

International Journal of Social Science Exceptional Research

Assessing the current status of salary regimes in FDI enterprises in Vietnam

Michał Sebastian Bańka ^{1*}, Bogdan Nogalski ², Dinh Nguyet Bich ³, Doan Thi Thuy ⁴, Nguyen Thi Le Hoa ⁵

¹ Warsaw University of Technology, Poland

² WSB Merito University in Gdansk, Poland

^{3, 5} Van Hien University, Vietnam

⁴ Ho Chi Minh City Open University, Vietnam

* Corresponding Author: **Michał Sebastian Bańka**

Article Info

ISSN (online): 2583-8261

Volume: 02

Issue: 05

September-October 2023

Received: 04-09-2023;

Accepted: 22-09-2023

Page No: 99-106

Abstract

Strong human resources not only create competitive advantages for enterprises and organizations, but also determine their success or failure. In the knowledge economy, the competition of businesses and organizations for high-quality human resources becomes even more fierce. As a result, they all tend to build their own long-term strategies to attract and develop outstanding individuals who can lead to miraculous change, or distinct advantages over the competition. Attracting talent is difficult, retaining talent is even more difficult, requiring the attention of managers in formulating and developing human resource management and compensation policies. In fact, it has been proved that the mechanism of remuneration policy is always an important fundamental issue in creating motivation to encourage employees to stick together and work more effectively. A good remuneration policy not only acts as a lever to improve productivity, quality and work efficiency, but also contributes to making strides in building corporate culture, thereby improving management capacity, as well as the competitiveness of enterprises and organizations. The current situation in foreign-invested enterprises (FDI) and private enterprises with very flexible salary policies, closely following the market mechanism, encouraging and attracting workers, The salary policy at foreign enterprises and enterprises in which the State still holds the capital share many shortcomings, causing many difficulties in attracting, retaining and developing human resources. On the basis of those analysis, the article points out some suggestions for businesses about the remuneration and salary regime in foreign-invested enterprises in Vietnam to be able to attract human resources. high quality in the current economic race for market position.

Keywords: salary regime, foreign enterprises, Vietnam

1. Introduction to the problem

Currently, Vietnam's economy is on the way of development, there are remarkable changes in all aspects, from the management mechanism to the level of economic and technical in industries, levels, and micro-economic units. Since joining the World Trade Organization (WTO) (November 2016), it has created many opportunities and challenges for each business. In order to survive and develop, businesses need to understand the economic laws such as competition law, value law, supply and demand law. On the other hand, enterprises must always update and absorb scientific and technical achievements into production to improve labor productivity and reduce product costs.

The problem of businesses is that in order to survive and stand firm in the market, they must gradually improve themselves, effectively exploiting the potentials of the organization to rise to a competitive advantage. There are many factors leading to the success of an enterprise such as: science and technology, capital, technology and especially the human factor. Without people, the above factors cannot operate, nor bring development to the organization, people not only play an increasingly decisive role

in the development of the organization but also maintain, promote and improve the efficiency of human resource management. And especially, perfecting the remuneration policy for employees will help businesses retain talents to attract qualified, skilled and experienced workers, helping businesses stand firm in the market. have a strong reputation and win the competition.

Because of the above requirements, the remuneration and salary regime in the current process is one of the very important issues that many people are interested in, and especially the employees. At the same time, it is also an indispensable factor in businesses to be able to attract and retain talented people. For employees, when they want to work at an enterprise, they pay great attention to the remuneration of that enterprise, because they are interested in the remuneration policies that the enterprise proposes. can take care of their material and spiritual life or not to be able to ensure a better quality of work. This is also one of the important factors that employees consider, consider continuing to contribute at the enterprise or switch to enterprises with better remuneration regimes. Besides, salary is also an indispensable part of the remuneration policies of enterprises, it has a great role, is the main source of income of employees, it is determined in the labor market. It operates through a wage agreement between employees and employers, and it also plays a very important role in maintaining and developing human life.

Enterprises will have different remuneration policies as well as different salary levels to attract workers to their businesses. Then, when employees find the right remuneration and salary policies, they will come to run for themselves and will become one of the employees of that business. When there is a suitable employee treatment regime, it will create conditions for employees to improve the material and spiritual life of employees to be more complete because thanks to the employee's treatment regime, employees are guaranteed that they receive what they deserve for the effort and enthusiasm that they have contributed to the job and the business. And this is also a source of motivation and inspiration for employees to devote themselves to work, thereby bringing efficiency, productivity, and quality of work to be improved. Not only that, the employee compensation regime in the enterprise also affirms the position of the employee because each job position has a different remuneration regime and salary for different employees, if the position is more The higher the salary, the higher the remuneration will be and the higher the salary will be, thereby bringing strong impacts to the dynamic, creative and enthusiastic working spirit of employees, increasing work efficiency. Along with the benefits at work, there are also benefits in the leave and leave regimes, and at the same time create flexible time for employees to rotate shifts according to the schedule, increase the number of days off with full pay or increase the day. permission according to working seniority. Not only that, but businesses also organize extra-curricular activities to help employees relieve pressure, feel comfortable and help them recharge, and also help them come up with creative ideas. to prepare for new missions. In fact, businesses with flexible time and vacation regimes will be highly appreciated by employees.

In the process of industrialization and modernization of the country and especially in the current international integration

conditions, businesses need to grow stronger and more developed. But the most important and decisive factor to help businesses grow is still the human factor. Therefore, businesses need to develop appropriate remuneration policies and also offer appropriate salaries for each position to attract a large workforce. And hereafter, we will learn about the current status of remuneration and salary regimes in foreign-invested enterprises in Vietnam.

2: Overview of research issues

Remuneration and remuneration regime are certainly not strange to those who have been and are participating in the labor market. So what is compensation? "Remuneration" is a verb meaning to give benefits according to the regime commensurate with the contribution. In enterprises, "remuneration" is the benefits that employees enjoy commensurate with their contributions in the working process. The "remunerations" that employees enjoy under that regime are called "remuneration regimes" or "employee treatment regimes" or "enterprise treatment regimes". These remuneration regimes are the things that the enterprise takes care of employees in terms of material and spiritual life, ensuring employees have a good working spirit to help them complete their work and goals. as set forth by the enterprise. This is also one of the important factors that employees consider, consider continuing to contribute at the enterprise or switch to enterprises with better remuneration regimes. Employee remuneration in the enterprise plays a very important part in the business, especially for employees. You can see in the job postings, in any position, in addition to the job and salary requirements, employers always specify the remuneration regimes at the end of the job posting because the compensation regime It is one of the ways that employers attract employees. An enterprise with many remuneration regimes, the material and spiritual life of employees is taken care of by the enterprise, becoming a source of motivation for candidates to apply to work at the enterprise.

Although each job position, each work nature has different remuneration regimes, the employee compensation regimes carry the following important roles:

2.1. For employees

As mentioned above, employee compensation is one of the top concerns of employees during working at the enterprise. When there is an appropriate employee treatment regime, it creates conditions for employees to improve the material and spiritual life of employees because thanks to the employee treatment regime, employees are guaranteed their receive what they deserve for the effort and enthusiasm that they have contributed to the job and the business.

2.2. For businesses

Employee benefits also play a big role in the business. The employee remuneration regime in the enterprise is one of the conditions that can help the enterprise to improve the quality and efficiency of its operations.

In addition, the remuneration regime contributes to helping enterprises maintain the stability of human resources because the remuneration regime is one of the ways for enterprises to attract and retain talented workers in the country. work, thereby improving the effectiveness of the corporate governance functions.

2.3. For society

Employee remuneration has a strong impact on the development of society. The remuneration regime ensures the spiritual and material life for employees, improves the quality of life, reduces social evils, and maintains the stability of the society. At the same time, the work efficiency that employees create for businesses also contributes to the national economy, improving the socio-economic life of the country.

- The right HR policy will increase the work motivation of employees, thereby contributing to the achievement of the overall goals of the enterprise. The success of businesses has proved that they have a very correct and complete sense of this work. Therefore, managers need to be aware of HR compensation before implementing it in practice. Personnel compensation is the process of taking care of the material and spiritual life of employees so that employees can well complete their assigned tasks and thereby contribute to the accomplishment of the goals of the enterprise. Thus, human resource compensation is a process consisting of two activities that are closely related to satisfying two groups of basic needs of employees: taking care of material life and taking care of spiritual life. These two activities are limited to a specific framework that is the goal of that business.

Broadly speaking, through compensation, employees will have better conditions to take care of their families, raise and take care of their children, and create generations of human resources with more basic training. Personnel remuneration also creates favorable conditions and directly contributes to the implementation of the national human development strategy. Remuneration of personnel in enterprises is always a strategic long-term measure for the development of each enterprise - the cell of the economy as well as the country.

3. Status

Social responsibility standards for employees are fair wages, non-discrimination, good remuneration and training policies, and good working environment.

Basically, FDI enterprises have well performed their social responsibility in terms of paying adequate wages for employees. The actual salary paid tends to increase from 10-25%/year; the difference between the actual wages paid to the laborers with the highest technical expertise and the unskilled workers is 3.5 times; The average income per employee in FDI enterprises is higher than that of state-owned enterprises and non-state enterprises. According to the Statistical Yearbook 2021 of the General Statistics Office, the average monthly income of employees in operating foreign-invested enterprises with production and business results has increased by 1.4 times during the period. period 2015-2020, from 7.5 million VND/person (2015) to 10.5 million VND/person (2020).

On important holidays such as April 30, May 1, and September 2, most companies will have a certain gift to send to employees. At the same time, those who work on holidays will often receive double, to three times the usual salary. In addition to salary increases, some businesses also offer other accompanying benefits. Always declare full participation in social insurance, health insurance and unemployment insurance for employees. About 95-96% of FDI enterprises participate in paying social insurance for employees.

FDI enterprises are also pioneers in training and improving the qualifications and industrial behavior of workers, technicians and managers. According to the survey results of

VCCI in the PCI 2021 report, the cost of labor training of FDI enterprises has increased a lot since 2014. Specifically, the average cost for this activity only accounts for 3.63 % of business expenses in 2013, but then skyrocketed to 5.95% in 2014 and at 5.72% in 2017. In addition, average labor training costs accounted for 5.69% total operating costs of FDI enterprises in the PCI-FDI Survey 2021. This figure is 4.77% higher than the 2020 level.

This increase in training costs may be due to the shift of enterprises to the production of higher value-added products, requiring workers to be trained more intensively. The spiritual life of employees is also more concerned:

+ Dong Nai has policies to care for its employees and employees by increasing meals for employees, the Company's program "Union shelter" has built nearly 200 houses for trade union members. .

+ LG Electronics Hai Phong Company posted recruitment information for hundreds of technicians and many other management and engineer positions with the benefits of attracting online interviews, income from 9 to 12 million, official recruitment, always go to work, fuel allowance, attendance, other bonuses and supports, free lunch and dinner at the company, shuttle bus to Hai Phong routes...

+ Haem Vina Co., Ltd (Song Khe Industrial Park - Noi Hoang) increases meals for pregnant female workers and advances her salary for 6 months of maternity leave for female employees giving birth to ensure living expenses.

+ Samsung Vietnam Company in Bac Ninh also has other support such as arranging buses to transport employees to work; support remote employees to stay in dormitories with comfortable equipment, build preschools to take care of their employees' children...

+ In Thanh Hoa, 100% of enterprises pay salaries, shift meals, attendance fees, fuel allowances and other allowances for workers and laborers on time. The average income of employees is more than 6.3 million VND/person/month. Some businesses increase wages and average income increased from 500,000 VND to 2.4 million VND such as Hoa Thanh Co., Ltd; Venus Vietnam Shoes Co., Ltd; Sunjade Vietnam Shoes Co., Ltd. Along with that, enterprises make deductions and payments of social insurance, health insurance and unemployment insurance to the social insurance agency on time and pay full monthly sickness and maternity benefits for employees. Specifically, the total number of employees of 35 enterprises entitled to social insurance, health insurance and unemployment insurance premium is 155,900 people (accounting for 94.6%). The remaining 8,830 people, accounting for 5.4%, have not yet participated in social insurance because they are new to enterprises.

However, there are still many negative aspects in the relationship between employees and FDI enterprises because the rights of workers are not guaranteed. Social insurance arrears, labor disputes, with thousands of strikes demanding benefits on wages, bonuses, overtime, halftime and other benefits (low wages, unpaid housing). food security, poor meal quality, travel expenses, child-rearing allowances, seniority allowances, etc.) still occur in many FDI enterprises.

+ In terms of salary, the average monthly salary of workers in FDI enterprises, although higher than that of non-state enterprises, is not equal to that of state enterprises. Workers' wages cannot cover their daily lives, even workers accept

continuous overtime but still cannot live.

+ Regarding the rate of participation in compulsory social insurance, although FDI enterprises are higher than non-state enterprises (approximately 88% in 2017), the salary for participation in social insurance and the level of social insurance premium is still higher than that of non-state enterprises. There is also a large difference between the actual wages of workers (about 75%).

+ Although, FDI enterprises all apply working time of 8 hours/day, 48 hours/week, however, the number of overtime hours is relatively large, on average each employee works 275.8 hours/year. . The number of overtime hours is especially high in textile, footwear and electronics enterprises. Many businesses have overtime hours of up to 500-600 hours/year/employee. Department of Labor, War Invalids and Social Affairs of Ho Chi Minh City. Statistics from Ho Chi Minh City: The average overtime of employees is 0.89 hours/day, 22 hours/month, 260 hours/year for 90% of employees. Thus, the number of workers who have to work overtime is very large. The average total overtime hours in the year is about 30% higher than the provisions of the Labor Code.

+ Regarding the signing of collective bargaining, according to the quarterly labor - employment survey of the General Statistics Office, this activity is performed quite well by FDI enterprises. As of May 2018, 64.28% of FDI enterprises signed and implemented collective labor agreements, bringing benefits to more than 2.5 million employees and union members. Although this activity has been raised, in reality, some agreements after being signed have not been seriously implemented by the employer, causing frustration for employees.

In 2019, 82.1% of strikes occurred in FDI enterprises, with the highest number of strikes occurring in Korean, Taiwanese and Chinese enterprises. The majority of strikes occurred in enterprises that use a lot of labor, the textile and garment industry accounted for 28.36%, leather and footwear: 19.4% plastic: 16.42%; wood: 14.93% of the total. According to statistics from the Vietnam Social Insurance, by the end of 2019, more than 100 FDI enterprises have fled or are in a state of "missing" by the end of 2019. and the amount of up to hundreds of billions of dong, affecting the interests of workers Another alarming fact is that the attraction of labor of some FDI enterprises is still inclined to exploit the cheap labor source. , little training, even using the probationary mechanism to continuously change workers; many enterprises have a very high percentage of female employees, but the labor cost is low and can cause occupational diseases (eye diseases,

lungs, skin...). In particular, the situation of workers in FDI enterprises who are unemployed after the age of 35 is becoming an alarming increasing trend in terms of social responsibility for labor and social security pressure from the FDI sector. .

4. Solutions

4.1. Salary solution

In order to attract, compete and retain employees, the most important thing that businesses need to pay attention to is the salary system, but it is necessary to pay attention and reform the remaining disadvantages. Some solutions to solve the salary problem in FDI enterprises in Vietnam.

+ First: Determine the average salary of employees in the

same industry of the same region, and at the same time determine the external and internal factors that directly and indirectly affect the salary level. that of the business average.

+ Second: Determining the unit price and money fund, businesses need to determine the basic salary for groups of titles, forecast salaries for employees and commission rates on products.

+ Third: Build an effective salary mechanism. In addition to many enterprises having a clear salary system, some enterprises have not yet provided an exact mechanism. Therefore, to be able to pay a suitable salary, it is necessary to consider the salary associated with work performance.

+ Fourth: Promulgating salary and bonus regulations into current documents and making them available to all employees. To be able to motivate employees to work effectively, the salary must be transparent and easy to understand. In addition, businesses also need to consider and pay attention to amending to suit the current situation.

4.1.2. Solve the problem of working hours

During the time when the Covid-19 epidemic passed, many domestic and foreign enterprises began to show signs of breaking the set trajectory. Therefore, many businesses have started to increase the working hours of employees, which has exceeded the prescribed working hours, leading to high inefficient productivity. To solve that, businesses need to determine that this is only an alternative solution in a short time, when stability must return to the original. At the same time, it is necessary to ensure the benefits for employees, the number of working days and the number of working hours must be consistent with the promulgated law (more than 300 hours per year), but must ensure the stability of the business.

4.1.3. Solving labor contract issues

According to the General Statistics Office, the signing of contract contracts of FDI enterprises is always done well, besides that, the ineffective use of contracts by employees and labor enterprises also exists. caused some irritation. To solve this situation, businesses and employees need to actively perform better and always ensure the rights of employees.

In addition, unemployment after the age of 35 is an alarming problem in today's society when many businesses, especially FDI enterprises, only accept certain occupations under the age of 35. To solve that problem, Binh Phuoc Department of Invalids and Social Affairs has just proposed "6 solutions to the situation of workers being unemployed after the age of 35. Solutions:

+ Propagate and mobilize enterprises to take responsibility for employees after the age of 35 into suitable job positions.

+ Vocational training for workers to make appropriate career change. As in Binh Phuoc province, the Provincial People's Committee has provided free pictures of less than 3 months of elementary-level vocational training for workers.

+ Free introduction and advice for employees who need to change jobs.

+ Lending business capital to create jobs and production for employees.

+ Consulting and supporting labor export for workers and some markets accepting workers over 35 years old such as in Saudi Arabia, Taiwan, etc. and some jobs such as helping with housework, etc.

+ Reviewing district-level areas and grasping the needs of

workers over 35 years old to grasp and find suitable solutions.

4.2. Solutions on the treatment regime

4.2.1. For employees

The appropriate employee remuneration regime creates conditions for employees to improve their material and spiritual lives, and is a source of motivation and inspiration for employees to devote themselves to the work. From there, work efficiency and productivity are enhanced, affirming the position of employees because each job position has a different employee compensation regime, the higher the position, the greater the remuneration. , from which it strongly affects the dynamic, creative and enthusiastic working spirit of employees, increasing work efficiency.

4.2.2. For enterprises

Contributing to helping businesses maintain the stability of human resources because the remuneration regime is one of the ways for enterprises to attract personnel, retain talented workers to stay and work, thereby improving the quality of the workforce. effectiveness of corporate governance functions.

4.2.3. For society

Ensure the spiritual and material life for employees, improve the quality of life, reduce social evils, and maintain the stability of the society. At the same time, the work efficiency that employees create for businesses also contributes to the national economy, improving the socio-economic life of the country.

- The treatment regime is divided into 2 forms, which are treatment in kind and treatment in spirit

+ **Remuneration:** Cash, gold, basic salary, bonuses, allowances: lunch allowance, petrol, phone, birthday gift, filial piety, corporate money Spending for employees to eat, drink, party, travel, teambuilding, ...

+ **Mental compensation:** Create a professional and friendly working environment, flexible working time, organize professional and professional skills training classes for employees, pay social insurance, insurance Health insurance for employees...

4.3. Policies on remuneration

+ **Social insurance and health insurance:** The regimes of social insurance as "support for workers when they face risks in life or occupational accidents, in addition, businesses also organize Periodic health check-ups, insurance for relatives, etc. are an important plus point to meet employees' wishes.

+ **Types of ancillary benefits:** In addition to salary, businesses also pay additional allowances for employees such as bonuses, commissions, lunch allowance, petrol, phone, organization, birthday gifts. , filial piety money, trips, ... are highly appreciated because it shows the business's interest in the material and spiritual lives of employees, increasing employee satisfaction with the business. and at the same time bind the solidarity between employees with each other and with the enterprise.

+ **Flexible time and leave and leave modes:** Some businesses allow employees to work remotely, flexible time, can rotate shifts according to the schedule. In fact, businesses with flexible time and vacation regimes will be highly appreciated by employees.

+ **Organize professional training courses for employees:** This remuneration policy not only creates employee satisfaction with the company's remuneration policies but also helps the enterprise improve the quality of its employees. me.

+ **There are also a number of other policies that businesses can apply such as:** Year-end bonus, investment in working equipment, accompanying benefits for employees' relatives such as: Mid-Autumn Festival for employees' children, reward employees and employees' children with good academic performance,...

5. Conclusion

People are the most important resource of each organization in particular and of each country in general. Therefore, in order for the country as well as the business organizations to exist and develop continuously, it is important to focus on improving the material and spiritual life of employees. In today's competitive economy, employee compensation is something that organizations and businesses need to invest in and respect.

In the current integration era, businesses in developed countries always want to invest in smaller countries to reduce costs. It is very important to grasp the reality of salary incentives for workers from foreign enterprises investing in Vietnam. In the recent period when the country is integrating, the fact that good employees move to work for foreign companies to retain human resources to serve the company requires the company to have appropriate strategies and policies. A good human resource manager is one who knows how to properly assess the capabilities of employees. But each person has different advantages and disadvantages and can make mistakes in the process of working. Quality products can't dominate the market without a team of enthusiastic and qualified sales staff. Even the most perfect machine requires the hands of skillful craftsmen. Therefore, human resource management plays an important role, contributing to the promotion of human working capacity at the most effective level. Currently, the 4.0 technology revolution will make the labor market change in the direction of using more gray matter. Therefore, Vietnamese enterprises need to have strategies for training and training human resources, seeking and attracting external human resources into their businesses. Enterprise managers develop regulations on corporate welfare, supervise the implementation of corporate benefits, and protect labor resources when their right to enjoy corporate benefits is violated.

The research topic has partly clarified some basic theories about wages and labor incentives in foreign-invested enterprises, by using the research methods and data analysis evaluated. the current situation, giving advantages as well as shortcomings and causes in labor compensation at enterprises, proposing solutions to further improve and overcome the shortcomings of labor compensation in the current situation. next time.

The research topic has further confirmed the importance of labor compensation to enterprises, helping enterprises to somewhat have a more accurate and comprehensive view of labor compensation in their enterprises. From there, it is possible to do more research to put into practice some solutions to improve and improve work efficiency as well as increase the competitive advantages of state-owned and

foreign enterprises.

6. References

- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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. 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.
- 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).
- Tan NH. *International Economics, Business and Management Strategy*, Academic Publications, Delhi, India, 2019.
- Tan NH. *Principles of Management*. Financial Publisher. Ho Chi Minh City, 2020.
- Tan NH. *Leadership in Social Responsible Enterprises*. Ementon Publisher, Warsaw, 2015.
- Tan NH. *Change Management in a Modern Economy. Modeling Approach*. PTM Publisher, Warsaw, 2012.
- Tan NH. *Competitiveness of Enterprises in a Knowledge Based Economy*. PTM Publisher, Warsaw, 2012.
- Tan NH. *Competitiveness of Vietnam's Economy. Modeling Analysis*. PTM Publisher, Warsaw, 2013.
- 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.
- 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*, November 2017, Quy Nhon University, Quy Nhon, Binh Dinh province, 2017, 441-445.
- 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.
- 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.
- 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, Tien Giang University, 2018.
- Tan NH. *Sustainable Development of Higher Education - A Case of Business Universities in Vietnam*. *Journal of human university natural sciences*. 2020; 47(12):41-56.
- Tan NH. *Solutions for Tuyen Quang and Binh Phuoc International Tourism Products and Services Development-ment. Comparative Analysis*. *International journal of research in marketing management and sales*. 2019; 2(1):131-137.
- 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.
- 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.
- Lan TTN. *A global trend of sustainable development of agribusiness in Vietnam*. *International journal of business and globalisation*, 2023.
- Vinh PT. *Global performance of Vietnamese small enterprises due to internal and external drivers*.

- International journal of business and globalisation, 2023.
32. Tuan LHA. The entrepreneurial pathway of Vietnamese super-rich. The sources of their successful business performance. *International journal of entrepreneurship and small business*, 2023.
 33. Hai DH. The influence of global climate change on economic growth in Vietnam. *International journal of business and globalisation*, 2023.
 34. Tien NH. Global product purchasing intention of consumers in Vietnam. *International journal of business and globalisation*, 2023.
 35. Duc LDM. The impact of quality of financial accounting information on SMEs' business performance. *International journal of business and globalisation*, 2023.
 36. NH Tien, NM Ngoc, DBH Anh. The situation of high quality human resource in FDI enterprises in Vietnam: Exploitation and development solutions. *International Journal of Multidisciplinary Research and Growth Evaluation*, 2021.
 37. NH Tien, PC Do, VT Phong, P Van Thuong, H Van Dung. AIB as a Challenger for IMF and WB. *American International Journal of Business Management (AIJBM)*. 2019; 2(10):62-68
 38. NH Tien. Attracting ODA investment in Binh Duong province of Vietnam. Current situation and solutions. *International Journal of Foreign Trade and International Business*. 2019; 2(1):109-114.
 39. NH Tien, TTT Trang, PB Ngoc. The role of formative assessment in business education in Vietnam. *PalArch's Journal of Archaeology of Egypt/Egyptology*. 2021; 18(6):85-99.
 40. NH Tien, NH Manh. Solutions to Enhance Working Motivation in International High School Education in Vietnam. *Journal of Critical Reviews*. 2021; 8(2):167-176.
 41. NH Tien, PM Duc, NT Tuan, PT Vinh, NVT Long. Tuyen Quang and Binh Phuoc—Comparative analysis of potential for tourism industry development. *International Journal of Research in Marketing Management and Sales*, 2019, 2(1).
 42. NH Tien, DB Anh. High quality human resource development approach of Vietnamese government. *International Journal of Multidisciplinary Research and Development*. 2019; 6(8):80-83.
 43. NH Tien, NM Ngoc. Analysis of Korea's international trade and investment activities in Vietnam. *International Journal of Advanced Research in Engineering & Management*, 2019, 5(7).
 44. NH Tien, DBH Anh. High quality human resource development approach of Vietnamese enterprise. *Int. Multidiscip. Res.* 2019; J6:84-88.
 45. NH Tien, NT Vu, HT Dung, L Doan, M Duc. China-US trade war and risks for Vietnam's economy. *International Journal of Research in Finance and management*. 2019; 2(2):86-91
 46. NH Tien, NM Ngoc, DBH Anh. Current situation of high quality human resources in FDI enterprises in Vietnam—solutions to attract and maintain. *International Journal of Multidisciplinary Research and Growth Evaluation*, 2021.
 47. NH Tien, TH Son, DBH Anh, NM Duc. Factors affecting customer satisfaction on service quality at joint stock commercial banks in Vietnam. *Journal of Critical Reviews*. 2021; 8(2):605-617
 48. NH Tien, N Van Tien, RJS Jose, NM Duc, NM Ngoc. Internal instability as a security challenge for Vietnam. *Journal of Southwest Jiaotong University*, 2020, 55(4).
 49. NT Dien, VH Le Doan Minh Duc, N Thuy, NH Tien. Factors affecting responsibility accounting at joint stock commercial banks in Vietnam. *Journal of Southwest Jiaotong University*, 2020, 55(4).
 50. NH Tien, NT Tuan, PM Duc, PT Vinh, NVT Long. Differences and similarities in offered services of Tuyen Quang and Binh Phuoc tourism industry. *International Journal of Research in Marketing Management and Sales*, 2019, 2(1).
 51. NH Tien, N Dat, DTP Chi. Product policy in international marketing comparative analysis between Samsung and Apple. *Int. J. Res. Mark. Manag. Sales*. 2019; 1:129-133.
 52. NH Tien, NT Long, DTP Chi. Price Policy in International Marketing. Comparative Analysis between Samsung and Apple. *International Journal of Research in Marketing Management and Sales*, 2019, 1(2).
 53. NH Tien. Characteristics features of Vietnam's international economic integration in the context of industrial revolution 4.0. *International Journal of Financial Management and Economics*, 2019, 2(1).
 54. NH Tien, NT Tuan, PM Duc, PT Vinh, NVT Long. Taking advantages of the potential of Tuyen Quang and Binh Phuoc in developing tourism industry. Comparative Analysis. *International Journal of Research in Marketing Management and Sales*, 2019, 2(1).
 55. BR Kuc, HT Nguyen. South-East Asia Developing Knowledge-Based Economy. *Ekonomika i Organizacja Przedsiębiorstwa*. 2007; 7:79-87.
 56. Neti NH. Agrotourism as a Factor of Entrepreneurship Development in Rural Areas. *Proceedings of University Scientific Conference on Sustainable Development and Climate Change*, 2017.
 57. Ngoc NM, Anh DBH. Change of consumer behavior in the post Covid-19 period, *International Journal of Multidisciplinary Research and Growth Evaluation*, 2021.
 58. Long NT. Price Policy in International Marketing. Comparative Analysis between Samsung and Apple, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):144-147.
 59. Chau KY. Exploring the impact of green energy and consumption on the sustainability of natural resources: Empirical evidence from G7 countries, *Renewable Energy*. 2022; 196:1241-1249
 60. Hoang NB. Sustainability issues in the modern concept of corporate social responsibility, *Proceedings of the 3rd International Conference on Business: Sustainable Business Development in the Connected Age*, 2019.
 61. Grzeszczyk TA. Zarządzanie zmianami w systemach klasy ERP, *Ekonomika i Organizacja Przedsiębiorstwa*. 2006; 2:61-69.
 62. Bien BX. Brexit and risks for the world economy, *International Journal of Research in Finance and Management*. 2019; 2(2):99-104.
 63. Anh DBH. Is Democratic People's Republic of Laos an Eternal Friend of Vietnam Facing Rising China and Its Regional Influence? *International Journal of Multidisciplinary Research and Development*. 2019;

- 6(8):72-76.
64. Neti NH. Solutions for Attracting ODA to Southern Economic Region of Vietnam, Proceedings of National Scientific Conference on Mechanisms and Policies for Attracting Investments for the Development of Southern Economic Region of Vietnam, 2018.
 65. Neti NH. Improving Teaching Programs towards Students' Self-studying and Entrepreneurship Capacity Enhancement, Proceedings of University Scientific Conference on Developing Self-studying Skills for Students in Tien Giang University, 2018.
 66. Tuoi NT. Contribution of ODA Investment to the Economic Growth of Vietnam, Proceedings of International Scientific Conference in Economics and Business (ICYREB) on: National Entrepreneurship and Innovation, 2018.
 67. Neti NH. International Strategic Human Resource Management, Ementon Publisher, 2017.
 68. Kuc BR. Knowledge Based Economy, *Ekonomika i Organizacja Przedsiębiorstwa*. 2007; 11:11-16
 69. Kuc BR. Teorie zmian w świetle modelu zarządzania zmianami van de Vena i Poole'a, *Organizacja i Kierowanie*, 2006, 3-15.
 70. Minh HTT. Contrasting models of corporate social responsibility. Theoretical analysis and practical implications, Proceedings of International Scientific Conference: The 3rd International Conference on Business ICB, 2019.
 71. Neti NH. High-Tech Based Teaching and Learning English in the Era of IR 4.0, Proceedings of Scientific Conference on: New Trends in Teaching Foreign Language in the Context of Industrial Revolution, 2019.
 72. Thai TM. Solutions for Tuyen Quang and Binh Phuoc International Tourism Promotion. Comparative Analysis, *International Journal of Research in Marketing Management and Sales*. 2019; 2(1):108-112
 73. Thoi BV. Comparative Analysis of International Marketing Strategies of Apple and Oppo, *International Journal of Research in Marketing Management and Sales*. 2019; 1(2):51-56.
 74. Neti NH. Innovation Strategy of Korean Enterprises and Development of High Quality Human Resource—Experiences for HCMC Businesses, Proceedings of the 1st International Scientific Conference Southeast Vietnam Outlook on Developing High Quality Human Resource, Asian Experience for Ho Chi Minh City Metropolitan Area in Vietnam, 2018.
 75. Neti NH. Postgraduate Study Programs, Entrepreneurship and the Reality of Labor Market in the Era of IR 4.0, Proceeding of University Scientific Conference on Digital Economy in Context of 4th Industrial Revolution, 2018.
 76. Neti NH. Young University Staff Development in Context of Industrial Revolution 4.0, Scientific Conference Young University Staff toward Education Innovation and Industrial Revolution, 2018.
 77. Neti NH. Competitiveness of Vietnam's economy, PTM Publisher, 2013.
 78. Nguyen HT. Zarządzanie zmianami w nowoczesnej gospodarce: ujęcie modelowe, PTM Publisher, 2012.
 79. Neti NH. Finland's Knowledge Based Economy. Proceedings of 15th Scientific Conference Science and Technology in the Mekong Delta. September 2010, Bac Lieu Department of Science and Technology, Bac Lieu province, Vietnam, 2010.
 80. Neti NH. Directions of Science and Technology Development of Finland, Proceedings of 15th Scientific Conference Science and Technology in the Mekong Delta. September 2010, Bac Lieu Department of Science and Technology, Bac Lieu province, Vietnam, 2010.
 81. Neti NH. The Development of Knowledge Based Economy in Vietnam, *Economics and Organization of Enterprise*. 2006; 680(9):89-94.