

International journal of Management and Organizational Research

Assessing the current status of staff empowerment in Vietnamese state agencies

Kazimierz Waćkowski ^{1*}, Tadeusz Adam Grzeszczyk ², Ho Nhat Hung ³

^{1, 2} Warsaw University of Technology, Poland

³ Industrial University of Ho Chi Minh City, Vietnam

* Corresponding Author: **Kazimierz Waćkowski**

Article Info

ISSN (online): 2583-6641

Volume: 02

Issue: 06

November-December 2023

Received: 30-08-2023;

Accepted: 03-10-2023

Page No: 13-21

Abstract

Due to the need for socio-economic development as well as other essential personal needs, more and more transactions are being carried out. However, individuals and organizations are often unable to carry out these transactions themselves. To ensure the rights of those participating in transactions, authorization relationships were born. The effectiveness of the decision-making process and decision implementation depends greatly on determining the powers of each individual and department in the organization, along with decentralization and delegation of authority. Currently, in state administrative management activities, there is a policy of promoting decentralization, decentralization, and authorization to let specialized agencies and lower-level administrative agencies perform the work of superiors.

Keywords: staff empowerment, staff delegation, state agencies, Vietnam

1. Introduction

- **Delegation** is entrusting or sharing authority and responsibility to another person, usually a direct subordinate, to perform a separate task. Delegation has many advantages that help administrators make the most of limited time, focus on important tasks, and make more informed decisions, leading to improved work efficiency in general. shared.
- In reality, many administrators do not want or dare to delegate due to the fear of sharing power, reducing authority, or fear of subordinates making mistakes or doing rashly. They are forced to "hold on" to everything, solving many small matters for their subordinates, leaving no time to take on real responsibilities.
- It should be seen that authorization is only truly valuable when both the authorizer and the authorized person follow the prerequisite principle that authorization does not eliminate or reduce the responsibilities of both parties. This principle requires ensuring compatibility and cohesion between the obligations, rights and responsibilities of the principal and the authorized person.
- Authorization must be done consciously from both sides.
- When subordinates are trained in new tasks, administrators have a basis to select and promote competent people to necessary positions in the management apparatus. Therefore, leaders must trust their subordinates, be ready to guide, share and allow their subordinates to make mistakes to a certain extent, and at the same time, must have regular checks and urges to promptly detect them. show errors or abuse of power.
- On the other hand, if the authorized person cannot do the job or does not do it well, this process becomes meaningless, often leading to great losses for the organization.
- Many failures in management work almost all stem from delegating authority to the wrong person, in the right way or improperly. Thus, it can be said that delegation is an important art of management.

The authorization process includes the following basic steps:

- Determine desired results. Delegating authority is to give other people the ability to do the job. If the delegate cannot perform the delegation of authority, then this delegation of authority is meaningless. Therefore, it is necessary to delegate authority commensurate with the work and create conditions for them to perform the assigned work.
 - Choose people and assign tasks
-

- Assign authority to perform those tasks
- Require the authorized person to take responsibility
- Monitoring and evaluation

For delegation to be truly valuable and effective, when delegating, the following principles must be followed:

1. In the organizational system, delegation of authority is usually delegation to direct subordinates, meaning that superiors authorize direct subordinates without exceeding the level.
2. Authorization does not eliminate or reduce the responsibilities of the authorized person.
3. The rights, obligations and responsibilities of the authorizer and the authorized person must be guaranteed and attached to each other. This principle requires ensuring compatibility between obligations, rights and responsibilities.
4. The content and boundaries of the authorized task must be clearly defined.
5. Authorization must be voluntary and not imposed.
6. The authorized person must have complete information before starting work.
7. There must always be checks during the authorization process.

The authorized agencies and organizations of the Vietnamese State must comply with the content and be responsible to superior state administrative agencies for the implementation of the tasks and powers they are authorized. The authorized agency or organization may not further authorize another agency or organization to perform the tasks and powers authorized by the superior state administrative agency. Thus, the authorization must also be in writing but it is not clearly stated whether it is a normal administrative document or a legal document. Delegation of authority can be from a superior agency to a lower agency, to a specialized agency or even a public service unit, and an individual. The Chairman of the superior People's Committee can delegate authority to the head of a specialized agency or chairman. Chairman of the People's Committee at the immediate lower level.

2. Overview of research problem:

2.1.1 Theoretical basis for authorization:

2.1.1.1 Concept of authorization:

Delegation in management is most commonly understood as an important part of the management process: completing work through others. Delegation is a way to fully perform tasks through others and maximize the potential of an agency or organization. In other words, delegation is giving employees the authority and resources to perform a task.

However, the manager is still responsible for the final results, so delegation is not about assigning work and then forgetting about it.

The point to note is: delegation is not assignment; Delegation is not about pushing tasks that the delegator does not like to do; Delegation is not an abdication of responsibility; and delegation covers three important concepts: responsibility, authority, and ultimate responsibility.

Authorization in state management activities without clear conditions, principles, subjects, content, order and procedures can lead to arbitrariness and difficulty determining the responsibility of the authorizer. authorized person.

All organizations and individuals, whether non-state or state, are part of a combination of social relationships with other organizations and individuals, thereby expressing their legal status. In those relationships, organizations and individuals are recognized by law with certain rights and obligations. Through its activities, those rights and obligations are expressed through the subject itself or by another authorized organization or individual. Therefore, authorization can be understood as the act of an organization or individual (called the authorized person) acting on behalf of another organization or individual (called the authorizer) to exercise the rights and obligations that have been granted by law. rules.

2.1.1.2 Classification of authorization:

Classification of authorization can be based on the following criteria:

- In terms of authorization methods , we have the following 2 types:
 - One-time authorization allows the authorized person to exercise the right to represent the principal to perform a certain action. The authorization automatically terminates immediately after the authorized person finishes performing the authorized work.
 - Multiple (regular) authorization allows the authorized person to perform work within a determined scope, usually specified in the charter and working regulations of each legal entity.
- In terms of subjects , we have the following types of authorization:
 - Authorization between individuals: this is a common form of authorization in civil relations.
 - Authorization between legal entities and legal entities: this is a form of authorization that occurs not only in civil relations but also commonly in state agencies, whereby one legal entity authorizes another legal entity to exercise its rights. , its duty.
 - Authorization within a legal entity: This is a specialized form of authorization on a regular basis within a legal entity.
- In terms of the nature of authorization, we have the following types:
 - Authorization in civil relations.
 - Authorization in activities of state agencies.

2.1.1.3 The concept of authorization in the legal industry:

Authorization is a concept used in the legal profession. Most generally, authorization is a legal act of one person expressed in giving authority to another person to perform acts on his or her behalf. Authorization can appear in legal relations of administrative law, constitutional law, and civil law.

Authorization in all fields of law has some things in common:

- First of all, this is the legal relationship between the authorizer and the authorized person. Legality is shown in the fact that authorization must be an act permitted by law; The subject participating in the authorization relationship must meet the legal conditions such as legal position, age, etc., and the form and scope of authorization must be based on the principles prescribed by law.
- Authorization is essentially the transfer of authority to the representative. Thus, it is a prerequisite that the authorizer himself must be the subject of the transferred

rights. The transfer here is not only a right, but also an obligation or responsibility. The term "representation" generalizes the authorization relationship in this direction.

- The authorized person must perform acts for the benefit of the principal.
- Authorization relationships are term-limited relationships that must comply with the form, scope and method of implementation as prescribed by law. Violating these regulations not only affects the interests of both parties, but also affects third parties. Violation of the content and form of authorization can lead to adverse legal consequences, termination of the authorization relationship, compensation for damages...

2.1.1.4 Benefits of authorization in state management:

Authorization plays an important role in state management, contributing to ensuring the continuous operation of state management subjects. Authorization has practical significance for the implementation of state management content in all fields, including management of general authority as well as specific authority. However, there should be regulations to prevent abuse and clearly define the responsibilities of the authorizer and the authorized person. Besides the benefits of delegation, if you do not delegate properly, you may encounter the following consequences: the authorized person does not clearly know the work and how to handle the work; The authorized person is irresponsible and not attached to the authorized work; takes a lot of time to coordinate and monitor; waste of agency resources and low quality decisions...

2.1.2 Research methods on authorization work:

At the forefront of research methods for delegation is human resources, in other words, the skilled workforce that supports a country. In which, high-quality human resources are considered the main human resource to help promote socio-economic growth.

Currently, our country is currently in a period of industrialization and modernization, so human resources are indispensable - people. Therefore, compared to other resources, human resources, especially high-quality human resources, always occupy a central position and play a leading role in the cause of industrialization and modernization of the country. Therefore, to improve the quality of human resources to serve the country's reform process, we must first improve the quality of education and training, creating conditions for comprehensive development of human resources.

- High quality human resources will help businesses, companies and organizations have the fastest access to the best and most modern knowledge and technology. Then, the effective application of knowledge and technology into production and business activities of organizations, companies and enterprises will promote development.

- High quality human resources help improve the labor productivity of organizations, companies, and businesses thanks to the skills and knowledge, along with the work experience of the staff. High-quality human resources will complete assigned tasks well, always be creative in their work and explore and learn new ways to achieve the best labor productivity.

- Training high-quality human resources helps organizations, companies, and businesses develop sustainably and is the

foundation for the strength of their businesses. Improve competitiveness in the market and go further with high quality human resources. High-quality human resources are like "wings" to take businesses further on their development path. Thereby, we can see that high-quality human resources are a very important factor and a core factor for organizational development, sustainable business development, increased competitiveness and long-term development in the future.

3. Current Situation

Issuing administrative decisions is a content of state administrative management. The issuance of decisions must be made according to regulations on authority, order and procedures. As a general rule, signing and promulgating documents is the duty and authority of the head of a state administrative agency. In case the head of the agency is absent for reasons of work, health, or taking leave according to regulations, the signing of documents can be done by authorization. There are a number of authorization situations such as: signing special documents (commendation, discipline, invitations, official dispatches, administrative documents); Signing legal documents (documents signed on behalf of the collective agency, signing documents under the promulgation authority of the head, signing joint documents with other agencies); Initialize legal documents and special documents submitted to competent state agencies for consideration when this procedure is required.

In all of these cases, authorization to sign documents is meaningful to ensure the timeliness and continuity of state management activities. In addition to constitutionality and legality, state management must also reach reasonableness. Therefore, the time of issuance of the document is extremely important, demonstrating the timeliness of administrative measures. Ultimately, it determines the effectiveness of the selected measure.

Regarding initials, authorization to sign documents serves as a guarantee of the responsibility of the submitting agency, and is a factor that forms the basis for the agency's decision to approve, approve or sign the document. copy. That initial signature shows the satisfactory level of preparation of the document, both in terms of form and content. Therefore, many working regulations of state administrative agencies stipulate the initial signing of documents. Through authorization to initialize documents, state administrative agencies maintain and ensure the progress of document development activities, ensuring the order and procedures for document development and the responsibility regime in activities. there.

Signing with authorization (TUQ) : A person one level below a boss is authorized by the boss to sign a certain number of documents, within a certain period of time. The authorization must be in writing from the authorizing person. The authorized signer cannot sub-authorize it to another person.

Signing by order (TL) : The leader authorizes a person one level below the leader to sign certain documents that by law must be signed by the leader.

Authorization in signing and promulgating documents also has the meaning of ensuring the legitimate rights and interests of individuals and organizations. The general purpose of state management is to maintain social order, protect and ensure the exercise of the rights of subjects. The timeliness of the document is one of the deciding factors. It is impossible for personal reasons to delay the signing of documents, affecting

the enjoyment of the rights of individuals and organizations, especially documents on the application of regimes and policies for concerned subjects. attentive and caring like someone who contributed to the revolution. Timeliness also applies to commonly encountered cases such as deciding on salary increases, sending people to study, going abroad, and sending them to participate in competitions.

In other cases, authorization to sign documents also has the meaning of maintaining the responsibility regime, the fulfillment of obligations and even sanctions for violators. For example, the time of signing a notice of violations of the law by officials and civil servants is an important milestone related to determining the statute of limitations for disciplinary violations, after which time the violator will not be punished. Prosecution.

- *Regarding the scope of authorization*

For example: Due to inadequacies in management with arbitrary delegation of authority, leading to violations of the law and loose management, the 2003 Land Law has regulations on not being allowed to delegate authority. rights for other subjects and objects (specified in Article 37 and Article 44 of the Land Law).

A review of current legal regulations shows that: Regarding the authority to promulgate policies, according to the Constitution and the Law on Government Organization, in addition to the National Assembly, the Government also promulgates regulations and policies for the following subjects: However, the recent trend is that drafting agencies include policies in draft decisions of the Prime Minister, especially in the fields of defense and security. Besides, the laws being drafted also tend to "assign more work" to the Prime Minister (For example: developing the Draft Law on Minerals, Draft Law on Water Resources...).

In the Law on Government Organization, the Prime Minister's authority is not much, but the laws tend to regulate many issues that are beyond the scope of the Prime Minister's authority, such as promulgating policies, there are issues that should fall under the Prime Minister's authority. rights and responsibilities of the Minister in charge of sectors and fields. Along with the authority to promulgate legal documents, administrative decisions and the need to approve a series of schemes, programs and projects, it can be seen that there are too many things that must be submitted to the Prime Minister, leading to the work overload of not only the Prime Minister but also the Deputy Prime Ministers assigned by the Prime Minister to be in charge of certain tasks and fields. Even if investment projects should fall under the approval authority of the Minister, however, ministries and branches only play an "advisory" role, meaning they only analyze and submit to the Prime Minister for approval, not is the main responsible agency.

- *Regarding authorized objects/subjects*, there are also many shortcomings in the authorization practices of state administrative agencies. In administrative relations, not all subjects can be authorized and not all issues can be delegated. If the authorizer does not know clearly about the delegatee's ability to perform the job, it will become dangerous.

For example, the People's Committee of Quang Nam province allows the People's Committee of Que Son district, Quang Nam to exploit forests in the sense of recovering forest products. The Chairman of the People's Committee of Que Son district signed a contract authorizing the Director of a limited liability company to sign a forest product exploitation contract with a third person on his behalf. Is such

authorization legal?

From the above example and reviewing current legal regulations, the following comments can be drawn: When assigned the authority to perform a certain task, the person assigned the authority often delegates authority to a third person without permission. on any legal basis, not following any principle. However, the question is: For legal consequences such as causing damage to a *third person*, is the principal or the authorized person responsible?

Currently, the law does not have specific regulations on authorization as well as the scope of authorization in the fields of legislation, regulation and authorization in administrative management work. However, in reality, there are a number of legal documents that regulate authorization in a number of areas with the nature of regularly authorizing a specific task to avoid overloading the work of the competent subject. statutory powers, especially the authorization of some powers of the Prime Minister, especially those of an incidental nature. For example, in Article 14, Clause 3 of Decree No. 135/2003/ND-CP on inspection and handling of legal documents dated November 14, 2003, it is stipulated that the Prime Minister can: "authorize the Ministry to Heads and heads of ministerial-level agencies handle illegal documents under the Prime Minister's authority when deemed necessary.

The law is also in the process of being gradually improved, but it is still mainly to resolve inadequacies of a temporary nature. For example, there are subjects who have to hold so much authority that it would be impossible and impossible to carry out it all on their own, so authorization is needed, but because the law has determined that it is the authority of That subject should have a measure to "legalize" the authorization, which is to issue a document "authorizing" his or her authority to subordinates. However, those "legalized" documents still have many theoretical issues worth discussing because they lack basic principles and theories about authorization.

For example: Draft Decision of the Prime Minister of Ministry A on authorizing decisions on a number of positions for heads of units under the Ministry and ministerial-level agencies:

The Draft Decision lists a number of positions as well as a number of subjects authorized by the Prime Minister to appoint, reappoint, dismiss, resign, dismiss, rotate, mobilize, etc.

In terms of the tasks authorized by the Prime Minister, these are the Prime Minister's original authority and not the delegated - re-authorized authority (According to Article 20, Clause 5 of the Law on Government Organization, it is stipulated that the Prime Minister "Appointing, dismissing, dismissing Deputy Ministers and equivalent positions...), therefore, if the Prime Minister finds authorization necessary, the Prime Minister can issue a decision on delegation of authority for business purposes.

In terms of the nature of the authorization tasks specified in the Draft Decision, appointment, reappointment, dismissal, resignation, demotion, etc. must all comply with certain criteria prescribed by law. determination (conditions for appointment, reappointment, dismissal, resignation, demotion, rotation, transfer...); Therefore, if the Prime Minister authorizes Ministers and Heads of ministerial-level agencies, they must still ensure compliance with legal regulations along with a strict supervision process that does not need to be done by the Prime Minister to ensure

compliance. ensure efficiency and quality. In addition, in the process of carrying out authorized work, if deemed necessary, the Prime Minister can revoke his authority.

In terms of reasonableness, according to the provisions of Article 4 of the Law on Government Organization dated December 25, 2001, "Ministers and heads of ministerial-level agencies are the heads and leaders of a Ministry, ministerial-level agency, Responsible for a number of Government tasks: responsible to the Prime Minister and the National Assembly for state management of sectors and fields nationwide or for assigned tasks.

In the spirit of administrative reform, it is necessary to clearly define the responsibilities of the heads of administrative agencies, not to put too many business-related tasks on the Prime Minister, and at the same time improve the responsibility and initiative of the administrative agencies. Ministers, Heads of ministerial-level agencies in appointing and dismissing... heads of units under ministries and ministerial-level agencies. However, this is also a temporary solution.

The Prime Minister authorizes not an individual Minister, but the Minister in charge of the industry or field with the head of the unit under the Ministry. More than anyone else, Ministers and Heads of ministerial-level agencies are the ones who accurately evaluate the working conditions and management capacity of the positions of the heads of affiliated units of the Ministry or ministerial-level agency they are responsible for. blame. Thus, delegation in this case will contribute to ensuring effective implementation of assigned work.

Thus, for work that is of a business nature that is highly specialized or is not politically or socially sensitive work, it is possible to clearly authorize it in a specific legal document, on the basis of Research and carefully consider the reasonableness of the authorization and the responsibility of the authorizing entity and the authorized entity.

- Regarding authorization order and procedures:

In the practice of administrative authorization, the law stipulates that authorization procedures are often simple, or more accurately, there are no procedures at all. For authorization in promulgating legal documents, there is a stricter order, for example: Article 14 of the Law on Promulgation of Legal Documents in 2008 stipulates: Decree of the Government "Regulating issues Necessary topics but not yet qualified to *be developed into laws or ordinances* to meet the requirements of state management, economic management, and social management. *The promulgation of this decree must be approved by the Standing Committee. National Assembly Service ."*

- Regarding the scope of authorization: For authorization in the field of promulgation of legal documents; Not all fields can be delegated.

For example: The National Assembly can only authorize the National Assembly Standing Committee to promulgate Ordinances to regulate certain fields...; Authorize the Government (Article 14 of the Law on Promulgation of Legal Documents 2008 stipulates: Decree of the Government " *Regulating necessary issues but not yet qualified to be developed into laws or ordinances to meet requirements for state management, economic management, and social management. The promulgation*

of this decree must be approved by the National Assembly Standing Committee."

4. Solution

In order for the implementation of the Authorization Project of the City People's Committee, the Chairman of the City People's Committee to departments - branches, Heads of departments - branches, District People's Committees, and Chairman of District People's Committees to be effective, in the coming time, the People's Committee The city, departments, branches, and districts said they will continue to implement a number of solutions:

Open and transparent procedures

Referring to solutions for implementing the Authorization Project in the district, Chairman of Binh Chanh District People's Committee Tran Phu Lu said: In the coming time, the district will continue to strengthen propaganda and dissemination of authorized contents. of the City People's Committee, the Chairman of the City People's Committee for departments, branches and districts; Directors of departments, Chairman of District People's Committee to people in the district.

At the same time, focus on directing agencies and units to review authorized tasks; Develop a full, public and transparent guidance process for organizations and individuals to know and implement. Review and evaluate the assignment of tasks to specialized agencies, assign staffing to agencies to ensure good performance of assigned tasks. Along with that, continue to propose to the Department and branches to provide professional guidance to best implement the authorized contents.

And Vice Chairman of District 3 People's Committee Tran Quang Ba said: In order to implement the contents that the City People's Committee, the Chairman of the City People's Committee authorized the District People's Committee, the Chairman of the District People's Committee, in the coming time, the district will carry out the assigned work. , assigning responsibility for implementing authorized decisions to agencies and units and inspecting and evaluating implementation. Accordingly, to carry out the authorization, the District People's Committee has assigned specific tasks to each department, leader, and officer in charge. Specifically, assign the Heads of specialized agencies in the district, after being transferred technology, software and instructions for implementing the authorized tasks and powers by the City Departments, to build and submit to the District People's Committee, The Chairman of the District People's Committee approves the processes, procedures, and necessary operations to properly perform the authorized tasks according to the law; Methods of handling newly arising issues, complex and sensitive issues, resolving complaints and denunciations, issues that must be consulted by superiors or reported to the Party Committee for consideration and decision.

At the same time, responsible to the District People's Committee and Chairman of the District People's Committee for advising on the implementation of authorized contents according to the law and organizing widespread information on authorized contents for organizations and individuals. Are known. Along with that, advise on arranging and allocating resources to carry out authorized contents; assigned the Head of the Department of Internal Affairs to advise the Chairman of the District People's Committee on staffing arrangements; Inspect and monitor the implementation of authorized contents.

In addition, propagate, disseminate and publicize to people and businesses the authorized contents and agencies in charge. Specifically, authorized agencies and units have grasped and guided the necessary processes, procedures and operations to well perform authorized tasks; Methods of handling newly arising problems. The District Economic Department has deployed to the markets and the Management Board of the markets to propagate, disseminate and publicly let people and small businesses know the authorized contents. For each specific project, when there are cases authorized by the City People's Committee, the District Department of Natural Resources and Environment has also coordinated with the Ward People's Committee to deploy to known organizations and implement them in accordance with regulations. .

No records are generated when performing authorization To continue implementing the Authorization Project of the City People's Committee, the Chairman of the City People's Committee to departments - branches, Heads of departments - branches, People's Committees of districts - districts, Chairman of People's Committees of districts - effectively, the People's Committee of Ho Chi Minh City for effective implementation. know: In the coming time, specialized agencies under the City People's Committee will continue to guide and promptly resolve difficulties and problems of agencies and units in the process of organizing and implementing authorized contents according to authority or submit it to the City People's Committee for consideration and decision.

Along with that, a number of solutions will be implemented such as: Regularly reviewing legal documents to promptly update and adjust Decision No. 4712/QD-UBND, Decision No. 4713/QD-UBND in accordance with legal regulations. Agencies and units continue to propagate, thoroughly grasp and review the assignment and arrangement of civil servants and public employees to handle authorized tasks in an increasingly appropriate manner associated with the application of information technology to Improve efficiency and quality of work. From there, improve the spirit of service and satisfaction of people and businesses.

Agencies and units develop internal processes for handling documents for each authorized content to assign and clearly define the responsibilities of each officer, civil servant, and public employee in the resolution process so that they can Shortening processing time contributes to administrative reform. At the same time, pay attention to surveying people's satisfaction. Regarding the proposed new authorization content, it is necessary to carefully evaluate the needs of people and businesses to overcome the situation where the City People's Committee and the Chairman of the City People's Committee have authorized agencies and units to implement but do not develop. generate profile.

Recently, at the preliminary conference on implementing the Authorization Project for departments, branches, and People's Committees of districts in the city, Vice Chairman of Ho Chi Minh City People's Committee Tran Vinh Tuyen suggested that authorization should be developed in a small direction. focal point and create initiative for the facility. The City People's Committee Office continues to complete the processes of 85 authorizations. Departments, branches, and districts need to train civil servants to create uniformity in implementing authorization. At the same time, provide transparent information to people and businesses about authorization contents. Along with that, continue to propose

receiving authorization and handing over authorization; Especially research in the field of public investment can be authorized to subordinates for approval according to decentralized projects.

It can be said that after nearly 1 year of implementing the Authorization Project, it has brought many results to State management agencies, as well as creating convenience for people and businesses in carrying out administrative procedures. . To improve the effectiveness of the Authorization Project, it is thought that in the coming time, departments, branches, and districts need to proactively advise and propose to the City People's Committee to deploy authorization in a number of new areas in accordance with reality. see off; as well as arrange and assign clear responsibilities to officials and civil servants to perform tasks. Thereby, helping Ho Chi Minh City have a basis to consider and propose pilot assignment and decentralization of tasks in the upcoming Urban Government Pilot Project.

5. Conclusion

Currently, in legislative and regulatory activities as well as management and administration activities of administrative agencies, there are still inadequacies in the assignment, delegation of responsibilities, authorization to promulgate documents and authorization to carry out tasks. tasks prescribed by law (including signing and stamping documents in the name of the subject authorized by the law), specifically the unprincipled and arbitrary authorization, leading to a situation where the limits of the law are unclear. authorization, unclear responsibilities of each level, agency, and subject. In the system of legal documents, there is still no document stipulating the principles of authorization, conditions of authorization, authorized subjects, subjects allowed to exercise rights, and responsibilities of the authorizer and the recipient. authorized, legal consequences of authorization, etc. Therefore, the authorization is not complied with any regulations. Many tasks are assigned to a certain agency or subject, but these organizations delegate authority to the next agency, then the authorized subject continues to delegate authority to other subjects, this has led to Administrative activities are cumbersome, illegal, lack of transparency in work, leading to unclear determination of responsibilities, causing the discipline of the law to be significantly affected. . This is one of the reasons why the discipline of the national administration is not strict, the operation of the administration is ineffective and people's trust in the administration is eroded. To overcome the above situation, this essay has researched and evaluated the current status of authorization work in Vietnamese state agencies, thereby providing specific proposals and solutions to overcome the problem. Update in current administrative activities is very necessary. This will have an important impact on the management and administration activities of administrative agencies. Specifically:

- Strengthen legal discipline: clearly define the responsibilities of each agency and individual in authorization activities. This will help create a clear and transparent administration. People will be able to know what each person's role in the state agency system is allowed to do, and how they will be held responsible if they make mistakes, thereby building people's trust in the activities of public agencies. Rights are gradually improved.
- Avoid widespread delegation of authority in management

and administration government, but still ensures that the administration operates efficiently more motivated and effective at work.

- Contribute to ensuring discipline in administrative operations, accountability and responsibility of public agencies.

We also know that one of the principles of delegation is that the principal will be responsible for the performance results of the delegate. For example, the City People's Committee authorizes subordinates but is still responsible for the subordinates' performance results. Therefore, authorization is not the end or end of responsibility, but must be followed up to guide implementation and check to make sure the content is better than the old one. We need to emphasize guidance, inspection of implementation and preliminary evaluation to make appropriate adjustments, so inspection is important. When developing this project, it is necessary to study the specific situation of each locality and especially the recommendations of the grassroots, districts, departments and branches and the wishes of the City People's Committee. The authorized person is the person who will do the new work, so he must also anticipate difficulties. If the preparation is not good, he will get into trouble.

Promoting decentralization and decentralization of power in state management is one of the guiding and operating viewpoints of the Party and State aimed at clearly defining the authority and responsibilities of central agencies and all levels of government. locality in state management by industry, field and territory. The practice of decentralization and decentralization in recent times has been promoting creativity and exploiting the potential and advantages of localities; create favorable conditions for people and businesses; Enhance openness and transparency in the direction and administration of each level and each sector in the implementation organization; Promote innovation, streamline organization, operate effectively and efficiently. To ensure that authorization documents are issued in accordance with the provisions of the Law on Organization of Local Governments, the Law on Promulgation of Legal Documents and relevant specialized legal documents, when agencies If a superior state administrative agency delegates authority to an directly subordinate state administrative agency, it is necessary to comply with the principle that the tasks and powers are delegated to the extent that they are assigned, and at the same time, the authorization does not cause any problems. create new legal regulations, different from the provisions in current legal documents that have greater legal effect, and at the same time, the authorization document needs to specify the authorization period, accompanied by conditions. specifically to carry out the authorized work.

6. References

1. Tin NH, 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*. 2020; 1(2):57-62.
2. Tin NH, Thuy NV, Liem NT. Supermarkets' brand management comparative analysis between AEON and coop mart in Vietnam retail market. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):112-117.
3. Tin NH, Thuy NV, Duc PM. Vinamilk's Brand Management in the Era of 4th Industrial Revolution. *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):100-105.
4. Tin NH, 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.
5. Tseng FM, Liu YL, Wu HH. Market among competitive innovation products: The case of the Smartphone Operating System. *Journal of Engineering and Technology Management*. 2014; 32:40-59.
6. Park Y, Koob Y. An empirical analysis of switching costs in the smartphone market in South Korea. *Telecommunications Policy*, 2016, 40(4).
7. Page T. *Smartphone Technology, Consumer Attachment and Mass Customization*, 2013.
8. Oh Y, Oh J. A critical incident approach to consumer response in the smartphone market: product, service and contents. *Information Systems and e-Business Management*, 2016, 15(3).
9. Anh DBH, Dung HT, On PV, Tam BQ. Factors impacting customer satisfaction at Vietcom bank in Vietnam. *Himalayan journal of economics business and Management*. 2021; 2(4):98-107.
10. Anh DBH, Vu NT, Bien BX, Anh VT, Dat NV. Factors impacting customer satisfaction at BIDV Bank in Vietnam. *Himalayan journal of economics business and management*. 2021; 2(4):89-97.
11. Anh DBH, Vu NT, On PV, Duc PM, Hung NT, Vang VT. Customer service culture at VPBank in Vietnam. *Himalayan journal of economics business and management*. 2021; 2(4):78-88.
12. Anh DBH, Diem PT, Duc PM, Vu NT, Dung HT, Dat NV. Customer service culture at VIB bank in Vietnam. *Himalayan journal of economics business and management*. 2021; 2(4):70-77.
13. Anh DBH, Diem PT, Vu NT, Dung HT, Bien BX, Anh VT, et al. Customer service culture at Tech Com Bank in Vietnam. *Himalayan journal of economics business and management*. 2021; 2(4):61-69.
14. Anh DBH. Japanese Innovation Policy and Development of High Quality Human Resource – Experiences for Vietnam. *Proceedings of International Scientific Conference in Economics and Business (ICYREB) on: National Entrepreneurship and Innovation*, 108-114. Hanoi, 30 October 2018, Academy of Finance in partnership with IPAG Business Institute (France), York University (Canada) and Waikato University (New Zealand), 2018.
15. Anh DBH. *Global Strategic Marketing Management*. Ementon Publisher, Warsaw, 2017.
16. Anh DBH. Comparative analysis of the process of economic integration of EU and ASEAN, *International Journal of Commerce and Management Research*. 2019; 5(3):96-99.
17. Anh DBH, Ngoc NM, Nhi DTY. Sustainable Social Entrepreneurship in Vietnam. *International Journal of Entrepreneurship*. 2019; 23(3):1-12.
18. Anh DBH, Thuc TD. *Global Supply Chain and Logistics Management*, Academic Publications, Delhi, India, 2019.
19. Anh DBH. Trade Freedom and Protectionism of Leading Economies in Global Trade System, *International*

- Journal of Commerce and Management Research. 2019; 5(3):100-103.
20. Anh DBH, Ngoc NM. Corporate Financial Performance due to Sustainable Development in Vietnam. *Corporate Social Responsibility and Environmental Management*. 2019; 27(2):1-12.
 21. Anh DBH. Gaining competitive advantage from CSR policy change: case of foreign corporations in Vietnam, *Polish Journal of Management Studies*. 2018; 18(1):403-417.
 22. Anh DBH, LDM Duc, PB Ngoc. Subjective Well-Being in Tourism Research. *Psychology and education*. 2021; 58(5):3317-3325. Bien, BX, & Tien, NV (2019). Solutions enhancing competitiveness of made-in-Vietnam brands in Vietnamese market, *International Journal of Research in Marketing Management and Sales*, 1(2), 93-99.
 23. Diem PT, Vu NT, Nhan VK, Vang VT. The Strategy of CRM System Development at Mega Market Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):802-806.
 24. 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.
 25. 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.
 26. 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.
 27. 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.
 28. Duc LDM, Thuy, Cooperative, Yen NTH. Corporate Social Responsibility and Corporate Financial Performance Case of Listed Vietnamese Companies, *Zeszyty Naukowe Politechniki Częstochowskiej. Zarządzanie*. 2018; 32:251-265.
 29. 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.
 30. 38. 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.
 31. 39. 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.
 32. 40. 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. Giao NQ, TTT Trang, & NP Mai (2021). Sustainability Issues in the Development of Higher Education Industry. "HONG KONG JOURNAL OF SOCIAL SCIENCES", Vol. 57, No. Spring/ Summer, 79-90
 33. Hung, NT, Vu, NT, & Bien, BX (2020). Risks of Vietnamese Enterprises in Trade Relations with China. *International Journal of Research in Finance and Management*, 3(1), 1-6.
 34. Mai, NP (2020). Green Entrepreneurship Understanding in Vietnam. *International Journal of Entrepreneurship* 24(2).
 35. Minh, HTT, & Dan, PV (2019). Branding building for Vietnam higher education industry - reality and solutions, *International Journal of Research in Marketing Management and Sales*, 1(2), 118-123.
 36. Minh, NH Diep, LH Vu, DT Hai, & TTH Thuan (2021). ASEAN and China in Vietnam's International Relations in the Region. "JOURNAL OF ARCHEOLOGY OF EGYPT/ EGYPTOLOGY", 18(8), 2661-2680.
 37. 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.
 38. 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.
 39. 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.
 40. 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.
 41. 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.
 42. 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.
 43. Ngoc NM. Comparative Analysis of Advantages and disadvantages of the Modes of Entering the International Market, *International Journal of Advanced Research in Engineering and Management*. 2019; 5(7):29-36.
 44. 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.
 45. 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.
 46. Phu PP, Chi DTP. The role of international marketing in international business strategy, 1(2), *International Journal of Research in Marketing Management and Sales*, 2019, 134-138.
 47. 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.
 48. 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.
49. 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. Thai, TM, Hau, TH, Vinh, PT, & Long, NVT (2020). Solutions for Tuyen Quang and Binh Phuoc Tourism Industry Sustainable Development. Comparative Analysis. *International Journal of Research in Marketing Management and Sales*, 2(1), 101-107.
 50. 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).
 51. Tan NH. *International Economics, Business and Management Strategy*, Academic Publications, Delhi, India, 2019.
 52. Tan NH. *Principles of Management*. Financial Publisher. Ho Chi Minh City, 2020.
 53. Tan NH. *Leadership in Social Responsible Enterprises*. Ementon Publisher, Warsaw, 2015.
 54. Tan NH. *Change Management in a Modern Economy. Modeling Approach*. PTM Publisher, Warsaw, 2012.
 55. Tan NH. *Competitiveness of Enterprises in a Knowledge Based Economy*. PTM Publisher, Warsaw, 2012.
 56. Tan NH. *Competitiveness of Vietnam's Economy. Modeling Analysis*. PTM Publisher, Warsaw, 2013.
 57. 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.
 58. 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.
 59. 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.
 60. 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.
 61. 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.
 62. 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.
 63. 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.
 64. 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.
 65. Thien NH. Comparative Analysis of Advantages and disadvantages of the Modes of Entering the International Market. *International journal of advanced research in engineering and management*. 2019; 5(7):29-36.
 66. 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.
 67. Thien NH. *Social Entrepreneurship and Corporate Sustainable Development. Evidence from Vietnam*. Cogent business and management, Taylor and Francis Publisher. 2020; 7(1):1-17.
 68. Thien NH. Staff Motivation Policy of Foreign Companies in Vietnam. *International journal of financial management and economics*. 2020; 3(1):1-4.
 69. 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.
 70. 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.