



Enhancing Administrative and Office Management at a Vietnamese Beverage Manufacturer: A Case Study

Bui My Khanh Linh

Sai Gon University, Vietnam

* Corresponding Author: **Bui My Khanh Linh**

Article Info

ISSN (Online): 2582-7138

Impact Factor (RSIF): 8.04

Volume: 07

Issue: 03

May-June 2026

Received: 21-03-2026

Accepted: 19-04-2026

Published: 17-05-2026

Page No: 638-645

Abstract

Administrative and office management (AOM) plays an important role in supporting organizational operations, information flow, and managerial decision-making in modern enterprises. In the context of Viet Nam's accelerating digital transformation following the COVID-19 pandemic, large-scale enterprises are facing increasing demands to modernize administrative processes, while empirical studies on this issue remain limited. This study evaluates *Administrative and office management (AOM)* practices at Enterprise X, a large beverage manufacturing company in Viet Nam, across three dimensions: records management, office facility administration, and information technology application. A mixed-methods approach was employed, combining questionnaire surveys of 86 administrative staff with participant observation and document analysis conducted during the 2020–2025 period. Data were analyzed using descriptive statistics and content analysis methods. The findings indicate that Enterprise X maintains relatively stable administrative operations, supported by experienced personnel and effective records management (4.07/5). However, several limitations were identified, including delays in document issuance due to the lack of standardized regulations (29.1%), insufficient interoperability among information technology systems causing data duplication (27.9%), and multitasking practices that reduce functional specialization (24.4%). The study concludes that *Administrative and office management (AOM)* effectiveness depends on the alignment of institutional frameworks, human resources, and technological infrastructure. Accordingly, several solutions are proposed, prioritizing records standardization and information technology integration to improve administrative efficiency in large manufacturing enterprises in Viet Nam.

DOI: <https://doi.org/10.54660/IJMRGE.2026.7.3.638-645>

Keywords: Administrative Office Management (AOM), Digital Transformation, Document Management, Information Technology, Vietnamese Enterprises

1. Introduction

In the context of Viet Nam's rapidly expanding market economy and deepening international integration, enterprises are increasingly concerned not only with production and business performance but also with the quality of internal governance. Within this context, administrative and office management (AOM) plays a fundamental role in ensuring the stable, continuous, and coordinated operation of organizational management systems (Bui *et al.*, 2025; Nguyen, 2014) ^[2]. Through the organization of information flows, coordination of correspondence, and provision of administrative support, AOM contributes to the establishment of a professional working environment and enhances the quality of managerial decision-making. Furthermore, in the knowledge-based economy, the effectiveness of AOM is increasingly regarded as a strategic factor influencing organizational competitiveness rather than merely a supporting administrative function.

For large-scale enterprises operating across extensive geographic areas with multiple subsidiary units, the demands placed on AOM become considerably more complex. The substantial volume of documents, intricate interdepartmental linkages, and increasing need for cross-functional coordination require administrative systems to be organized in a scientific, systematic, and strategically aligned manner. The COVID-19 pandemic has further intensified these challenges by accelerating the adoption of hybrid working models, in which administrative processes are expected to operate efficiently across both on-site and remote working environments (Akbari, 2025) ^[1]. In Viet Nam, the National Digital Transformation Programme to 2025 has likewise exerted increasing pressure on enterprises to digitalize administrative workflows. Nevertheless, empirical observations indicate that AOM practices in many Vietnamese enterprises have not yet fully adapted to these emerging requirements, particularly regarding the integration of traditional records management with modern digital technologies (Tung, 2025) ^[19].

Previous studies conducted in Vietnam have examined AOM practices in state-owned enterprises and joint-stock companies (Duong, 2015; Tran, 2018) ^[5] with most focusing primarily on procedural descriptions and general recommendations. Internationally, researchers have explored related issues such as records management modernization, electronic document management systems, and the influence of digital transformation on administrative functions (Habes Al-Saudi & Flayyih, 2024) ^[9]. However, systematic empirical investigations into AOM within large-scale manufacturing corporations operating extensive subsidiary and distribution networks remain relatively limited in the Vietnamese context. In particular, limited attention has been paid to how traditional clerical operations are integrated with information technology applications within hybrid working environments in the post-pandemic period. This research gap is especially significant in the consumer goods manufacturing sector, where geographically dispersed production facilities and distribution networks create distinctive administrative challenges that remain insufficiently addressed in existing studies.

Motivated by this gap, the present study investigates AOM practices at a large-scale beverage manufacturing enterprise in Viet Nam, hereinafter referred to as “Enterprise X.” The beverage manufacturing industry is selected as the research context due to its characteristic combination of centralized headquarters operations, multiple production plants, and nationwide distribution networks, all of which increase the complexity of administrative coordination. The objectives of this study are threefold: (1) to evaluate the current state of AOM organization and operations at Enterprise X across three principal dimensions—records management, office facility administration, and information technology application; (2) to identify both the strengths achieved and the limitations requiring improvement; and (3) to propose a feasible system of solutions aimed at enhancing AOM effectiveness. The contributions of this study are twofold. Empirically, the study provides documented evidence regarding AOM operations within a large Vietnamese enterprise, an area that remains underrepresented in existing literature. Practically, it offers a reference framework of solutions that may be adapted by enterprises with comparable scale and organizational complexity. The remainder of this paper is organized as follows. Section 2 presents the research

methodology. Section 3 reports and discusses the empirical findings. Section 4 proposes solutions for improving AOM effectiveness, while Section 5 concludes the study by outlining its limitations and suggesting directions for future research.

2. Method

2.1. Research design and study setting

This study adopts a cross-sectional exploratory case study design within a mixed-methods research framework, integrating quantitative survey data with qualitative observational and documentary evidence. The case study approach was selected because it enables an in-depth contextual examination of AOM practices within a specific organizational setting, while the mixed-methods design facilitates triangulation across multiple data sources, thereby enhancing the validity and depth of the analysis.

The unit of analysis is the AOM function of a large-scale joint-stock corporation operating in Vietnam’s beverage production and distribution industry, hereinafter referred to as “Enterprise X.” The organization maintains a headquarters in Ho Chi Minh City and operates an extensive network of subsidiary units and production facilities across multiple provinces. To comply with organizational confidentiality requirements and established research ethics standards, the identity of the enterprise has been anonymized throughout this study.

The scope of the research is limited to three principal AOM dimensions: (1) records management, including document drafting, processing, dispatch, receipt, and archival activities; (2) office facility and equipment administration, encompassing procurement, allocation, maintenance, and inventory management of office assets; and (3) information technology application in AOM, including digital communication platforms, document management software, and electronic workflow systems. Data were collected over the 2020–2025 period, enabling the study to capture both pre-pandemic operational conditions and the administrative transformations associated with the COVID-19 pandemic and the subsequent transition to hybrid working arrangements.

2.2. Data collection methods

To ensure methodological triangulation, the study employed three complementary data collection methods: structured questionnaire surveys, participant observation, and document analysis.

1. Structured questionnaire survey

A self-administered questionnaire was developed to examine employee perceptions, practices, and challenges related to the three AOM dimensions. The instrument included both closed-ended questions and 5-point Likert-scale items ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The questionnaire consisted of four sections: (i) respondent demographics and organizational role; (ii) records management practices; (iii) office facility administration; and (iv) information technology application and digital transformation in AOM. Prior to formal deployment, the instrument underwent expert review and pilot testing to refine wording, ensure content validity, and improve item clarity. The target population comprised administrative personnel and employees from related functional departments at the enterprise headquarters. Due to accessibility constraints and

the exploratory nature of the study, convenience sampling was employed. A total of 86 valid responses were collected, representing a sample size considered adequate for descriptive analysis within a single-organization case study. The sample reflected role diversity across functional units, including the Administration Department (29.1%), Human Resources Department (26.7%), Accounting Department (14.0%), Information Technology Department (10.5%), and Legal Department (10.5%), with the remaining respondents distributed across other administrative units. This distribution enabled the study to capture perspectives from employees directly involved in or affected by AOM operations.

2. Participant observation

During the fieldwork period, the researcher directly observed and participated in core administrative activities, including document filing, classification, processing, and dispatch. This immersive approach enabled the identification of operational strengths, procedural bottlenecks, and emerging issues that may not have been fully captured through survey instruments alone. Field notes were systematically recorded to document operational practices and contextual observations.

3. Document analysis

A range of primary and secondary documents was systematically reviewed to triangulate survey and observational findings. These documents included relevant Vietnamese legal instruments, such as Decree No. 30/2020/ND-CP on records management, the Law on Information Technology, and the Law on Enterprises, as well as the enterprise's internal regulations, administrative templates, and procedural documentation. The document analysis facilitated comparisons between formal regulatory requirements and actual organizational practices.

4. Ethical considerations

Data collection was conducted with the informed consent of all participants and with formal approval from the enterprise's management. Participation was voluntary, respondent anonymity was strictly maintained, and all data were aggregated to prevent the identification of specific individuals or organizational units. The study adhered to established ethical principles governing business and management research.

2.3. Data analysis techniques

Quantitative survey data were analyzed using descriptive statistical techniques, including frequency distributions, percentages, mean scores, and standard deviations. Likert-scale responses were summarized to identify patterns of agreement and variation across the three AOM dimensions. Where appropriate, cross-tabulation analysis was employed to examine differences in responses among departmental groups.

Qualitative data obtained from participant observation and document analysis were analyzed using content analysis with an inductive thematic coding approach. Field notes and documentary materials were categorized according to the three AOM dimensions, enabling the systematic identification of recurring patterns, inconsistencies, and contextual factors influencing AOM effectiveness.

To enhance the validity and reliability of the findings, methodological triangulation was applied by comparing and integrating evidence from the three data sources: surveys, observations, and documentary analysis. Convergent findings strengthened confidence in the identified patterns, whereas divergent findings prompted further contextual interpretation. This multi-source approach reduces the limitations associated with any single method and improves the overall rigor of the study.

3. Results and Discussion

This section presents the empirical findings derived from the survey, observation, and document analysis, organized around the three principal AOM dimensions. Of the 86 respondents, the majority were drawn from administrative-intensive units, with Head Office Administration (29.1%) and Human Resources (26.7%) representing more than half of the sample. The findings are interpreted in relation to existing literature in Section 3.5.

3.1. Records management practices in the case enterprise

The survey results reveal that records management at Enterprise X is primarily centralized within the Head Office Administration unit, with coordinated participation from functional departments. However, the level of staff engagement in records management workflows is uneven: only 30.2% of respondents participate consistently throughout the entire process, while 33.7% engage only in specific stages and 30.2% participate primarily in a coordinative capacity. This fragmented participation suggests that records management responsibilities remain dispersed across departments, thereby limiting procedural consistency. Regarding document drafting and issuance, respondents assigned a mean score of 4.03/5 to the clarity of responsibility allocation for document processing. Despite this relatively favorable evaluation, Enterprise X has not yet promulgated a comprehensive internal regulation on records management. Consequently, departments rely on heterogeneous document templates with inconsistent layouts, largely shaped by individual experience. Notably, 29.1% of respondents reported delays in document issuance during peak workload periods, attributable to multi-level review and signature procedures—particularly for high-stakes documents.

With respect to incoming document reception and processing, the Head Office Administration serves as the central intake point. During peak periods such as end-of-period reporting cycles and consolidated contract execution 27.9% of respondents reported elevated workload pressure, while 25.6% indicated that urgent documents typically take precedence over routine items. Field observation further revealed irregularities in seal management: in certain cases, official seals were occasionally brought outside the headquarters for off-site contract signing, a practice that contravenes Clause 2, Article 32 of Decree No. 30/2020/ND-CP (Government of Vietnam, 2020) [7].

In terms of work file compilation, the mean evaluation score reached 4.07/5; however, considerable inter-departmental variation persists. For project-based or cross-functional work, files are frequently dispersed across multiple units, with the Head Office Administration consolidating complete records only at the end of evaluation cycles. Among respondents, 14.0% explicitly identified standardization of work file

compilation as a priority area for improvement. Compounding this issue, 24.4% of respondents identified multitasking and role overlap among administrative personnel as a significant constraint on functional specialization.

3.2. Office facility and equipment administration in the case enterprise

Enterprise X has invested in relatively comprehensive office infrastructure to support administrative operations. The majority of respondents rated the working environment positively: 53.5% characterized facilities as "good" or "very good," while 44.2% considered them "moderately adequate" for their work requirements. Workspace allocation across departments was generally perceived as rational, supporting both inter – departmental coordination and information security requirements.

Despite this favorable baseline, asset management practices exhibit notable inefficiencies. Asset tracking is conducted on a periodic rather than continuous basis, with 43.0% of respondents indicating that asset records do not reflect real-time conditions of use. Inventory and equipment management remains largely paper-based or dependent on disconnected spreadsheets, impeding rapid retrieval of equipment status and maintenance histories. Furthermore, 37.2% of respondents observed that certain assets—such as meeting rooms and specialized machinery – are underutilized at times, while other shared equipment (e.g., computers, paper shredders) is subject to disproportionately high usage, accelerating wear and tear.

Regarding maintenance and replacement, maintenance practices remain predominantly reactive rather than preventive: 72.1% of respondents report equipment problems to the responsible administrative unit, while 17.4% must wait for scheduled maintenance cycles, and 10.5% resort to temporary self-repair. Some 26.7% of respondents identified optimization of asset utilization and maintenance as a priority area. The procurement and disposal process, while structured around annual budget cycles, is constrained by lengthy multi-stage approval procedures, with 23.3% of respondents calling for streamlined asset management and allocation. Procurement decisions are not consistently informed by usage analytics, resulting in occasional misallocation between under-utilized inventories and unmet operational

needs. Furthermore, 31.4% of respondents advocated for greater information technology integration in asset management to enable continuous monitoring and timely intervention.

3.3. Information technology application in AOM

In recent years, Enterprise X has deployed multiple software systems supporting AOM functions. Survey data indicate that 60.5% of respondents use internal email systems, 58.1% employ online meeting platforms, and 46.5% utilize document management software. The contribution of information technology to reducing processing time received a mean rating of 3.91/5, suggesting a moderately positive contribution, although its full potential has not yet been realized.

However, the utilization depth of these systems remains suboptimal. Specifically, 41.9% of respondents indicated that certain system features remain underexploited, 29.1% reported insufficient specialized training, and 23.3% noted the absence of unified usage guidelines. A particularly salient finding is that 27.9% of respondents perceived the information technology systems as inadequately integrated, requiring repeated data entry across disparate platforms. Reflecting this concern, 37.2% of respondents prioritized enhanced data interoperability across departments as a key improvement area.

Regarding information technology – mediated workflow coordination, task assignment and coordination are still largely conducted through email and direct messaging platforms, channels prone to information loss when multiple overlapping exchanges occur. Among respondents, 33.7% identified workflow procedures as requiring improvement, while 38.8% prioritized technology-related enhancements. The mean score for information security reached 4.06/5, reflecting a relatively robust baseline. Nevertheless, observational evidence suggests room for refinement, particularly in information classification protocols and granular access control mechanisms—issues that gain heightened salience in the hybrid working context (Akbari, 2025) [1].

3.4. Overall assessment

Table 1 synthesizes the principal survey findings across the three AOM dimensions.

Table 1: Summarizes the key survey findings across the three AOM dimensions

No.	Aspect	Indicator / Score
1.	Records management	Clarity of document processing responsibility: 4.03/5
2.	Records management	Effectiveness of work file compilation: 4.07/5
3.	IT application	IT contribution to reducing processing time: 3.91/5
4.	IT application	Information security perception: 4.06/5
5.	Records workflow participation	Participation across entire records workflow: 30.2%
6.	IT application	Internal email usage: 60.5%
7.	IT application	Document management software usage: 46.5%
8.	Records management	Delays in document issuance during peak periods: 29.1%
9.	IT integration	Perceived IT system non-interoperability: 27.9%
10.	Human resources	Multitasking among administrative staff: 24.4%
11.	IT integration	Demand for enhanced data interoperability: 37.2%

Source: Author’s survey results (2026)

The empirical findings indicate several key strengths: (1) the AOM apparatus operates with reasonable stability, ensuring continuity of executive support; (2) Enterprise X has implemented core information technology systems (email,

virtual meeting platforms, and document management software); (3) the administrative workforce demonstrates substantial tenure and practical expertise; and (4) the enterprise's scale and market position have enabled

meaningful investment in technical infrastructure.

Conversely, several key limitations remain evident: (1) the absence of a comprehensive and unified internal regulation on records management; (2) insufficient standardization of administrative workflows across departments; (3) inter-departmental inconsistencies in work file compilation; (4) limited interoperability across information technology systems, generating data silos; (5) widespread multitasking that erodes functional specialization; and (6) the absence of a clearly defined performance evaluation mechanism for AOM activities.

3.5. Discussion

The findings suggest that although the case enterprise has a solid foundation in human capital and physical infrastructure, its main challenges lie in institutional arrangements and technological integration rather than resource scarcity *per se*. This pattern aligns with prior findings from Tran's (2018)⁽¹⁸⁾ study of VOSCO, where procedural inadequacies and training gaps – rather than physical infrastructure deficiencies – emerged as the dominant constraints on AOM effectiveness. However, in contrast to earlier Vietnamese case studies that predominantly examined transport or extractive enterprises (Duong, 2015; Tran, 2018)^[5], the present study contributes a perspective on a large-scale consumer goods manufacturer characterized by geographically dispersed production facilities and an extensive distribution network – organizational features that intensify the complexity of administrative coordination.

A particularly notable finding concerns information technology system non-interoperability, identified by 27.9% of respondents as a critical bottleneck. This finding resonates with the international literature on digital transformation in administrative functions, which has consistently identified system integration as a structural challenge for legacy organizations undertaking digitalization (Habes Al-Saudi & Flayyih, 2024)^[9]. The emergence of “data silos,” whereby departmental systems evolve independently without an integrated enterprise-wide architecture, appears to be a common challenge among traditional Vietnamese enterprises undergoing digital transformation. This pattern is consistent with broader evidence on digital transformation trajectories in Viet Nam, where rapid adoption has often outpaced the development of integrated architectures (Tung, 2025)^[19].

The findings further suggest that the post-pandemic shift toward hybrid working has amplified pre-existing weaknesses in AOM systems. The combination of distributed workforces, asynchronous communication, and increased reliance on digital channels exposes the limitations of fragmented information technology systems and informal coordination mechanisms (Akbari, 2025)^[1]. The relatively high mean score for information security (4.06/5), while encouraging, may also reflect a baseline that has not yet been stress – tested by the complexities of large-scale remote work scenarios – an area warranting closer attention as hybrid models become institutionalized.

Theoretical implications. This study makes three contributions to the empirical literature on AOM. First, it documents AOM practices in a large-scale Vietnamese manufacturing enterprise – a context underrepresented in existing research. Second, it demonstrates that the institutional-technological alignment problem, well-documented in Western contexts, manifests in distinctive ways within Vietnamese organizational settings

characterized by hierarchical decision-making and multi-tiered approval procedures. Third, the study underscores the methodological value of triangulating survey data with participant observation, particularly for uncovering practice-level deviations from formal regulations (e.g., off-site seal usage).

Practical implications. For practitioners, the findings highlight that effective AOM modernization requires coordinated investment across three pillars—institutional regulations, human capital development, and integrated information technology architecture—rather than isolated improvements in any single domain. Enterprises pursuing digital transformation in administrative functions should prioritize the establishment of unified internal regulations and enterprise-wide system architectures before implementing isolated technological solutions.

4. Proposed Solutions

Building on the empirical findings presented in Section 3, this section outlines a set of eight integrated solution groups designed to address the principal limitations of AOM at Enterprise X and to support the broader objective of administrative modernization. The proposed solutions are formulated to operate in synergy across three reinforcing pillars—institutional regulations, human capital, and technological integration—rather than as isolated standalone solutions. Each group specifies actionable measures, responsible units, and implementation horizons where appropriate.

4.1. Strengthening records management and document control

Enterprise X should issue a comprehensive internal regulation on records management, codifying procedures for document drafting, review, signature, dispatch, receipt, and seal usage in alignment with Decree No. 30/2020/ND-CP (Government of Vietnam, 2020)^[7]. This regulation should be accompanied by standardized templates for common administrative documents including official correspondence, submissions, notices, reports, and meeting minutes – centrally stored on a shared platform to ensure consistency across the organization. A centralized document management workflow should be established through the Head Office Administration as the centralized intake and dispatch hub, supported by clear role assignments throughout the records lifecycle. Additionally, an annual records inventory should be developed at the beginning of each fiscal year and reviewed quarterly, with periodic compliance audits conducted by the Head Office Administration biannually.

4.2. Enhancing the capacity of administrative personnel

The administrative workforce should be supported through a structured periodic training programme delivered at least twice per year, combining in-person and online modalities. Priority training content includes records and archives management under current legislation, drafting of administrative documents, hybrid meeting facilitation, electronic file management, and the operation of document management and workflow software platforms. To address the multitasking issue identified in Section 3, Enterprise X should develop detailed job descriptions for each administrative position—records officers, archivists, asset administrators, and general administration officers—thereby clarifying responsibilities, authority boundaries, and

functional scope. Specialization along functional lines should be progressively introduced to reduce role overlap and to enable depth of expertise.

4.3. Standardizing administrative processes and internal regulations

A comprehensive review and streamlining of intermediate processing steps should be undertaken to eliminate redundant approval layers, particularly for routine documents. Enterprise X should publish a unified administrative procedure manual applicable across all subsidiary units, covering the end-to-end workflow from document initiation through archival storage. A quarterly monitoring and evaluation mechanism should be institutionalized – operating on a quarterly cycle should be instituted, with compliance metrics linked to departmental performance indicators.

4.4. Improving the management of office facilities and equipment

The asset management function should be digitized through the deployment of an integrated asset management software platform capable of tracking inventory, usage history, maintenance schedules, and depreciation in real time. A unified procurement–maintenance – disposal workflow should be established, integrating usage analytics and demand forecasting to inform investment decisions and to prevent both under and over – allocation of equipment. Preventive maintenance schedules should replace the prevailing reactive approach, with clearly defined service – level expectations for response and resolution times.

4.5. Enhancing workflow coordination and task management

To address the identified inefficiencies in email – based and informal message-based coordination, Enterprise X should adopt a centralized task management system that captures task assignments, deadlines, progress updates, and accountability trails in a single interface. Workflow protocols should specify communication channels appropriate to different task types reserving instant messaging for time-sensitive coordination, structured platforms for project work, and email for formal communication. Regular cross – departmental coordination meetings should be institutionalized to surface bottlenecks and to facilitate continuous process improvement.

4.6. Strengthening information technology application and system integration

Enterprise X should invest in developing an enterprise-wide data architecture that prioritizes interoperability among existing systems (document management, task tracking, finance, and human resources). The deployment of fragmented departmental software should be progressively gradually replaced by integrated platforms with shared data models and unified authentication. Investment decisions should be guided by a formal digital transformation roadmap specifying integration milestones, data governance principles, and user training requirements, consistent with broader trends in Vietnamese enterprise digitalization (Tung, 2025) ^[19].

4.7. Reinforcing information security and digital records management

A formal information classification framework should be developed, categorizing data assets by sensitivity level and prescribing corresponding access control protocols, encryption standards, and retention rules. Role-based access controls should be implemented across all administrative systems, with periodic access reviews to ensure currency. Comprehensive information security training should be delivered to all administrative personnel, addressing both technical safeguards and behavioral practices (e.g., phishing recognition, secure document handling in hybrid working contexts). These measures are particularly important given the security challenges given the security challenges posed by hybrid working arrangements (Akbari, 2025) ^[11].

4.8. Strengthening leadership oversight and performance evaluation

Finally, the effective implementation of the foregoing solutions requires sustained leadership engagement. The Board of Directors and the Executive Board should institute quarterly performance reviews of AOM functions, incorporating key performance indicators (KPIs) into the regular reporting cycle. The performance evaluation of administrative units should be linked to recognition, reward, and career advancement mechanisms, thereby aligning individual incentives with organizational improvement objectives. To institutionalize the necessary expertise, Enterprise X should consider creating dedicated specialist positions for administrative process quality management and for office information technology systems – reflecting the growing recognition in the international literature that effective AOM constitutes a strategic capability rather than a peripheral support function (Habes Al-Saudi & Flayyih, 2024) ^[9].

Table 2: Summary of the integrated solution groups for enhancing AOM effectiveness

No.	Solution group	Primary target outcome
1.	Strengthening records management and document control	Standardized and traceable document workflows
2.	Enhancing the capacity of administrative personnel	Specialized and well – trained administrative workforce
3.	Standardizing administrative processes and internal regulations	Streamlined and uniform organizational procedures
4.	Improving the management of office facilities and equipment	Real – time and data – driven asset administration
5.	Enhancing workflow coordination and task management	Centralized and accountable task execution
6.	Strengthening information technology application and system integration	Interoperable enterprise digital architecture
7.	Reinforcing information security and digital records management	Secure and classified information governance
8.	Strengthening leadership oversight and performance evaluation	Sustained and KPI – driven AOM improvement

Source: Developed by the author based on research findings

Collectively, these eight interrelated solution groups constitute an integrated roadmap for AOM modernization in the case enterprise. Their effectiveness depends on coordinated and phased implementation supported by sustained leadership commitment, consistent with the broader literature on digital transformation in administrative functions.

5. Conclusion

This study examined the current state of administrative and office management (AOM) practices at a large-scale beverage manufacturing enterprise in Viet Nam, hereinafter referred to as “Enterprise X,” and proposed practical solutions for enhancing operational effectiveness. Employing a mixed-methods design that combined a structured questionnaire administered to 86 administrative personnel with participant observation and document analysis during the 2020–2025 period, the study addressed three primary objectives: examining AOM practices across records management, office facility administration, and information technology application; identifying organizational strengths and limitations; and proposing an integrated framework of solutions for AOM modernization.

The empirical findings indicate that Enterprise X possesses a relatively strong foundation in human capital and physical infrastructure, supported by an experienced administrative workforce, established information technology systems, and adequate office facilities. The mean scores for document processing responsibility (4.03/5), work file compilation (4.07/5), and information security perception (4.06/5) reflect generally favorable operational conditions. Nevertheless, the study identifies three major structural bottlenecks constraining AOM effectiveness: (1) the absence of unified internal regulations governing records management, reflected in delays in document issuance during peak periods (29.1% of respondents); (2) limited interoperability among IT systems, resulting in data duplication and the persistence of “data silos” (27.9% of respondents); and (3) widespread multitasking and role overlap among administrative personnel, reducing functional specialization (24.4% of respondents). These limitations appear to stem not from resource scarcity per se, but rather from gaps in institutional and technological alignment – a pattern consistent with the broader trajectory of Vietnamese enterprises undergoing digital transformation.

This study contributes to the literature on AOM and digital transformation in three important ways. First, it provides empirical evidence regarding AOM practices within a large – scale Vietnamese manufacturing enterprise, a context that remains underrepresented in existing research. Second, the findings demonstrate that the institutional – technological alignment problem, widely discussed in Western literature, manifests in distinctive ways within Vietnamese organizational contexts characterized by hierarchical decision – making structures and multi – tier approval procedures. Third, the triangulation of survey, observation, and document analysis highlights the value of mixed-methods approaches in identifying practice – level deviations from formal regulations that quantitative surveys alone may not fully capture.

From a managerial perspective, the findings suggest that effective AOM modernization requires coordinated investment across three interdependent pillars: institutional regulations, human capital development, and integrated

information technology architecture. Enterprises pursuing administrative digital transformation should prioritize the establishment of unified internal regulations and enterprise – wide digital integration frameworks before implementing fragmented standalone technological solutions. The eight integrated solution groups proposed in Section 4 provide a practical roadmap that may be adapted by manufacturing enterprises with comparable scale and organizational complexity in Viet Nam.

From a policy perspective, the findings suggest that the implementation of Viet Nam’s National Digital Transformation Programme to 2025 may benefit from supplementary guidance specifically addressing AOM modernization in large enterprises. Such guidance may include standardized reference frameworks for internal records management regulations and recommended models for enterprise data interoperability architectures.

Several limitations of this study should be acknowledged. Methodologically, the use of convenience sampling and a single – organization case study design limits the statistical generalizability of the findings. Contextually, data collection was restricted to the enterprise headquarters and may not fully capture the operational dynamics of subsidiary production facilities and distribution units. Temporally, the cross – sectional nature of the study reflects AOM conditions during a specific stage of the post-pandemic transition and therefore does not permit longitudinal analysis of organizational change. In addition, the study relied primarily on self – reported survey responses, which may be subject to recall bias and social desirability bias.

Building upon these limitations, several avenues for future research emerge. First, comparative studies involving multiple large Vietnamese enterprises, both within and across industries, would enable broader identification of contextual patterns and organizational contingencies. Second, longitudinal research designs could provide deeper insight into how AOM practices evolve in response to digital transformation initiatives and hybrid working arrangements. Third, probabilistic sampling strategies and the inclusion of subsidiary units would enhance representativeness and external validity. Fourth, future mixed-methods studies incorporating in-depth interviews with senior administrators and digital transformation officers could generate richer understanding of the institutional dynamics shaping AOM modernization. Finally, comparative international research examining AOM practices across emerging economies would help situate Vietnamese organizational experiences within broader regional and global contexts.

In conclusion, AOM should be regarded as a strategic organizational capability rather than merely a peripheral support function in the context of digital transformation. Realizing this strategic potential requires sustained and coordinated investment across institutional, human, and technological dimensions, in which both enterprise – level initiatives and broader policy frameworks play essential roles.

6. Thank-You Note

The author would like to express sincere gratitude to the leadership and administrative personnel of the host organization for their valuable cooperation and support throughout the data collection process. The author also gratefully acknowledges Dr. Le Hung Diep, Saigon University, for his scholarly guidance, constructive feedback,

and continuous support during the completion of this research.

Funding. This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Conflict of interest. The author declares no conflict of interest, financial or otherwise, related to the conduct or publication of this study.

Data availability statement. The data supporting the findings of this study are not publicly available due to confidentiality agreements with the host organization but may be made available by the author upon reasonable request and subject to appropriate confidentiality safeguards.

Reference List

- Akbari M. From pandemic to progress: Rethinking work patterns in Vietnam to improve flexibility and support gender equality. *Asia Pac J Hum Resour.* 2025;63(2):e70003. doi:10.1111/1744-7941.70003.
- Bui NT, Do NT, Ha VV. *Giáo trình Quản lý quy trình nghiệp vụ hành chính văn phòng* [Textbook on Administrative Office Process Management]. Thai Nguyen: Thai Nguyen University Press; 2025.
- Dang TN. *Tài liệu học tập môn Nghiệp vụ công tác văn thư* [Learning Materials for Records Management Practice]. Ho Chi Minh City: Saigon University; 2022.
- Dang TN. *Tài liệu học tập môn Nghiệp vụ quản trị văn phòng* [Learning Materials for Office Administration Practice]. Ho Chi Minh City: Saigon University; 2023.
- Duong TH. *Công tác Quản trị Văn phòng tại Công ty than Khe Châm* [Office Administration at Khe Cham Coal Company] [bachelor's thesis]. Hanoi: Hanoi University of Home Affairs; 2015.
- Duong VK. *Từ điển tra cứu nghiệp vụ Quản trị văn phòng – Văn thư – Lưu trữ Việt Nam* [Reference Dictionary of Office Administration, Records and Archives in Vietnam]. Hanoi: Information and Communications Publishing House; 2015.
- Government of Vietnam. Decree No. 30/2020/ND-CP dated 5 March 2020 on records management work. Hanoi: Government of Vietnam; 2020.
- Government of Vietnam. Decree No. 80/2021/ND-CP dated 26 August 2021 providing detailed regulations and guidelines on the implementation of certain articles of the Law on Support for Small and Medium-Sized Enterprises. Hanoi: Government of Vietnam; 2021.
- Habes Al-Saudi N, Hammood Flayyih H. The impact of digital transformation on office management efficiency. *J Econ Adm Sci.* 2024;30(142):645-61. doi:10.33095/fqfn7h48.
- National Assembly of Vietnam. Law on Information Technology No. 67/2006/QH11. Hanoi: National Assembly of Vietnam; 2006.
- National Assembly of Vietnam. Law on Cyber Information Security No. 86/2015/QH13. Hanoi: National Assembly of Vietnam; 2015.
- National Assembly of Vietnam. Law on Enterprises No. 59/2020/QH14. Hanoi: National Assembly of Vietnam; 2020.
- Nghiêm KH, Lê VI, Đỗ VH, Nguyễn VB, Đỗ VT. *Giáo trình Quản trị văn phòng* [Textbook on Office Administration]. Ho Chi Minh City: Vietnam National University Ho Chi Minh City Press; 2015.
- Nguyễn HT. *Quản trị hành chính văn phòng* [Administrative Office Management]. Hanoi: Statistical Publishing House; 2004.
- Nguyễn HT. *Quản trị văn phòng* [Office Administration]. Hanoi: Science and Technology Publishing House; 2005.
- Nguyễn TD. *Giáo trình Quản trị văn phòng* [Textbook on Office Administration]. Hanoi: Labour - Social Affairs Publishing House; 2014.
- Nguyễn VT, Nguyễn HK, Bùi XL. *Nghiệp vụ thư ký văn phòng và tổ chức* [Office Secretarial and Organizational Practice]. Hanoi: National Academy of Public Administration Press; 2002.
- Trần HN. *Thực trạng và giải pháp nâng cao hiệu quả công tác quản lý hành chính văn phòng tại Công ty Cổ phần Vận tải biển Việt Nam (VOSCO)* [Current Status and Solutions for Improving Office Administration at Vietnam Ocean Shipping Joint Stock Company] [bachelor's thesis]. Hai Phong: Hai Phong Private University; 2018.
- Tung LT. Digital transformation and economic growth: Empirical evidence from Vietnam. *Post-Communist Economies.* 2025;37(7):910-32. doi:10.1080/14631377.2025.2511511.
- University of Finance – Marketing. *Giáo trình Quản trị hành chính văn phòng* [Textbook on Administrative Office Management]. Ho Chi Minh City: University of Finance – Marketing; 2022.

How to Cite This Article Nguyen

Bui My Khanh Linh. Enhancing Administrative and Office Management at a Vietnamese Beverage Manufacturer: A Case Study. *International Journal of Multidisciplinary Research and Growth Evaluation.* 2026 May-Jun;7(3):638-645. doi: 10.54660/IJMRGE.2026.7.3.638-645

Creative Commons (CC) License

This is an open access journal, and articles are distributed under the terms of the Creative Commons Attribution NonCommercial-ShareAlike 4.0 International (CC BYNC-SA 4.0) License, which allows others to remix, tweak, and build upon the work non-commercially, as long as appropriate credit is given and the new creations are licensed under the identical terms.