



## Reforming salary system to improve competitiveness of public higher education in Vietnam

Vu Khanh Linh <sup>1\*</sup>, Tran Anh Dung <sup>2</sup>, Huynh Thi Ngoc Quy <sup>3</sup>, Phan Cong Thanh <sup>4</sup>, Nguyen Hoang Tien <sup>5</sup>

<sup>1-5</sup> Van Hien University, Vietnam

\* Corresponding Author: **Vu Khanh Linh**

---

---

### Article Info

**ISSN (online):** 2582-7138

**Volume:** 03

**Issue:** 01

January-February 2022

**Received:** 24-01-2022;

**Accepted:** 12-02-2022

**Page No:** 541-549

### Abstract

This study proposes wage system reforms to improve the public sector competitiveness of the Vietnamese economy. The wage reform policy for the higher education sector is a particularly important policy. Salary must be really the main source of income, ensuring the life of teachers and families; Paying the right salary is an investment in developing the teaching staff at the university level, creating motivation for teachers to feel secure in their dedication, improving the quality of education and training, making an important contribution to the implementation of fundamental and comprehensive reform of education. education and training innovation. The policy on salary reform in the higher education sector must reflect the views of the Party and State stated in the Constitution and Central resolutions. Salary policy reform to improve the living standards for teachers. Ensure real fairness in the evaluation of civil servants and heads of agencies. On that basis, implement a salary-based salary mechanism to pay salary according to working position and work efficiency.

**Keywords:** salary system, competitiveness, public sector, higher education, Vietnam's economy

---

---

### 1. Introduction

Higher education is the highest level of education and training in the national education system. In the current trend of globalization, international integration and the development of the knowledge economy, higher education is being strongly affected by new trends and is also facing many challenges. The reform of higher education is an indispensable requirement "to ensure intellectual independence, creativity and knowledge enhancement, to educate and train responsible and discerning citizens and qualified professionals amount without which no people could achieve economic, social, cultural or political progress". The Declaration of the "World Conference on Higher Education in the 21st Century - Vision and Action" (Paris, October 1998) emphasizes: "As society increasingly relies on knowledge, higher education and research today act as are important components of sustainable cultural, economic, social and environmental development for all people, communities and peoples". Therefore, the development of higher education must become one of the highest priorities of the country. The team of university presidents are those in the vanguard position to lead the cause of change and carry out the mission of universities. University presidents are key figures, holding leadership responsibilities in professional, academic, scientific research, technology transfer and comprehensive fields of operation of the university. Important decisions affecting the survival and development of the university, especially when the mechanism of autonomy, self-responsibility and empowerment has been realized and existed in practice and in innovation. Higher education has become an international trend. The Resolution on fundamental and comprehensive reform of Vietnamese higher education in the 2006-2020 period has identified some achievements, but the achievements of higher education are not solid, not fundamentally systematic, and have not yet been met. the requirements of the industrialization and modernization of the country, the people's learning needs and the requirements of international integration in the new period. Most recently, Resolution No. 29 of the Central Committee of the Communist Party of Vietnam dated November 4, 2013 on fundamental and comprehensive renovation of education and training has affirmed that "developing the contingent of teachers and administrators, meeting The requirement for innovation is a fundamental task and solution of the current educational reform.

In Hanoi city alone, there are currently nearly 165 universities and colleges with nearly 21,000 managers and lecturers (including 7,600 masters, 2,700 doctorates and doctors of science, more than 1,200 professors and associate professor) is doing scientific research and teaching for nearly 50,000 students, students of all levels and levels of university training. In fact, the university principals have met the basic requirements in terms of quantity, however, the structural suitability, especially the growth in qualifications, management and leadership capacity, has met the demand.

The new requirements of the cause of fundamental and comprehensive renovation of higher education in the new conditions still reveal many shortcomings. Every year, higher management agencies and universities have assessed the principals, but only in some of the most common criteria, they are not comprehensive and have a limited scope. On the other hand, the issue of developing a team of university rectors of state management agencies in higher education is not really considered a key strategy in team development with a long-term vision, with a system scientific development solutions. In response to the requirements of innovation and development of higher education in the period of industrialization and modernization of the country, the strong development of the knowledge economy and deeper international integration and the increasing impacts of On the downside of the market mechanism, it is necessary to have an in-depth study on the development of the university's principals with a theoretical and practical basis to propose a system of solutions to improve the quality of the university's principals. University. Therefore, we have selected the topic: "Development of university principals in Hanoi city according to the capacity approach" for research. Education - training plays a very important role for the existence and development of each country as well as of the whole humanity. In the current context, the strong development of science and technology, along with the process of globalization and extensive international integration, especially the inevitable trend of the knowledge economy, has had a strong impact on the economy. all areas of social life, including education. The need to develop high-quality human resources requires each country to constantly innovate and reform the national education system to further improve the quality and effectiveness of education. Education reform needs to be implemented synchronously in many contents, one of the most important and necessary is the teaching staff, "when education is the top national policy, accordingly, building, developing the teaching staff is the national policy of that nation". The Resolution of the 11th National Congress of Deputies defines "Basically and comprehensively renovating Vietnam's education in the direction of standardization, modernization, socialization, democratization and international integration, in which, renovating the basic education system in Vietnam. educational management system, the development of teachers and administrators is a key step". On the other hand, in order to develop the teaching staff effectively and synchronously, innovation needs to be done right from the training stage, especially in the system of pedagogical schools. The Education Development Strategy 2011-2020 has identified one of the important contents to develop the teaching staff as "consolidating and perfecting the teacher training system, fundamentally and comprehensively renovating the content and training and retraining methods to form a contingent of teachers and education administrators capable of implementing the renovation of the general

education program after 2015". Integration is one of the educational perspectives that has become a trend in determining teaching content in high schools and in building subject curricula in many countries around the world, including Vietnam. Resolution 88 of the 13th National Assembly sets out the orientation for reforming the content of lower secondary education as follows: "The lower secondary level integrates related contents of a number of educational fields and subjects in the lower secondary education. existing curriculum to form an integrated course". The integrated teaching perspective is also focused on building integrated and interdisciplinary topics associated with practice. This orientation requires corresponding changes in teaching methods, organizational forms, lesson design, etc. from the teacher's side. As one of the training institutions for secondary school teachers, the pedagogical college has made certain adjustments in training methods and forms to help students after graduation can partly meet the teaching requirements. integrated learning in high school. However, the implementation of these adjustments has not been synchronized and consistent, leading to low training quality and effectiveness, which poses a requirement for management innovation to improve training effectiveness, meeting the new requirements of general education.

## 2. Theoretical basis of the research problem

### 2.1. Theoretical basis

#### 1. State public economic sector in Vietnam

In Vietnam today, the role of the State in the economy not only comes from the common requirements of the development of the market economy, but also from the specificity of the market-oriented economy. Socialist. This article focuses only on the latter aspect.

Market economy is a type of relationship between people in production, exchange and consumption, so it bears the imprint of social relations and political institutions in which that economy exists. To a considerable extent, the development of the market economy in Vietnam is currently dominated by and aimed at serving the socialist orientation. Of course, the profound factor that ensures the political orientation of the economy is the direction, viewpoint and guiding ideology of the ruling Communist Party. However, in order for the Party's lines, viewpoints and guiding ideology to turn into a reality of the economy, they must be institutionalized into a legal system, programs and plans for socio-economic development. and implemented by the State, through the State, under the management of the State led by the Party. From that perspective, the State has the most direct influence on the direction of the movement of the market economy. Laws, programs and plans for socio-economic development of the State are only correct when they accurately reflect the objective development requirements of the market, taking market laws as the basis. In this respect, they are objective. But they are institutionalization and concretization of the Party's political goals, so they also have a subjective side. In the process of developing a socialist-oriented market economy, the subjective orientation (the will of the Party, the State and our people) is that, together with ensuring the reasonable interests of enterprises, The priority is to protect the legitimate and legitimate interests of employees, which is a matter of principle. The State has mechanisms and policies to ensure that priority, which is reflected in all three basic economic fields as follows:

- In the field of ownership: The existence of three modes of

ownership (whole people ownership, collective ownership, and private ownership), three forms of ownership (state ownership, state ownership, and private ownership) collective, private ownership) is an objective requirement of the market economy in Vietnam today. The State adopts a system of policies, laws and economic levers to orient and make the state economy step by step rise to take the leading role. National economy.

- In the field of management: The State develops mechanisms and policies... to create favorable conditions for employees, directly or through certain intermediaries, to participate in the process of planning, organizing, monitoring, Check the implementation of business development plans.
- In the field of distribution: The State has both approved the economic policy system planned by itself and used resources - directly a part of the state economy - to orient and intervene in the field of distribution. distribution and redistribution in the direction of prioritizing distribution by labor and social welfare; combine economic growth with social justice; planning policies for hunger eradication, poverty alleviation, gratitude...

With its education and training policy system, which is implemented through the education and training system under the unified management of the State, despite existing in different forms (public, non-public, joint venture, etc.) business, domestic and foreign linkages), the State provides the main source of quality labor for production and business, and provides corporate governance staff for all sectors and all economic types. Thereby, our State has a very strong and direct impact on improving production capacity, improving the efficiency of economic management, and improving the efficiency of the market economy in general.

## 2. Competitiveness of the public sector in Vietnam

Emphasizing the role of the State in guiding the development of the market economy in our country does not contradict the principled issue: the operation of any market economy is first and foremost important. determined by the laws of the market. However, the law of market economy belongs to the domain of social law. Its objectivity is expressed and realized through conscious human activity. Based on the correct awareness of the requirements of the laws in the market economy, the State concretizes those requirements into laws, policies, socio-economic development plans, determines the right steps to take. go to actualize them.

The practice of developing a market economy for more than 20 years of innovation shows that our State has had many positive impacts in ensuring the socialist orientation in the process of developing this economy. The gradual improvement of the policy system on the ownership regime and the structure of economic sectors has contributed to promoting the shift towards creating more motivation and favorable conditions for exploiting domestic and foreign potentials to promote economic development. social economic development. As a result, the economic growth rate, in general, was continuously improved: in the period 1986 - 1990, the average GDP growth reached 4.5%/year; 1996 - 2000: 7%/year; 2001 - 2005: 7.5%/year; 2007 reached 8.48%. In 2008, despite facing many difficulties, Vietnam still achieved GDP growth rate of 6.23%.

In order to contribute to maintaining independence and autonomy in economic development, thereby having

independence and autonomy on the path of national development in general, the State has adopted many policies to promote the role of internal factors. accumulation from within the economy. In endogenous capacity, we attach importance to the human factor first. Therefore, the State has many policies on education and training to improve the quality of human resources. The number of workers graduating from high school increased from 13.5% in 1996 to 19.7% in 2005. In 1996, only 12.31% of the labor force was trained, up to now, this rate has reached 31%.. Regarding efforts to improve accumulation from within the economy: in 1990, the cumulative ratio compared to GDP only reached 2.9%, in 2004 it was 35.15% and in recent years, there is an increasing trend. The State also has many policies to exploit external resources, turning external forces into internal resources for development.

An important criterion for assessing the socialist orientation of the economy is to direct its development towards improving people's living standards. Looking back over 20 years of renovation, people's income has improved significantly. In 1995, GDP per capita only reached 289 USD; 2005: 639 USD; 2007: 835 USD. In 2008, GDP per capita was over 1,000 USD. With this income level, Vietnam surpasses the threshold of a low-income country.

## 3. Reform of Salary Policy

Wage policy is a particularly important part, closely related to other policies in the system of socio-economic policies, directly related to macroeconomic balances, labor market. and the lives of wage earners, contributing to building a lean, clean political system that operates effectively and efficiently, preventing and combating corruption. The wage policy in our country has undergone 4 reforms (in 1960, 1985, 1993 and 2003), but there are still many shortcomings, not meeting the requirements of reality, the life of the majority. wage earners are still facing difficulties; wages in the enterprise sector have not kept pace with the development of the labor market; wages in the public sector are still low compared to the enterprise sector and the development requirements of the contingent of cadres, civil servants and public employees; the adjustment of wages of working people is not yet independent of the adjustment of pensions and preferential allowances for people with meritorious services; The institutionalization of the Party's policy on monetization of non-wage regimes is still slow.

Salary policy in the enterprise sector has been gradually implemented according to the market mechanism under the management of the State. The State gradually reduces administrative intervention and wage management through stipulating that the regional minimum wage is the lowest floor level to protect disadvantaged workers. Change the mechanism for setting the regional minimum wage, from the set by the State to based on the results of three-way negotiation. Regional minimum wages are adjusted relatively in line with socio-economic conditions and capabilities of enterprises, gradually improving the living standards of workers. The enterprise is entitled to decide on the salary policy according to the general principle, ensuring the harmony between the interests of the employee and the employer in the context of the undeveloped labor market, the bargaining power of the employee and the employee's bargaining power. Organizations representing workers at the grassroots are still limited. The role of trade unions in participating in deciding the salary policy of enterprises has

been gradually enhanced, ensuring publicity and transparency in the process of policy issuance and salary payment to employees. The State guides and supports capacity building, connects supply and demand and provides information for employees and employers to negotiate. The salary policy in the SOE sector was renewed in line with the Party's policy on reorganization, restructuring, and improving the operational efficiency of SOEs; separate the salary of the manager from the employee, associated with the production and business efficiency of the enterprise.

The salary policy reform in the coming time will have opportunities, advantages, and difficulties and challenges. We inherit the achievements of more than 30 years of innovation, development and integration; awareness of the socialist-oriented market economy is more and more complete and complete. Many important decisions of the Party and State, laying the foundation for salary policy reform, have been issued, especially on perfecting the socialist-oriented market economy institution, on innovation and organizational arrangement. organize the apparatus of the political system and renovate the organization and management system, improve the quality and operational efficiency of public non-business units. The position and power of the economy has grown stronger; growing labor market; Labor productivity, quality, efficiency and competitiveness are increasing, creating a foundation and favorable conditions for wage policy reform.

Facing the development requirements in the context of opportunities, advantages and difficulties, challenges are intertwined, requiring us to have the right perspective, in accordance with the new context.

- Firstly, determining wage policy is a particularly important part of the socio-economic policy system. Wages must be the main income to ensure the life of workers and their families; Paying the right salary is an investment in human resource development, creating motivation to improve labor productivity and working efficiency of employees, making an important contribution to social progress and justice, ensuring stability. socio-political; promote and improve the quality of growth and sustainable socio-economic development.
- Second, salary policy reform must ensure the overall, systematic, synchronous, inherit and promote the advantages, effectively overcome the limitations and inadequacies of the current salary policy; comply with the principle of distribution according to labor and the objective law of the market economy, taking increased labor productivity as the basis for salary increase; meet the requirements of international integration; have a roadmap suitable to the country's socio-economic development conditions and resources.
- Third, in the public sector, the State pays salaries to cadres, civil servants, public employees and the armed forces according to employment positions, titles and leadership positions, in accordance with the State's resources. ensure a reasonable correlation with wages in the labor market; implement a worthy remuneration and reward regime, create motivation to improve work quality and efficiency, public service ethics and professional ethics, contribute to cleaning up and improve operational effectiveness and efficiency. of the political system.
- Fourth, for the enterprise sector, wages are the price of

labor power, formed on the basis of an agreement between the employee and the employer according to the rules of the market under the management of the State.. The State stipulates that the minimum wage is the lowest floor level to protect disadvantaged workers and is also one of the bases for negotiating wages and regulating the labor market. Distributing wages based on labor results and production and business efficiency, ensuring a harmonious, stable and progressive labor relationship in the enterprise.

- Fifth, wage policy reform is an objective requirement and an important task in building a socialist rule of law state and perfecting the socialist-oriented market economy institution, requiring high political determination, associated with and promoted administrative reform, renewal and reorganization of the political system's apparatus, streamlining, effective and efficient operation and renewal of the organizational and management system. management, improve the quality and operational efficiency of public non-business units.

### 3. Research results and discussion

#### 3.1 Higher education career opportunities

Regarding the salary arrangement, according to the draft, the professional title of a class I university lecturer is applied the salary coefficient of the A3 and group 1 (A3.1) public employees from the salary coefficient 6.20 to the salary coefficient 8.00. For professional titles of class II university lecturers, the salary coefficient of class A2 and group 1 (A2.1) public employees is applied from the salary coefficient 4.40 to the salary coefficient 6.78. For the professional title of a class III university lecturer, the salary coefficient of a grade-A1 official is applied, from a salary coefficient of 2.34 to a salary coefficient of 4.98. With a new increase in teachers' salaries, hopefully teachers will feel secure in their work, rest assured to learn and improve their standards, and teachers will be assured of professional, professional, and experience training... for the new program with many difficulties on the side. Previously, it also showed the determination of Party and State leaders to improve the position and role of teachers, move towards the integration trend of the world, close the income gap of teachers in the country compared to the region. region and the world. Only if salary increases will it be possible to attract good students to pedagogy when from July 1, 2020, pedagogical students will no longer be exempt from tuition fees and can only borrow credits and have to pay if the first 2 years are no longer available. work in the education sector or do not have enough time to work in the education sector.

#### 3.2 Taking advantage of opportunities for higher education sector reform

It is expected that the new salary calculation will no longer have the basic salary concept but will be the initial amount of money starting with one level and then converting to higher levels. It can be said that the teacher's salary will no longer be a multiplier with the base salary plus allowances, but will be paid according to the initial amount, for example, the starting salary of a teacher is 5 million VND, then it will increase by 6 million VND for example. Regarding the preferential allowance, Ministry of Education and Training is trying to protect the preferential allowance for the education sector at the expected level of 30% as currently expected. At that time, it will depend on the complexity of the profession



and the specific job position, which stipulates which teachers are entitled to preferential allowances and how much.

### 3.3 Challenges for the higher education sector

Regarding allowances: abolishing the seniority allowance for teachers, combining existing allowances into one type of allowance

When applying the salary system according to the job position, the income will be paid according to the position of the principal, teacher, employee, etc. With a specific level, the teacher has just graduated from school or has worked in the education industry. or 20 years, having a standard degree or exceeding the standard will not affect whether the salary is high or low, there will be no big difference between a new teacher and a teacher with many years of experience as today. While according to current regulations, after the first 5 years of service, teachers will be given a seniority allowance at the rate of 5% of their current salary, each subsequent working year will increase by 1%. Also according to Resolution 27, in addition to abolishing the seniority allowance, some of the following allowances are also abolished:

- Preferential allowances by profession (because it will be combined with occupational liability allowance and toxic and dangerous allowance, collectively referred to as occupational allowance).
- Attractive allowances (because it will be combined with special allowances and allowances for long-term work in areas with extremely difficult socio-economic conditions, collectively referred to as working allowances in extremely difficult areas).

Currently, the state is preparing to implement the 5th salary policy reform (period 2021 - 2030) according to Resolution No. 27-NQ/TW dated May 21, 2018 on reforming salary policy for employees. cadres, civil servants, public employees, armed forces and employees in enterprises with the common goal of building a system of national salary policy in a scientific, transparent and appropriate manner to the actual situation. the country, meeting the development requirements of the socialist-oriented market economy and actively integrating into the world, building harmonious, stable and progressive labor relations; create motivation to release production power, improve labor productivity and quality of human resources; contribute to building a clean, streamlined political system that operates effectively and efficiently; preventing and combating corruption and wastefulness; ensure the life of the salaried person and his/her family, and realize social progress and justice.

## 4. Conclusions, solutions and recommendations

### 4.1 Conclusion

On May 30, 2019, the Secretariat issued Conclusion 51-KL/TW on continuing to implement the Resolution of the 8th Plenum of the 11th Central Committee on fundamental and comprehensive reform of education and training to meet the requirements of the Central Committee. demand for industrialization and modernization in the context of a socialist-oriented market economy and international integration.

Accordingly, in order to continue promoting the implementation of the Resolution, the Secretariat requested the Party committees, organizations, authorities, the Fatherland Front and mass organizations at all levels to perform well in improving the quality of teachers and teaching staff. educational administrators, ensuring the basic conditions for

well implementation of the general education program and new textbooks.

Notably, Concluding requirements, perfecting and well implementing regimes and policies for teachers and students of pedagogical schools, especially in terms of salary, in order to motivate teachers to work safely, earn income. attract good students into pedagogy.

### 4.2 Some solutions

- Improve the autonomy of public higher education institutions in terms of tuition fees; Tuition fees are gradually charged at full cost and according to market principles. Public higher education institutions need to improve their autonomy in the calculation and collection of tuition fees on the basis of offsetting all their constituent costs: teacher salaries, direct costs, and administrative costs. Fixed asset depreciation expense. Tuition fees are essentially a type of training service price and reflect the quality of service provided. High-quality educational institutions, corresponding to high tuition fees. In order to avoid shock to society and also in line with the conversion capacity of training institutions, we agree with the determination of roadmap 8 for full cost calculation as prescribed in Decree No. 16/2015/ND-CP, February 14, 2015 on the autonomy mechanism for public non-business units. Accordingly, by 2016 salary and direct expenses will be fully calculated; by 2018 fully account for salary costs, direct costs, and management costs; By 2020, fully account for salary costs, direct costs, management costs and depreciation expenses of fixed assets.
- Improve the autonomy of public higher education institutions in terms of lecturer salaries. More autonomy should be given to public higher education institutions to pay salaries to teaching staff. In the long run, university lecturer salaries must reflect the position, quality and performance of the work; seniority is only a (secondary) factor among the factors that govern the salary of lecturers. Educational institutions need to actively innovate their operating model in accordance with the law, be dynamic in management in order to create more job opportunities with suitable expertise for their teaching staff. The limit on the increase in income coefficient of leadership titles is not more than 2 times the average additional income coefficient in Decree No. 16, in our opinion, it can be wider (maybe up to 3 times). or decided by the management board of the unit (if any) on its own to encourage dynamism and creativity in management and operation of the unit, and to fight against equality in distribution.
- The State performs the role of ordering service for the training fields the State needs; do not implement subsidies for social occupations that can be self-financed. Accordingly, for the fields of social training that need, in the future learners can "recover" benefits commensurate with their resources and learners are willing to "invest", the State should for the market to self-regulate. This means that learners have to fully pay for their studies. For example, the fields of training: economics, finance, accounting, banking, law, foreign languages, informatics, electronic engineering, etc. 9 when investing in "learning" these areas of knowledge, so learners have to pay according to the service price offered by the training institution. The state does not

provide subsidies anymore. For the fields of training that are essential for the general development of the country, the State needs it, but the social compensation for the labor force in this field is not high and the number of registered people is not high. If there is little schooling, such as: Han Nom, Vietnamese Studies, Oriental Studies, nuclear engineering, water resource engineering, geodetic engineering, natural sciences, etc., the State places orders with educational institutions. university education. For example, if the State needs to train 100 bachelors of Han Nom, it will place orders with training institutions. Here there is no distinction between public or private training institutions. The principle applied is fair bidding and competition. A training institution of high quality, prestige, qualified as required to conduct training and "reasonable price" is selected by the State to execute the order. The successful implementation of this solution also means that the State has performed its important function, which is to overcome the defects of the market.

- The State concentrates on investing in the construction and development of a number of spearhead and highly reputable university training institutions. It is time that the State cannot and should not invest equally in all universities according to the same criteria. In our opinion, the State should focus on building and developing key universities (the rest will be regulated by the market or invested later) with prestige and high quality in the region. There is a satisfactory remuneration mechanism to attract domestic and international scientists to teach and conduct scientific research, and at the same time attract foreign students. In addition, continuing to identify priority targets for ODA funds for key universities, research and training institutes; develop policies to create favorable conditions to attract famous universities in the world to build higher education institutions in Vietnam. 10 In addition, in the context of limited resources, perhaps enhancing recruitment training, the State sends learners to study and pays for these learners to facilitate future work commitments, which is a method invest more effectively in building training institutions in places with difficult socio-economic conditions.
- Promote direct financial support for learners. In the immediate future, the loan ceiling of the credit program needs to be raised in line with the increase in tuition fees and the cost of living. However, it is necessary to classify according to the level corresponding to the tuition fee frame of each training discipline group
- To control capital flow and ensure proper use of loans, banks can apply direct disbursement to training institutions for tuition fees, as well as other living expenses (if any). ) that students benefit from the training institution. In the long term, with the orientation of tuition fees being fully charged, student credit should not be considered as a support program of the State, but should be directed to operate according to the market mechanism. Loans are extended to all students in need. Borrowers are students, not households. Level 11 loans guarantee to fully cover tuition fees and living expenses during the study period. Interest rates are also close to market interest rates. In addition to the Social Policy Bank, commercial banks can also participate in the implementation of the student credit support program.

#### 4.3 Recommendations

Proposals, recommendations Only increasing teachers' salaries can we hope that illegal tutoring and tutoring will end as it is now as in Article 22, Education Law 2019 stipulating 06 prohibited acts in schools, of which There are a number of behaviors that teachers should pay attention to such as: forcing students to take extra lessons to collect money; infringing upon the dignity and honor, infringing upon the student's body; misrepresent educational content.

Because teachers' salaries have increased, we hope that teachers can rest assured to work, learn to improve standards, teachers can rest assured to improve their expertise, professionalism, experience for the new program with many difficulties. In the front, it also shows the determination of the leaders of the Party and the State to improve the position and role of teachers, move towards the integration trend of the world, and close the income gap of teachers in the country compared to teachers. with the region and the world.

The salary increase will only be able to attract good students into pedagogy, since from July 1, 2020, pedagogical students will no longer be exempt from tuition fees, but can only borrow credits and have to pay for the first 2 years. do not work in the education sector or do not have enough time to work in the education industry.

#### 5. References

1. What new points will there be from 1/7 of teachers' salaries? – Vietnamese education <https://m.giaduc.net.vn/Giao-duc-24h/tu-01-7-2020-luong-Giao-vien-se-co-nhung-diem-moi-nao-post202462.gd>. Accessed 7/28/2020.
2. Scientific conference 'Innovation of wage policy in Vietnam in the integration period towards a living wage' <https://tcnn.vn/news/detail/47744/Hoi-thao-khoa-hoc-Doi-moi-chinh-sach-tien-luong-o-Viet-Nam-trong-thoi-ky-hoi-nhap-huong-toi-muc-luong-bao-dam-cuoc-song.html>. Accessed 7/25/2020
3. How will the teacher salary policy be implemented? – Education in Vietnam <https://m.Giaduc.net.vn/Giao-duc-24h/chinh-sach-tien-luong-Giao-vien-se-duoc-thuc-hien-the-nao-post204560.gd>. Accessed 7/27/2020
4. Reforming salary policy to improve the living standards for public servants, civil servants and employees in enterprises <http://mnews.chinhphu.vn/story.aspx?did=335892/>. Accessed July 28, 2020
5. What new points will the teacher's salary have? <https://m.giaduc.net.vn/Giao-duc-24h/tu-01-7-2020-luong-Giao-vien-se-co-nhung-diem-moi-nao-post202462.gd/>. accessed 7/26/2020
6. How will teacher salaries change in 2020? Online labor <https://amp.laodong.vn/Giao-duc/luong-Giao-vien-se-thay-doi-the-nao-tu-nam-2020-772352.lido>. Accessed 7/25/2020
7. Duc LDM, Thuy Cooperative, Yen NTH, Tien NH. Corporate Social Responsibility and Corporate Financial Performance Case of Listed Vietnamese Companies, *Zeszyty Naukowe Politechniki Czestochowskiej. Zarzadzanie*. 2018; 32:251-265.
8. Tien NH, Anh DBH, Ngoc NM, Nhi DTY. Sustainable Social Entrepreneurship in Vietnam, *International Journal of Entrepreneurship*. 2019; 23(3):1-12.
9. Tien NH, Thao VT T, 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).
10. Tien NH. Green Entrepreneurship Understanding in Vietnam. *International Journal of Entrepreneurship*, 2020, 24(2).
  11. Tien NH, Minh HTT, 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.
  12. Tien NH. Relationship between Working Environment and Labor Efficiency. Comparative Analysis between State Owned and Foreign Enterprises in Vietnam. *Proceedings of University Scientific Conference on: The Role of Scientific Workers in Socio-economic Development of Quang Ngai Province and South Central Vietnam*. Pham Van Dong University. June 2019, Quang Ngai, Vietnam, 2019.
  13. Tien NH. The role of human resource management in international business strategies of foreign enterprises in Vietnam (preprint), 2020.
  14. Tien NH, Vinh PT, Thuc TD, Chi DTP. 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.
  15. Tien NH. *Strategic International Human Resource Management*, Emton Publisher, Warsaw, 2017.
  16. Tien NH. *Human Resource Management*, VHU Publisher, Ho Chi Minh City, 2020.
  17. Tien NH. Challenges in the International Cooperation of Pedagogical Universities in Vietnam, *Proceedings of University Scientific Conference on Perspectives of International Cooperation of the Universities*, 63-64, University of Education, Ho Chi Minh City, 2017.
  18. Tien 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.
  19. Tien NH. Young University Staff Development in Context of Industrial Revolution 4.0, *Proceeding of University Scientific Conference Young University Staff towards Education Innovation and Industrial Revolution*, 2018, 4.
  20. Tien NH, Vinh PT, Thuc TD, Chi DTP. 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.
  21. Tien NH, Minh HTT, 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.
  22. Tien NH, Thao VT T, 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.
  23. Tien NH. Customer service culture at VIB bank in Vietnam, *Himalayan Journal of Economics and Business Management*. 2021; 2(4):44-51.
  24. Tien NH. Customer service culture at Techcombank in Vietnam, *Himalayan Journal of Economics and Business Management*. 2021; 2(4):44-51.
  25. Tien NH. The Development Process of CRM System at Vin Mart in Vietnam, *International Journal of Research and Growth Evaluation*, 2021.
  26. Bui Quang Tam. The History of Development of CRM System at AEON Vietnam, *International Journal of Research and Growth Evaluation*. 2021; 2(4):737-743.
  27. Tien NH. Customer Care and Customer Relationship Maintenance at Ministop, Family Mart and CoopSmile in Vietnam, *International Journal of Research and Growth Evaluation*, 2021, 2(4),
  28. Tien NH. The Formation and Development of CRM System at Thien Hoa Electronics Supermarket in Vietnam, *International Journal of Research and Growth Evaluation*, 2021, 2(4),
  29. Tien NH. The Process of CRM System Implementation at Dien May Xanh in Vietnam, *International Journal of Research and Growth Evaluation*, 2021, 2(4).
  30. Tien NH. Comparative Analysis of Business Environment in Binh Duong, Dong Nai and Ba Ria Vung Tau of Vietnam Using EFE Matrix, *International Journal of Research and Growth Evaluation*, 2021, 2(4).
  31. Tien NH. Customization and Standardization of the Business Strategy of Foreign Enterprises in Vietnam- the McDonald's Case and the Food Sector, *International Journal of Research and Growth Evaluation*. 2019; 1(2):44-50.
  32. Tien NH. Innovation Strategy of Korean Enterprises and Development of High Quality Human Resource – Experiences for Vietnamese Businesses. *Proceedings of 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.
  33. LP Dana, NH Tien, RJS Jose, NV Dat, PM Duc. Analysis of McDonalds' Entry Strategy in Vietnam Market, *International Journal of Advanced Research and Development*. 2020; 5(3):23-29.
  34. NH Tien, TTH Thuan. Analysis of Strategic Risk of Domestic and Foreign Real Estate Enterprises Operating in Vietnam's Market, *International Journal of Commerce and Management Research*. 2019; 5(5):36-43.
  35. VTT THAO, NH TIEN, DBH ANH. Sustainability Issues in Social Model of Coporate Social Responsibility Theoretical Analysis and Practical Implication, *Journal of Advanced Research in Management*. 2019; 10(1):17-29.
  36. B Nogalski, NH Tien. Developing High Quality Human Resource to Benefit from CP-TPP and IR 4.0, *International Journal of Research in Management*. 2019; 1(2):4-6.
  37. Pham Thi Diem, Phan Minh Duc, Ho Tien Dung, Nguyen Van Dat, Bui Quang Tam, Vo Kim Nhan. The Strategic Customer Relationship Management at CoopMart in Vietnam. *International journal multidisciplinary research and growth evaluation*. 2021; 2(4):794-801.
  38. Phan Phung Phu, Dang Thi Phuong Chi. The Role of International Marketing in International Business Strategy. *International journal of research in marketing management and sales*. 2019; 1(2):134-138.
  39. Phung The Vinh, Tran Duy Thuc. Global Strategic Risk Analysis of High-tech Businesses in the Era of Industrial Revolution 4.0. *International journal of multidisciplinary research and development*. 2019; 6(10):28-32.
  40. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Le

- Doan Minh Duc, Nguyen Vuong Thanh Long. Analysis of MegaMarket's Market Penetration Strategy in Vietnam FMCG Industry. *International journal of educational research and development*. 2020; 2(2):5-8.
41. Rewel Jiminez Santural Jose, Ha Van Dung, Bui Xuan Bien, Nguyen Thi Hoang Oanh, Nguyen Thanh Vu. Analysis of AEON's Market Penetration Strategy in Vietnam FMCG Industry. *International journal of advanced educational research*. 2020; 5(4):1-5.
  42. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Bui Van Thoi, Than Van Hai. Analysis of StarBucks' Entry Strategy in Vietnam Market. *International journal of multidisciplinary education and research*. 2020; 5(3):44-48.
  43. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Ho Tien Dung, Nguyen Thi Hoang Oanh, Nguyen Huynh Phuoc. Digital Marketing Strategy of GUMAC and HNOSS in Vietnam Fashion Market. *International journal of multidisciplinary education and research*. 2020; 5(4):1-5.
  44. Rewel Jiminez Santural Jose, Nguyen Phuong Mai, Tran Thanh Tung, Nguyen Khanh Cuong, Nguyen Thi Hoang Oanh. Comparative Analysis of Business Strategy of VinMart and Family Mart Convenience Stores in Vietnam. *International journal of multidisciplinary research and development*. 2020; 7(7):28-33.
  45. Rewel Jiminez Santural Jose, Nguyen Minh Ngoc, Nguyen Thanh Hung, Nguyen Thi Hoang Oanh, Nguyen Thanh Vu. Comparative Analysis of Human Resource Development Strategy of Family Universities and Corporate Universities in Vietnam. *International journal of academic research and development*. 2020; 5(4):26-30.
  46. Rewel Jiminez Santural Jose, Le Doan Minh Duc, Bui Xuan Bien, Tran Minh Thuong, Nguyen Thanh Vu. Comparative Analysis of the Business Strategy of Bach Hoa Xanh and VinMart on Vietnam's Retail Market. *International journal of academic research and development*. 2020; 5(4):1-6.
  47. Szpringer W. *E-commerce - competition or regulation?* Difin Publisher, Warsaw, 2010.
  48. To Ngoc Minh Phuong, Nguyen Minh Ngoc, Dinh Ba Hung Anh, Nguyen Diu Huong, Nguyen Thi Thanh Huong. Green marketing development strategy in post Covid-19 period in Vietnam. *International journal of multidisciplinary research and growth evaluation*. 2021; 1(5):101-106.
  49. Truong Thi Hai Thuan. Analysis of Strategic Risk of Domestic and Foreign Real Estate Enterprises Operating in Vietnam's Market. *International journal of commerce and management research*. 2019; 5(5):36-43.
  50. Tien NH. *Leadership in Socially Responsible Enterprises*. Ementon Publisher, Warsaw, Poland, 2015.
  51. Tien NH. *International economics, business and management strategy*. Academic Publications, 2019a, Delhi, <http://www.publishbookonline.com/download/13/1-1-18-179.pdf>
  52. Tien NH, Anh DBH, Thuc TD. *Global supply chain and logistics management*. Academic Publications, 2019a, Delhi, <http://www.publishbookonline.com/download/10/1-1-17-419.pdf>
  53. Tien NH. *Competitiveness of Vietnam's economy. Modeling analysis*. PTM Publisher. Warsaw, 2019a.
  54. Tien NH. *Competitiveness of Enterprises in A Knowledge Based Economy*. PTM Publisher. Warsaw, 2012.
  55. Tien NH, Nhi DTY, Chi DTP. CRM Application in Agricultural Management in the Mekong Delta. *International journal of multidisciplinary research and development*. 2019b; 6(10):123-126. <http://www.allsubjectjournal.com/archives/2019/vol6/issue10>
  56. Tien NH. CRM Application in Managing Hotel, Restaurant and Tourism Services in Vietnam. *International journal of research in management*. 2019b; 1(1):14-17. ISSN: 2664-8806. <http://www.managementpaper.net/article/view/4/1-1-14>
  57. Tien NH. CRM Application in Customer Service Management at Big4 Banks in Vietnam. *International journal of research in management*. 2019c; 1(1):9-13. ISSN: 2664-8806. <http://www.managementpaper.net/article/view/3/1-1-13>
  58. Tien NH. Application of CRM in Agricultural Management. *Proceedings of National Scientific Conference on: "Development of High-tech Agriculture in the Highlands in the Context of Regional Linkage and International Integration*, 216-223. April 2019, Institute of Social Science in Central Region, Vietnam Academy of Social Science, 2019d. ISBN: 978-604-956-652-3
  59. Tien NH, Nhi DTY. Comparative Analysis of Knowledge Management Software Application at E&Y and Unilever Vietnam. *International journal of multidisciplinary research and development*. 2019; 6(10):22-27. <http://www.allsubjectjournal.com/archives/2019/vol6/issue10>
  60. Tien NH, Vinh NDT. Analyzing the Prospects and Limitations of the ERP Market in Vietnam. *International journal of commerce and management research*. 2019a; 5(5):46-50. <http://www.managejournal.com/download/899/5-4-45-619.pdf>
  61. Tien NH, Vinh NDT. Analyzing the Prospects and Limitations of the ERP Market in the World. *International journal of commerce and management research*. 2019b; 5(5):42-45. <http://www.managejournal.com/download/898/5-4-44-988.pdf>
  62. Tien NH, Vinh NDT. ERP Application in SMEs in Vietnam - Limitations, Potentials and Development Solutions. *International journal of commerce and management research*. 2019c; 5(5):75-78. <http://www.managejournal.com/download/905/5-4-46-182.pdf>
  63. Tien NH. *Organizational Changes Problems in the ERP Systems Implementation*. „Organization and Manage



- ment” No. (130) 4/2007, 51-64. Warsaw Institute of Organization and Management in Industry, 2007.
64. Tien NH, Grzeszczyk TA. Change Management in ERP Systems. *Economics and Organization of Enterprise*, No. (673) 02/2006, 61-69. Warsaw Institute of Organization and Management in Industry, 2006.
  65. Tien NH. The E-government Investment in Vietnam in the Period 2000-2005. “*Economic Science*”, No. 34/2006, 339-350. VIII Symposium at Economics and Management Institute. Swietokrzyska (Hollycross) University of Technology, Kielce, Poland, 2006.
  66. Wackowski K, Tien NH. The Systemic Character of Change Management Processes in ERP Class Systems Implementation. *Economic Science*, No. 34/2006, 329-338. VIII Symposium at Economics and Management Institute. Swietokrzyska (Hollycross) University of Technology, Kielce, Poland, 2006.