant wants to perform his role well, he must not be bureaucratic or distant from the people, so he must know how to listen to the public's opinions, sincerely ask the public, and know how to organize. Knowing leadership, words must go hand in hand with actions.

Continuing the great ideas about the role of civil servants in the administrative system, since the implementation of national innovation, our Party has always affirmed the importance of civil servants. To ensure the effectiveness and efficiency of the administration in all fields, it is necessary to build a team of civil servants with good expertise, experience, political and revolutionary qualities, and understanding of administrative management. main. Mastering this requirement will help us build a team of civil servants that meets the requirements of administrative reform in our country today.

The issue of evaluating the current state of recruitment of civil servants in Vietnamese state agencies has had many articles as well as many serious studies mentioned, for example:

Article: "Recruitment of civil servants based on capacity in some countries around the world", Pham Duc Toan (author), State Management Organization Magazine, 2017. According to the author, Recruitment based on capacity is focusing on selecting civil servants based on capacity to meet the requirements of each job position. Instead of paying attention to candidates' achievements and qualifications, employers need to focus on methods to test candidates' actual working abilities. Principles and standards in selecting civil servants based on capacity must be based on the principle of equality, regardless of gender, background, political orientation, religion, or culture. Building competency standards for selection directly affects the effectiveness of public service activities and the quality of recruited people. Selection of civil servants based on capacity is based on the following contents: Testing and evaluating the ability to apply legal documents to solve work; logical thinking ability; test candidates' personality, ethics, and working attitude; Test candidates' planning and presentation abilities through policy discussions to compare and check. The selection method applied by countries is a form of open competition, regardless of nationality, religion, or ethnicity to select the most outstanding and suitable people to serve as civil servants. The author also related that in Vietnam, recruitment is currently applied according to the Law on Cadres and Civil Servants and guiding documents. Applying recruitment by job position

faces many difficulties. Because agencies and localities are still confused in building a system of job descriptions and competency frameworks for job positions. In the current period, Vietnam needs to implement the recruitment of civil servants based on the principle of combining title standards, job requirements and job positions.

Doctoral thesis: "Improving the legal regime on civil service and civil servants in Vietnam today" Luong Thanh Cuong (author), 2008. The research object of the thesis is the civil service and civil servant regime in our country before the promulgation of the Law on Cadres and Civil Servants and mainly researched the 1998 Ordinance on Cadres and Civil Servants and Decree No. 117/2003/ND-CP of the Government on recruitment, use and management. management of officials and civil servants. The author has presented the relationship of legal institutions on civil servants and public service with other legal institutions and the role of public service legal institutions in state administrative reform. In addition, the author has also proposed criteria to evaluate the level of perfection of the legal regime on civil service and civil servants and given experience in perfecting the legal regime on civil servants and civil service of a number of people. developed countries in the world. Since then, the author has proposed solutions to improve legal regulations on civil servants and civil service in our country today.

Grassroots scientific topic: "Research on solutions to improve the quality of civil servant recruitment in state administrative agencies", Chu Tuan Tu (chairman), Institute of State Organization Sciences, Ministry Home Affairs, 2014. Based on the analysis and clarification of the theoretical basis in civil servant recruitment and assessment of the current state of civil servant recruitment quality in state administrative agencies and organizations in the country Vietnam today, thereby proposing a number of solutions to improve the quality of civil servant recruitment in state administrative agencies and organizations in our country in the current period.

Grassroots level scientific topic: "Recruitment of civil servants: Theory and practice", Nguyen Thi Hong Hai (head), National Academy of Public Administration, 2017. The author summarizes the theoretical issue of recruitment of civil servants in Vietnam and around the world, thereby highlighting the current status of civil servant recruitment in Vietnam and proposing perspectives and solutions to improve recruitment to improve qualifications and quality. of Vietnamese civil servants

Article: "Discussion on the current recruitment of civil servants and public employees", Ta Dinh Thi, Khuat Huu Van (Author), Natural Resources and Environment Magazine, 2016. The authors analyzed the technology. Recruitment of civil servants and public employees is identified as an important step that determines the quality of human resources of agencies and units. In recent times, the Ministry of Home Affairs has researched and proposed many solutions and measures to improve recruitment efficiency, including civil servant recruitment exams using computer-based multiple choice methods.

Article: "Regulations on civil servant recruitment and some perfect solutions", Pham Tuan Doanh (author), State Organization Magazine, 2016. The article presents legal documents Current status of civil servant recruitment in Vietnam. From there, the author points out the difficulties and limitations in the recruitment of civil servants: The current

recruitment of civil servants does not have strict regulations in terms of time, the time is not fixed, so each locality, agencies and organizations have different methods and regulations on exam time. Therefore, candidates have difficulty accessing information to participate in civil servant recruitment. Regulations that civil servants must be appointed to the civil servant rank after probation. However, to be appointed to the civil servant rank, one must have a state management certificate in the specialist rank. However, due to conditions, the agency has not yet sent her to school or there are no classes. Therefore, this regulation is not feasible in practice. The author has proposed solutions such as: Amending legal regulations on civil servant recruitment, selecting civil servants to recruit civil servants with professional qualifications, working skills, and experience. practice and public service ethics. Strengthen inspection, examination and supervision of the recruitment process of civil servants at ministries, ministerial-level agencies, branches and localities.

Article: "Improving legal regulations on civil servant recruitment to ensure consistency, objectivity and transparency", Hoang Mai (author), State Management Magazine, 2019. The article pointed out Limitations in recruitment in Vietnam today: recruitment principles are a combination of assigned payroll quotas and job positions. However, this content is difficult to implement in practice because determining employment positions is a new and very difficult task in our country. The way the exam is set currently does not have clear regulations on the content of the questions. The 15 questions mainly test memorization, not testing logical thinking, creativity, emotions, ethics... of the student. Candidates. Therefore, in the spirit of the Party Central Committee's resolution on quality inspection of civil servant input. The Ministry of Home Affairs needs to research and amend the Law on Cadres and Civil Servants, develop and promulgate documents regulating input quality inspection for civil servants, and build an independent inspection organization under the Ministry of Home Affairs, creating objectivity and transparency in the quality accreditation of civil servants of ministries, branches and localities. In addition, the author also recommends that input quality inspection for civil servants does not create exams and administrative procedures to minimize time and costs for agencies, units and organizations. and personal.

In general, the articles that have mentioned the current situation of recruiting civil servants in Vietnamese state agencies show that there are many research works related to the law on civil servant recruitment in Vietnam. categories, with 24 different levels and properties, from state-level topics, ministerial-level topics, theses, dissertations, books, and articles published in magazines and websites. The issues that have been researched are as follows: These works mainly research the contents of the use, training, fostering, promotion, transfer of civil servants, salary regime, appointment and rotation process. transfer, evaluation, transfer, secondment, reward, discipline and retirement regime for civil servants; history of formation and development of civil servants in Vietnam; Laws on civil servants in Vietnam in general, legal regulations on recruitment of civil servants in the world. The current content of regulations on civil servant recruitment law in Vietnam is only mentioned and outlined in a general and rather sketchy manner, mainly introducing the process, methods and methods of recruiting civil servants. position.

2. Current situation

In many places around the world, the issue of building a team of civil servants and public employees is always a top concern. The team of civil servants and public employees directly exercises State power in social management, ensures law enforcement and is a decisive factor in the effectiveness and efficiency of the administration. In our country, civil servant recruitment is carried out through public examinations prescribed by the government. People recruited through examination must be people with good moral qualities, ability and a high sense of responsibility. However, the entrance exam is only the beginning of the recruitment process, the recruited person must complete the probationary period, and at the end of the probationary period, the recruitment agency must evaluate the moral qualities and work results of the intern. If the requirements are met, the agency or organization with authority to manage civil servants shall be requested to decide on the official appointment.

Depending on the different types of administrative civil servants, their roles and positions, the path to becoming a civil servant is also different. For civil servants in certain ranks and ranks, they are usually recruited into the payroll system through examinations. For leading civil servants (Minister, Prime Minister, President...), it is formed by other regulations.

The requirement of recruiting civil servants in the current conditions is to comply with the law and the civil service regime, ensuring the principles of equality, objectivity, publicity. Along with legal issues, in addition to the requirements of In terms of recruitment mentioned above, evaluating the status of recruitment work must also mention recruitment forms and standards set in recruiting civil servants.

Regarding recruitment forms: the most common forms of civil servant recruitment are selection, examination, election, appointment... to select a few people out of many to participate in State civil service.

In our country there are two basic forms of recruitment

Firstly, the form of the gourd. This is the form being applied to a number of civil servant positions, operating as a politician, leader and civil servant performing public duties, for example: Chairman of the People's Committee, Vice Chairman Provincial and district People's Committees... this is a unique form in building a team of administrative civil servants.

The second is a form of recruitment exam to supplement the payroll in the administrative civil servant system and change the civil service status of civil servants such as rank promotion exam, rank transfer exam, change of rank, grade, position held... In The form of the exam depends on the requirements set, so it also requires certain conditions and standards regarding the subjects participating in the exam, training level, and expertise.

Recruitment can be done through a written test to assess expertise and ability to meet professional standards and requirements in each specific industry and field. At the same time, civil servant recruitment can be conducted through oral and practical exams... for industries and fields with certain specific requirements.

Regarding civil servant recruitment standards. To ensure the quality of the administrative civil servant team, those who want to join the civil service must meet the pre-recruitment

requirements according to Decree 117/2003/ND-CP dated October 10, 2003 of the government on The recruitment, use and management of officials and civil servants in State agencies stipulates general conditions when recruiting civil servants, those conditions are

Recruitment participants need to have good moral qualities, meet the revolutionary standards, obligations of the recruiting class and the provisions in Article 5 of Decree 117/2003 ND-CP are:

- Be a Vietnamese citizen, have a permanent residence address in Vietnam;
- From 18 years old to under 40 years old (if you are an officer, professional soldier, or employee in public service units and state-owned enterprises, the recruitment age may be higher, but not more than 45 years old).
- Have an application, have a clear background; have training certificates consistent with the requirements of the candidate category;

Have enough health to undertake tasks and public duties

Not being prosecuted for criminal liability, serving a prison sentence, non-custodial reform, probation, being subjected to educational measures in communes, wards or towns or being sent to medical treatment facilities or educational facilities. sex.

Policy subjects, people with master's degrees, doctoral degrees, graduated with honors and excellent grades at professional training levels suitable to recruitment needs... (Article 7, Decree 117) shall given priority in recruitment.

Besides, there are also specific and specific conditions to ensure expertise and professionalism: Working time, education, qualifications, capacity, experience...

The positive aspects and achievements of recruiting civil servants to state agencies, administrative units, and socio-political organizations are clearly shown.

- Regarding the number of recruitment: To meet the increasing demands of society, especially in the current context, each industry and each level has made reasonable adjustments in the regulations on the number of recruitment.
- About quality: With the standards set out in open, transparent, clear recruitment and diverse recruitment forms, it helps to select civil servants with high professional qualifications.

In addition to the results achieved, the recruitment of civil servants still has limitations that need to be overcome, such as the entrance exam and promotion exam regime that does not really meet the purpose and the requirement of selecting talented people. and ensure improvement of civil servant qualifications.

Many agencies and localities have not really ensured democracy, openness, and fairness in civil servant recruitment exams, civil servant promotion exam regime according to standards, rank structure...

Solutions for recruiting civil servants in our country today

In today's society, civil servants, those who directly serve the regime. They are the representatives of the State to develop and implement policies. They are a decisive factor in the development of each country. President Ho Chi Minh once said: "To build socialism, first there must be socialist people."

Officials and employees are the ones who shoulder the heavy responsibilities of the country, so they must truly be "socialist people". Since our Party was born, the issue of cadres has been considered a top concern and has received increasing attention. In recent years, our Party and State have issued many policies on the issue of civil servants to consolidate, innovate, develop and improve this team. However, in order to come up with the right guidelines and policies and implement them effectively, it is necessary to go deeper into the solution to clearly recognize the advantages and difficulties that the new development period is placing. as well as the urgent need to recruit and improve the quality of the current civil servant team. It is necessary to strengthen the Party's leadership and management of cadres and civil servants. Regularly inspect and strictly handle violations of the law by State civil servants. Strengthen quality training and recruitment for officials and civil servants. Training, formal and informal systems. Strengthen the industry training system and staff supply. Carry out well the political education, ideology and sense of responsibility towards the people and the country of cadres and civil servants. Select the right people to meet the requirements of the job position. Open, transparent, fair, objective, and in accordance with the law. Besides, it is necessary to ensure competitiveness and flexibility. Promote the responsibilities of heads of public service units. Priority will be given to talented people, people with meritorious services to the revolution, and ethnic minorities. Organizing recruitment of civil servants is an activity aimed at supplementing sufficient quantity and improving the quality of public employees for public service units, ensuring professional capacity, good moral qualities, and meeting standards. Professional functions are regulated by the State, meeting the requirements of professional tasks of local authorities and units

Regarding recruitment of public employees: The Ministry requires units to clarify recruitment needs when public service units need to recruit public employees. Based on the assigned payroll, the current status of the unit's staff, and the unit's mission requirements, taking into account the unit's development direction, review, approve, and organize implementation. Units must state the number, training majors recruited, the form of recruitment organization, and the unit establishing a Recruitment Council. Carefully prepare plans, exam questions, answers, and publicly announce recruitment needs before exams and admission. After the unit organizes the recruitment exam, report to the Ministry on the recruitment documents to consider and approve the recruitment results. Units are proactively organizing recruitment under the supervision and guidance of the Ministry

Regarding civil servant recruitment: The Ministry conducts civil servant recruitment examinations in accordance with current regulations. The organization of the examinations is thoughtful and strict, leaving no errors. The Ministry directed the units to identify recruitment needs and carry out many reviews to unify and approve the number, qualifications, and specialties required of the recruiting units.

In order to gradually standardize the team of civil servants at the grassroots level to meet the requirements of local socio-economic development in the coming time, we must first perfect the system of standards and titles. Specifically, civil servants at the ward and town level who participate in holding positions and are included in the planning for the next term must have intermediate professional qualifications and

intermediate levels of political theory. Therefore, during the current term, they must be sent for specialized training. By the end of the term, if they have not met the above standards, they will not be able to introduce human resources. For communes in the delta, coastal areas, mountainous areas, and especially difficult areas, if participating in holding a position for the first time, civil servants must have intermediate professional qualifications and elementary political theory.

The goal of the overall State administrative reform program is to build a democratic, clean, strong, professional, modernized administration that operates effectively and efficiently according to the principles of the legal state, socialist rights under the Party's leadership, building a team of civil servants with qualities and capacity to meet the requirements of national construction and development. Strive to have a team of cadres and civil servants by 2010 with a reasonable, professional and modern number and structure. The vast majority of officials and civil servants have good qualities and are capable of performing public duties, dedicatedly serving the cause of national development and serving the people. This goal is directly related to reform and improvement of the quality of officials and civil servants. A set of indicators needs to be established to measure the quality of professional and modern civil servants in a dynamic, fair and increased responsibility direction. The set of indicators is: Number of agencies and organizations that correctly apply the process of recruiting civil servants, probation, job evaluation, appointment, and rotation of officials and civil servants; the number of newly recruited professional civil servants with university degrees in the right major; The number of civil servants trained to improve specialized knowledge... These qualitative indicators must be collected through sociological assessment and investigation methods. To achieve the above goals, we must implement the following specific solutions:

- Organize annual recruitment exams, develop recruitment plans from the beginning of the year.
- Develop an exam plan, establish a question bank, and have a reasonable exam structure.
- Strictly implement the examination and marking process to ensure the principles of transparency, objectivity and fairness.
- Develop a complete system of legal documents on civil servants and civil servant management. Promulgate regulations on recruitment of administrative civil servants for uniform application in recruitment exams.
- Implement civil servant structure in agencies and units as a basis for recruitment, planning, training, fostering, appointment and rotation of civil servants.
- To prevent violations, it is necessary to stipulate in legal documents what can be done, personal responsibilities, and joint responsibilities of the person assigned the right to recruit and especially the employer of civil servants.
- Legal regulations must originate from objective reality, accurately reflect the truth and be highly general in accordance with the actual conditions of civil servant recruitment. This is the most important issue because the only way those activities can be adjusted without creating unfortunate errors is for the law to reflect the conditions on urgent issues in recruiting civil servants such as adjustments are needed to limit the subjective will of the person with the right to recruit.
- In order to have a clean and strong team of civil servants with sufficient qualities and capabilities..., the

innovation and improvement of the ordinance on civil servants in the coming time must be based on the following viewpoints:

Must originate from the purpose and requirements of the administrative reform for perfecting civil servants, which is to clearly define standards of qualifications, capacity, and recruitment mechanisms to bring qualified people into the civil service. the ability to well form tasks and public services of the administration.

Must inherit the advantages of the traditional civil service regime, and at the same time research, absorb and select experiences and scientific achievements in human resource management from countries around the world.

Must be carried out synchronously and comprehensively and must take appropriate steps to ensure step by step the construction and completion of a system of legal documents on civil servants to create a legal basis for building a team of civil servants. have the qualities and capacity to meet the country's industrialization and modernization requirements.

Clearly stipulate the conditions for recruitment and appointment of civil servants, including regulations on age, educational level, professional qualifications, practical capacity... At the same time, clearly stipulate the recruitment exam regime.

It is necessary to innovate planning work, it is necessary to clearly define the age structure and State management structure at the grassroots level. The three ages must be well combined to ensure inheritance, continuity and development. Selection criteria and standards must be made public, and candidates must adhere to the general direction of civil servant work, which is to rejuvenate, focus on qualifications, and create favorable conditions for all candidates . recruiting civil servants. Attention should be paid to the gender structure in recruitment to ensure a reasonable balance, combined with planning to increase the proportion of female civil servants.

However, in practical conditions, it is necessary to have a priority policy for some groups of war invalids, martyrs, ethnic minorities, etc. The priority must be clearly, reasonably, and for the right subjects. Avoid widespread and unprincipled prioritization.

To ensure objectivity, fairness and quality of the examination, it is necessary to clearly stipulate the quality structure, composition, functions, tasks and working regulations of the civil servant examination councils at both central and local levels. central and local. At the same time, clearly stipulate the standards for each type, rank, and position of state civil servants.

Streamlining staff to select talented and capable people to work in the administrative apparatus in an era where we are moving towards a knowledgeable, civilized and modern administration is a necessary job. necessary and urgent, but there must be breakthrough methods, which must be breakthrough right from the recruitment stage.

The above are just some basic directional solutions. To properly solve the problem of civil servant recruitment, there needs to be coordination between all levels and sectors from central to local levels. In the coming time, we hope that the Party and the Government will have innovations in mechanisms and policies to attract more and more talented people to contribute and build our administrative system to be increasingly streamlined, developed and developed. improvement.

Conclude

In the process of national innovation, the process of reforming the State administration has placed great demands on people. People are the central element of social activities. Therefore, in the reform strategy, the strategy of human resource management and development is a top concern. Our country is facing a new stage of development with many opportunities and challenges. The transition from a centrally planned, subsidized economy to a socialist-oriented economy requires the construction of an appropriate civil service regime to overcome the shortcomings and limitations that still exist in the system. old regime, continuing to build an administration that serves the people. Civil servants and public employees are an important issue in the activities of every State, especially in the context of internationalization of productive forces. When social policies are relatively consistent with reality, the conditions that determine success or failure are the work of civil servants. Today in the cause of innovation, handling the work of public employees and civil servants well is still a key step, determining the sustainable development of society. The current situation of recruiting public employees and civil servants for We see that there are still many inadequacies that affect the operational efficiency of agencies, organizations and units in the process of serving the people. The lack of responsibility, weakness in capacity, expertise, administrative skills... of the staff and civil servants makes the State administrative apparatus stagnant, ineffective, and bureaucratic. Corruption and harassment of the people still exist among a part of officials and civil servants, affecting the people's trust in the Party and the State. Therefore, in the current conditions of administrative reform, we aim to To build a clean, modernized democracy, building a team of officials and civil servants is more meaningful than ever, which requires us to reform the civil service regime and civil servants. First of all, we must do well right from the recruitment stage to meet the country's development requirements in the new period.

References

1. Anh DBH, LDM Duc, PB Ngoc. Subjective Well-Being in Tourism Research. Psychology and education. 2021; 58(5):3317-3325.
2. Bien BX, Tien NV. Solutions enhancing competitiveness of made-in Vietnam brands in Vietnamese market, International Journal of Research in Marketing Management and Sales. 2019; 1(2):93-99.
3. Diem PT, Vu NT, Nhan VK, Vang VT. The Strategy of CRM System Development ment at Mega Market Vietnam. International journal multidisciplinary research and growth evaluation. 2021; 2(4):802-806.
4. Diem PT, Vu NT, Dung HT, Dat NV. The Process of CRM System Implementation at Dien May Xanh in Vietnam. International journal multidisciplinary research and growth evaluation. 2021; 2(4):761-768.
5. Diem PT, Vu NT, Dung HT, Bien BX, Duc PM. Customer Care and Customer Relationship Maintenance at Ministop, Family Mart and CoopSmile in Vietnam. International journal multidisciplinary research and growth evaluation. 2021; 2(4):744-751.
6. Diem DL, TTT Trang, PB Ngoc. Development of Tourism in South Central Coastal Provinces of Vietnam. Journal of archeology of egypt/egyptology. 2021; 18(8):1408-1427.
7. Diep LH, Vu DT Hai, TTH Thuan. China and USA in Vietnam's International Relations in the Region. Journal of archeology of egypt/ egyptology. 2021; 18(8):2681-2710.
8. Duc LDM, Thuy Cooperative, Yen NTH. Corporate Social Responsibility and Corporate Financial Performance Case of Listed Vietnamese Companies, Zeszyty Naukowe Politechniki Czestochowskiej. Zarzadzanie. 2018; 32:251-265.
9. Duc LDM, Mai NP. Enhancing Sustainability in the Contemporary Model of CSR: a Case of Fast Fashion Industry in Developing Countries. Social Responsibility Journal, 2020.
10. Dung HT, Tien NV. Branding building for Vietnam tourism industry reality and solutions, International Journal of Research in Marketing Management and Sales. 2019; 1(2):63-68.
11. Dung NTH, TT Trang, VT Hien, Editor Phuong. Factor Affecting Tourists' Return Intention. A Case of Binh Quoi Village in Ho Chi Minh City. Journal of archeology of egypt / egyptology. 2021; 18(9):493-507.
12. Dung NTH, TT Trang, PB Ngoc. Assessing Customer Satisfaction for Can Gio Tourist Destination in Ho Chi Minh City. Journal of archeology of egypt/egyptology. 2021; 18(14):249-268.
13. Giao NQ, TTT Trang, NP Mai. Sustainability Issues in the Development of Higher Education Industry. Hong kong journal of social sciences. 2021; 57:79-90.
14. Hung NT, Vu NT, Bien BX. Risks of Vietnamese Enterprises in Trade Relations with China. International Journal of Research in Finance and Management. 2020; 3(1):1-6.
15. Mai NP. Green Entrepreneurship Understanding in Vietnam. International Journal of Entrepreneurship, 2020, 24(2).
16. Minh HTT, Dan PV. Branding building for Vietnam higher education industry-reality and solutions, International Journal of Research in Marketing Management and Sales. 2019; 1(2):118-123.
17. Minh NH Diep, LH Vu, DT Hai, TTH Thuan. ASEAN and China in Vietnam's International Relations in the Region. Journal of archeology of egypt/ egyptology. 2021; 18(8):2661-2680.
18. Ngoc PB, TTT Trang. Current Path to Community Based Sustainable Tourism Development of Khanh Hoa Province in Vietnam. Journal of archeology of egypt / egyptology. 2021; 18(9):508-525.
19. Ngoc NM, Nhan VK. Family business in Vietnam and in Poland: Review of characteristics and trend of development, Journal of Southwest Jiaotong University. 2020; 54(6):1-19.
20. Ngoc NM. Branding Strategy for Gamuda Land Real Estate Developer in Ho Chi Minh City Vietnam. Celadon City Project. Psychology and education. 2021; 58(5):3308-3316.
21. Ngoc NM, TH Thu. The Impact of Financial Structure on Financial Performance of Logistic Service Providers Listed at Ho Chi Minh City Stock Exchange. Journal of archeology of egypt/egyptology. 2021; 18(2):688-719.
22. Ngoc NM, PB Chau, TL Khuyen. The Impact of Financial Structure on Business Performance of Real Estate Enterprises Listed at Ho Chi Minh City Stock

- Exchange. *Journal of archeology of egypt/egyptology*. 2021; 18(8):92-119.
23. Ngoc TT Trang, HTT Minh. Brand Building and Development for the Group of Asian International Education in Vietnam. *Psychology and education*. 2021; 58(5):3297-3307.
 24. Ngoc NM. Comparative Analysis of Advantages and disadvantages of the Modes of Entying the International Market, *International Journal of Advanced Research in Engineering and Management*. 2019; 5(7):29-36.
 25. Ngoc NM. Related and Non-related Diversification Strategy of Domestic Business Groups in Vietnam, *International Journal of Advanced Research in Engineering and Management*. 2019; 5(7):12-17.
 26. Nhi DTY, Chi DTP. CRM Application in Agricultural Management in the Mekong Delta. *International Journal of Multidisciplinary Research and Development*. 2019; 6(10):123-126.
 27. Phu PP, Chi DTP. The role of international marketing in international business strategy, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):134-138.
 28. Tam BQ, Diem PT, Duc PM, Dung HT, Dat NV, Nhan VK. The Strategic Customer Relationship Management at CoopMart in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):794-801.
 29. Tam BQ, Diem PT, On PV, Anh VT, Dat NV. The History of Development of CRM System at AEON Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):737-743.
 30. Tam BQ, Diem PT, On PV, Anh VT, Hung NT. The Formation and Development of CRM System at Thien Hoa Electronics Supermarket in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):752-760.
 31. Thai TM, Hau TH, Vinh PT, Long NVT. Solutions for Tuyen Quang and Binh Phuoc Tourism Industry Sustainable Development. Comparative Analysis. *International Journal of Research in Marketing Management and Sales*. 2020; 2(1):101-107.
 32. Thao VTT, Hung Anh DB. Sustainability issues in social model of corporate social responsibility. Theoretical analysis and practical implications, *Journal of Advanced Research in Management*, 2019, 19(1).
 33. Tan NH. *International Economics, Business and Management Strategy*, Academic Publications, Delhi, India, 2019.
 34. Tan NH. *Principles of Management*. Financial Publisher. Ho Chi Minh City, 2020.
 35. Tan NH. *Leadership in Social Responsible Enterprises*. Ementon Publisher, Warsaw, 2015.
 36. Tan NH. *Change Management in a Modern Economy. Modeling Approach*. PTM Publisher, Warsaw, 2012.
 37. Tan NH. *Competitiveness of Enterprises in a Knowledge Based Economy*. PTM Publisher, Warsaw, 2012.
 38. Tan NH. *Competitiveness of Vietnam's Economy. Modeling Analysis*. PTM Publisher, Warsaw, 2013.
 39. Tan NH. Develop Leadership Competencies and Qualities in Socially Responsible Businesses – Reality in Vietnam, *International Journal of Research in Management*. 2019; 1(1):1-4.
 40. Tan NH. Challenges and opportunities for enterprises in the world of the 4th industrial revolution, *Proceedings of National Scientific Conference on Accounting, Auditing and Vietnam Economy in the Face of 4.0 Industrial Revolution*”, 441-445, November 2017, Quy Nhon University, Quy Nhon, Binh Dinh province, 2017.
 41. Tan NH. Develop Leadership Competencies and Qualities in Socially Responsible Businesses-Reality in Vietnam. *International journal of research in management*. 2019; 1(1):01-04.
 42. Tan NH. Solutions for Sustainable Development of Binh Duong Tourism. *Proceedings of University Science Conference on: “Binh Duong Tourism, Enhancing Competitiveness towards Sustainable Development”*, 55 -67. Binh Duong Department of Culture, Sport and Tourism, 2018.
 43. Tan NH. Hanoi Culture of Cuisine as Factor Attracting Tourists to Vietnam. *Proceedings of University Scientific Conference on: Values of Gastronomic Culture in Tourist Activities*101-105. Faculty of Social Science and Humanities, Department of Culture and Tourism. May 21, 2018, Tien Giang University, 2018.
 44. Tan NH. Sustainable Development of Higher Education –cation. A Case of Business Universities in Vietnam. *Journal of human university natural sciences*. 2020; 47(12):41-56.
 45. Tan, NH. Solutions for Tuyen Quang and Binh Phuoc International Tourism Products and Services Development. Comparative Analysis. *International journal of research in marketing management and sales*. 2019; 2(1):131-137.
 46. Thien NH. Trade Freedom and Protectionism of Leading Economies in Global Trade System. *International journal of commerce and management research*. 2019; 5(3):100-103.
 47. Thien NH. Comparative Analysis of Advantages and disadvantages of the Modes of Entying the International Market. *International journal of advanced research in engineering and management*. 2019; 5(7):29-36.
 48. Thien NH. Related and Non-related Diversification Strategy of Domestic Business Groups in Vietnam. *International journal of advanced research in engineering and management*. 2019; 5(7):12-17.
 49. Thien NH. *Social Entrepreneurship and Corporate Sustainable Development. Evidence from Vietnam*. Cogent business and management, Taylor and Francis Publisher. 2020; 7(1):1-17.
 50. Thien NH. Staff Motivation Policy of Foreign Companies in Vietnam. *International journal of financial management and economics*. 2020; 3(1):1-4.
 51. Thien NH. Working Environment and Labor Efficiency of State Owned Enterprises and Foreign Corporations in Vietnam. *International journal of financial management and economics*. 2019; 2(2):64-67.
 52. Thien NH. *International Distribution Policy-Comparative Case Study of Samsung and Apple*. *International journal of research in marketing management and sales*. 2019; 1(2):24-27.
 53. Thien NH. Sustainability of Coastal Tourism Development: Comparative Analysis of Vietnam's Northern and Southern Provinces. *Journal of southwest jiaotong university*. 2021; 55(6):1-19.
 54. Thien NH. Knowledge Management in the Context of Industrial Revolution 4.0. *International journal of commerce and Economics*. 2020; 2(1):39-44.

55. Than NH. Knowledge Management in Strategic Alliances and Foreign Joint Ventures. Proceedings of University Scientific Conference of: Young Lecturers and MBA Students. Faculty of Economics, TDM University. Binh Duong, 2018, 141-149.
56. Than NH. Application of CRM in Agricultural Management. Proceedings of National Scientific Conference on: Development of High-tech Agriculture in the Highlands in the Context of Regional Linkage and International Integration, 216-223. April 2019, Institute of Social Science in Central Region, Vietnam Academy of Social Science, 2019.
57. Than NH. CRM Application in Managing Hotel, Restaurant and Tourism Services in Vietnam. *International Journal of Research in Management*. 2019; 1(1):14-17.
58. Than NH. CRM Application in Customer Service Management at Big4 Banks in Vietnam. *International Journal of Research in Management*. 2019; 1(1):9-13.
59. Than NH. Human Resource Management. VHU Publisher, Ho Chi Minh City, Vietnam, 2020.
60. Than NH. Strategic International Human Resource Management. Ementon Publisher, Warsaw, Poland, 2017.
61. Than NH. Responsible and Sustainable Business. Eliva Press, Chisinau, Moldova, 2020.
62. Vang VT, Hung NT. Comparative Analysis of Business Environment in Binh Duong, Dong Nai and Ba Ria Vung Tau of Vietnam Using EFE Matrix. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):769-778.
63. Viet PQ, Duc NM, Tam VT. Sustainability of Tourism Development in Vietnam's Coastal Provinces. *World Review of Entrepreneurship Management and Sustainable Development*, 2020.
64. Vu NT, Dung HT, Duc LD M. Determinants of real estate bubble in Vietnam, *International Journal of Research Finance and Management*. 2019; 2(2):75-80.
65. Vu NT, Tien NV. The role of brand and brand management in creating business value case of Coca-Cola Vietnam, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):57-62.
66. Vu NT, Bien BX, Anh VT. The Development Process of CRM System at VinMart in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):728-736.
67. Then NH, NM Ngoc, NP Mai, LDM Duc, TTT Trang. Sustainable Development of Higher Education Institutions in Developing Countries: Comparative Analysis of Poland and Vietnam. *Contemporary Economics* (forthcoming), 2022.
68. Then NH, DBH Anh, PB Ngoc, TTT Trang, HTT Minh. Brand Building and Development for the Group of Asian International Education in Vietnam. *Psychology and Education*. 2021; 58(5):3297-3307.
69. Then NH, DT Anh, MV Luong, NM Ngoc, N Dat, LDM Duc. Sustainable Development of Higher Education. A Case of Business Universities in Vietnam. *Journal of Hunan University Natural Sciences*. 2020; 47(12):41-56.