



Received: 02-12-2024  
Accepted: 12-01-2025

## International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

### Promoting Customer Satisfaction at Bach Hoa Xanh Vietnam

<sup>1</sup>Nguyen Hoang Tien, <sup>2</sup>Le Thi Ngoc

<sup>1,2</sup>Ho Chi Minh City University of Industry and Trade, Vietnam

Corresponding Author: **Nguyen Hoang Tien**

#### Abstract

One of the aspects that most affects customers' consumption behavior towards businesses is satisfaction. Currently in Vietnam, research topics are on maintaining customer satisfaction with supermarkets or analyzing service quality at large shopping centers. The new projects have a general approach to the factors that ensure customer satisfaction with the service quality of Bach Hoa Xanh store - a Vietnamese retail business with great development potential.

Therefore, we researched the factors that affect the satisfaction of Bach Hoa Xanh business. Based on the analysis, the results show that in addition to implementing well the human factors - employees, trust, store policies and prices, Bach Hoa Xanh should also organize customer care and solve problems. Resolve conflicts and build a unique corporate culture.

**Keywords:** Maintenance, Customer Satisfaction, Bach Hoa Xanh, Vietnam

#### 1. Introductions

In today's market economy, with the innovation of science, technology and modern techniques in developed and developing countries, large and small commercial and service centers appear more and more. constantly developing to meet essential shopping needs in people's daily lives. In the Vietnamese market, this type of service is also continuously developing. Besides businesses such as mini supermarkets or convenience stores, traditional businesses such as markets and grocery stores also play a major role in life. However, people's incomes are increasing day by day, creating conditions for people to pay more attention to issues such as health, product quality, hygiene and safety, and convenience, so the quality and system of all kinds of products. This model must be increasingly enhanced to meet the increasing needs of customers.

With many domestic and foreign retailers such as Lotte, Big C, VinMart, Aeon, Coopmart, Circle K, Bach Hoa Xanh, Family Mart. Disputes over diversifying retail types such as supermarkets, shopping centers, and department stores are becoming increasingly tense.

Among them, Bach Hoa Xanh - a mini supermarket chain of Vietnam Mobile World Joint Stock Company (MWG) was put into testing at the end of 2015, is a chain of stores specializing in retailing fresh food (meat, fish, vegetables, fruits...) and necessities with nearly 2,000 supermarkets in the Southern and South Central provinces. Bach Hoa Xanh provides daily essential products that are fresh, clear in origin, and diverse in types; Reasonable prices compared to traditional markets and small stores; in a clean, friendly space and in accessible locations for homemakers.

The need to meet service needs will increase consumption, and paying attention to customer satisfaction with sales service is very important. Mini supermarkets and department stores need to evaluate customer satisfaction after their purchases. With the desire to conquer the retail market for necessities of Bach Hoa Xanh Joint Stock Company, research to evaluate the level of customer satisfaction with the quality of sales service of the store system is meaningful. extremely important related to the Company's survival, contributing to providing additional research and investigation on the service quality of companies providing necessities in the Vietnamese market today.

Therefore, our team chose the topic "Maintaining customer satisfaction at Bach Hoa Xanh Vietnam" to help Bach Hoa Xanh know the factors that affect customer satisfaction and from there can improve. and maintain customer satisfaction.

## 2. Theoretical basis

- According to Hansemark and Albinsson (2004), "Customer satisfaction is a customer's overall attitude toward a service provider, or an emotional response to differences between what the customer expected anticipation and what they perceive, with respect to the fulfillment of some need, goal or desire".
- According to Philip Kotler, customer satisfaction is the level of a person's feeling state that results from comparing the results obtained from consuming a product/service with one's own expectations. They are a type of psychological feeling after a customer's needs are satisfied.
- Satisfaction is the customer's response to the difference between desires and perceived levels after using a product or service (Tse & Wilton, 1988).

Customer satisfaction is a measure of a consumer's sensory state from evaluation, comparing the results obtained after using a product or service with expected expectations (Kotler, 2000)<sup>[1]</sup>.

Thus, from the above concepts, it can be understood that customer satisfaction is a pleasant or possibly disappointing feeling arising from the buyer's comparison between the actual benefits of the product and the customer's expectations. Surname. Whether customers are satisfied or not after making a purchase depends on how they compare the actual benefits of the product with their expectations before purchasing. Therefore, each business needs to make indirect or direct changes to create satisfaction for customers when using their business's products. Furthermore, customer satisfaction leads to longer customer retention (Hubert, 2001).

Service is the behavior, way and process of performing an activity to create value for customers to satisfy customer needs and expectations (Zeithaml & Bitner, 2000). Services are activities that can be separated but must be intangible to satisfy the needs and expectations of customers and services do not necessarily require the use of a product but in any case do not take place. Own anything" (Kotler & Keller, 2016)<sup>[2]</sup>. According to Philip Kotler: "a service is any activity or benefit that one entity can provide to another entity. In which the object provided must be intangible and does not lead to any ownership of an object. Service production may or may not be associated with any physical product.

Service quality is what customers perceive. Because of the awareness of the diversity of each individual's needs, each customer has a different perception of service quality. Service quality is the result created by the comparison between customers' expectations and perceptions after using the service (Lewis & Booms, 1983)<sup>[3]</sup>. Service quality is the gap between customers' expectations of the service received and the actual experience of the service after use. Based on that expectation, service quality is considered satisfactory if after using the customer's expectations are higher or equal to reality and vice versa (Lewis & Booms, 1983)<sup>[3]</sup>. Therefore, the authors believe that quality services are based on service users' evaluations based on their own criteria and perceptions. Service quality shows the superiority of a business, especially reaching the level of satisfying all needs and satisfying customers. Service quality and satisfaction, although two concepts, are closely related in service research (Parasuraman *et al.* 1988). Previous studies have

shown that service quality is the cause of satisfaction (Cronin and Taylor, 1992; Spreng and Taylor, 1996). When products and service quality are good, they will satisfy customers, most of them will return and become loyal customers. The reason is that service quality is related to service delivery, while satisfaction can only be assessed after using the service. Customer satisfaction is the result, service quality is the cause, satisfaction is the prediction and expectation; Quality service is an ideal standard. Customer satisfaction is a general concept, expressing their satisfaction when using a service.

The level of customer satisfaction and expectations will be based on a 5-point scale and divided into 3 main levels: Dissatisfied (1 - 2 points), satisfied (3 - 4 points) to extremely satisfied (5 points).

**First level:** Dissatisfied (1-2 points)

This is considered the lowest level, because for some reasons such as product quality, service, convenience, price... customers are not satisfied with the products/services that the business offers. supply industry.

Once customers feel dissatisfied, they will "turn away" from the business, and in more serious cases, they can also spread bad information about the business to people around them, influencing their decisions. intend to buy from others

**Second level:** Satisfaction (3-4 points): At this average level of satisfaction, shoppers may feel satisfied after using but there is no guarantee that they will return and become loyal customers of the business.

They feel normal about the quality of products/services that the business brings, so they will not spread bad things but also will not say good things about the business to those around them.

**Third level:** Very satisfied (5 points)

This is the highest level that businesses themselves always want to improve so that customers can achieve the highest possible level of satisfaction. And it shows that customers are definitely very satisfied with the products/services that the business provides.

Extremely satisfied customers will be loyal customers of the business, they will introduce your business well to those around them, and evaluate, respond and contribute opinions accurately. about the quality of the company's products/services.

In short, service quality is a factor that greatly affects customer satisfaction. If a service provider provides customers with quality products that meet their needs, the firm has taken the first step toward customer satisfaction. Therefore, in order to improve customer satisfaction, service providers must improve service quality. In other words, service quality and customer satisfaction are closely related, in which service quality is the first thing that determines customer satisfaction. The cause and effect relationship between these two factors is an important issue in most customer satisfaction studies. If quality is improved but not based on customer needs, customers will never be satisfied with that service. Therefore, when using a service, if customers perceive the service to be of high quality, they will be satisfied with that service. On the contrary, if customers think the service is of low quality, dissatisfaction will appear.

**For example:** When buying computers in stores and shopping centers. Some customers will be interested in the characteristics of the product (product quality is the main thing), some customers will be interested in the behavioral

characteristics of the supplier (customer reception, consulting, product warranty policy). after purchase....)

When buying a food processor, both stores have the same type of machine, the machine is good, the price is reasonable, it grinds well and small... but store A serves customers comfortably, enthusiastically, and clearly, then it will win customers. chooses to buy the product, while Party B does not.

An electric kettle costs the same, but one that boils water in 2 minutes will be chosen more than one that boils water in 5 minutes.

Buying an electronic product such as a machine or phone that is unfortunately defective, then calling the store and receiving dedicated care from the staff, receiving a refund... then the likelihood of customers returning to that store is high., and can become loyal customers compared to stores with no customer service, and difficulty in returns.

### 3. Research Methods

The main methods used in the thesis include: Document analysis methods such as: Qualitative methods to find the basic ideological content of the document, find issues related to the topic. Research and identify problems that need to be solved. Documents, articles, interviews or scientific journals related to the issue of "maintaining customer satisfaction at green department stores in Vietnam", because they are secondary data, there are many related documents. mandarin. Therefore, we need to filter to get the most accurate documents for the problem. And the quantitative method is based on the literature and research sources of the qualitative method so that we can highlight the important roles in the process of maintaining customer satisfaction, and answer the question of why the Green Department Store needs to maintain customer satisfaction. Secondary data collection method, this method is based on available documentary sources, so when applying this method, it requires specificity, meaning it must be clear, consistent with research goals, and accurate. of data and topicality. And the comparison and contrast method to find the most accurate documents on the research problem as well as reliable sources of information from the internet.

In addition, there are also methods such as comparing research results, comparing Bach Hoa Xanh with supermarkets of the same size or larger than Bach Hoa Xanh to see more clearly the important role that Bach Hoa Xanh needs to maintain. customer satisfaction in Vietnam. Because when Green Grocery maintains customer satisfaction, customers will favor supermarkets that are fast and quick with high food safety, helping customers have clean, green food with clear origins. while helping customers have good health. Create favorable conditions for Vietnam to move quickly on the path to becoming a developed country in the future.

And combine additional methods using primary data, such as using surveys to understand more about customer needs and fix customer dissatisfaction with Bach Hoa Xanh as well as convenience supermarkets. Or now when the internet is very developed, we can use online survey methods to collect as much information as quickly and cost-effectively as possible on the issue of "Maintaining customer satisfaction at Bach Hoa Xanh". Vietnam".

### 4. Research results and discussion

Maintaining satisfaction is an indispensable process for

businesses. Thanks to it, businesses always ensure their revenue source and increase their profits. Nowadays, as the process of globalization and international economic integration takes place increasingly strongly, the process of maintaining customer satisfaction is extremely necessary. Therefore, organizing and implementing well the criteria to satisfy customers as well as create solid trust for Bach Hoa Xanh's customers is an indispensable issue.

A business that develops strongly and has a position in the market needs to have customer satisfaction. Businesses need to gain the trust of customers to keep their business operations stable and create a premise for development. In particular, we must exploit and utilize all resources, from large to small, to achieve the goal of customer satisfaction. When there is customer satisfaction, the whole company feels happy from the director to the employees. When there is customer satisfaction, that satisfaction will spread to many people. Satisfying a customer will be widely introduced by that customer to their acquaintances and Bach Hoa Xanh will have a very large number of customers. Because the oral culture of the Vietnamese people is extremely popular. Besides finding ways to maintain customer satisfaction, Bach Hoa Xanh needs to use its budget effectively.

Achieving satisfaction is not easy, and maintaining satisfaction is even more difficult. First, Bach Hoa Xanh must know the factors that customers require in their stores. Then research and develop those factors to ensure and maintain consumer satisfaction.

According to research, we have obtained 4 factors that affect customer satisfaction with service quality at Bach Hoa Xanh including:

Staff service capabilities, business reliability, store policies and price perception.

Among the four influence factors, employee service capacity has the strongest influence on customer satisfaction. Next is store policy, trust and finally price perception.

Characteristics such as gender, age, education level, occupation and income also affect customer satisfaction levels.

Some recommendations to improve the service quality of Bach Hoa Xanh:

Regarding staff service capacity:

**Firstly**, about meeting customer requests quickly and promptly: Having appropriate working hours, adding more service staff when there are many customers to ensure timely customer service.

**Second**, regarding the service attitude of employees and communication skills with customers: Pay more attention to recruiting and training professional and methodical staff on customer service attitude. Employees must be carefully trained in communication and must be able to convey content to customers during work.

About belief:

**Firstly**, always ensure quality goods and products: Commit to trust the brand, commit and perform exactly what has been committed regarding the quality of goods. Gain reputation in the market.

**Second**, regarding the issue of trust in goods transactions: It is necessary to invest in upgrading equipment such as cash registers, receipt printers, and barcode scanners. Regularly check to detect errors promptly, ensuring accuracy in implementation. Ensure security when charging money during transactions with customers.

About store policy:

**Firstly**, in terms of operating hours, the store system needs to close later and open earlier on weekends, Saturdays and Sundays until 10:00 or 10:30 am. Thus, customers, especially young consumers, can be more comfortable shopping after work. In addition, it is also suitable for customers who work overtime or work late at night. This helps Bach Hoa Xanh increase the number of goods sold during the day

**Second**, regarding promotion policies and discounts at stores, increase the implementation of promotional programs for stores, diversify promotional programs in many forms such as customer incentive cards, points cards. Creating special occasions such as Halloween, Christmas or Valentine's Day will also impress and attract customers.

**Third**, about payment policy: Expand payment methods such as e-wallets like Momo or Airpay during the payment process to create convenience for customers.

Price perception:

**Firstly**, it is necessary to maintain stable prices for items at Bach Hoa Xanh, especially during the epidemic season. Ensuring price stability will ensure customer confidence. Follow other stores to learn and find ways to grow your company.

**Second**, reduce prices for consumers for customers who buy in large, stable quantities and minimize costs incurred at intermediaries and upgrade optimal infrastructure systems to reduce other costs.

Ensure those factors contribute to forming customer trust. To ensure that trust and satisfaction exist over time, Bach Hoa Xanh needs to carry out additional activities as follows: Regularly organize customer care activities: Bach Hoa Xanh takes care of customers in information management: Customer information is kept confidential and effective. Regular customers are always remembered and communicated with by employees at Bach Hoa Xanh, and there are special incentives for them to maintain trust. Besides, CRM software is also very necessary to support employees in customer care.

Quality customer care: Increase website visits. Website Bachhoaxanh.com currently has more than 180,000 visits per day, always updated with the latest product information, images and actual product uses. Prices and promotions are always updated promptly and promptly to serve customers interested in the department store sector.

Bach Hoa Xanh needs to maintain a large team of administrators to update information and answer customers' questions on the website as quickly as possible today.

Bach Hoa Xanh always ensures thoughtfulness to customers: Bach Hoa Xanh commits that when customers order online on the website, they will receive quick delivery. In the process of resolving customer inquiries/complaints, Green Department Store always finds the most effective and quickest solution for customers. On the BachhoaXANH.com website, we always welcome and answer customers' questions during working hours.

On social networking sites such as Facebook, Bach Hoa Xanh has attractive advertising programs and provides timely information to customers.

Bach Hoa Xanh manages customer conflicts well: Bach Hoa Xanh always minimizes conflicts between customers. And when something happens, Bach Hoa Xanh will find out the cause, reduce customer anger and finally find the most reasonable solution.

Bach Hoa Xanh builds a customer service culture: Needs to expand its target customers. Normally, the rate of women entering the store to buy is higher than that of men, so Bach Hoa Xanh needs to find out and solve this problem.

Empower employees to motivate employees to work their best.

Put customer interests first. And often open customer surveys to understand their thoughts and aspirations.

When solving any problem, small or large, employees and managers must put the interests of customers first because they understand that customers are the lifeblood of the Enterprise.

## 5. Conclusion and recommendations

### 5.1 Conclusion

With a commitment to putting customers at the center, in all its thoughts and actions, Bach Hoa Xanh has been changing to improve the quality of its service better and better.

In particular, service quality and customer satisfaction are considered the main factors determining survival and are the long-term strategic goals that Bach Hoa Xanh pursues. Because once a customer feels satisfied with the service quality at a certain store, they will stick with the store for a long time, will use Bach Hoa Xanh's products and services more and will attract more customers. add more customers, thereby increasing market share, increasing capital, helping the store chain gain high profits from maintaining old customers and expanding new customers, creating a good image in the market. customers' minds and increasingly improve their competitive position compared to other competing store chains.

With the topic "Maintaining customer satisfaction at Bach Hoa Xanh Vietnam", the thesis researches customer satisfaction with the products and services that the supply chain provides to customers. The thesis is presented through an objective survey of customer opinions, finding the causes leading to customer dissatisfaction with service quality, thereby proposing solutions to maintain customer satisfaction, and can further improve service quality to satisfy customers' increasing needs. Although the thesis still has many shortcomings, it is hoped that it will contribute a small part in the strategy of maintaining customer satisfaction and developing the overall service quality of Bach Hoa Xanh today.

### 5.2 Recommendations

Bach Hoa Xanh is a large chain of stores, a familiar place for families to buy daily food. Gradually, the chain of stores is always favored and trusted by customers. However, recently, during the epidemic, Bach Hoa Xanh received feedback from consumers about unreasonable price increases of some products.

Specifically, the incident "Customer accused Bach Hoa Xanh of cheating when buying 18 eggs, staff charged for 30 eggs, and the billed price was 300 VND higher than the customer's price". And the reason given by Bach Hoa Xanh is due to increased costs of transportation, human resources, quarantine, etc. However, compared to competing store chains, they also have similar difficulties but still maintain full price to consumers, even though their profits may be reduced.

If a business wants to maintain its long-term reputation with customers, it must build its image from the moment it enters the market and accompany consumers in the most difficult



times. Only then will customers truly admire and have a lasting impression on them. If just because of temporary difficulties and unconvincing reasons, they increase prices, the retailer will lose its own reputation and brand.

Through this incident, Bach Hoa Xanh has more or less lost the trust of customers, and may even lose a large number of customers when this incident occurs.

## 6. References

- Kotler P. Marketing management, Prentice Hall, USA, 2000.
- Kotler P, Keller KL. Marketing management, Pearson, USA, 2016.
- Lewis RC, Booms BH. The marketing aspects of service quality, In Berry, Shostack 12.G and Upah, G.(Eds), Emerging Perspectives in Service Marketing, American Marketing Association, Chicago, 1983, 99-107.
- Anh DBH. CSR Policy Change – Case of International Corporations in Vietnam. Polish Journal of Management Studies. 2018; 18(1):403-417.
- Zheng Zhou, Ka Yin Chau, Amena Sibghatullah, Massoud Moslehpour, Khajimuratov Nizomjon Shukurullaevich. The role of green finance, environmental benefits, fintech development, and natural resource management in advancing sustainability. Resources Policy. 2024; 92:105013.
- Dezhi Pang, Xin Jin, Kengcheng Zheng. A Road towards Green Growth: Optimizing the role of Mineral Resources, Fintech Innovation and Effective Governance in G-20 Economies. Resources Policy. 2024; 92:104983.
- Trang TTT. Sustainable Development of Higher Education Institutions in Developing Countries: Comparative Analysis of Poland and Vietnam. Contemporary Economics. 2022; 16(2):195-210.
- Zheng WL. Impact of Energy Efficiency, Technology Innovation, Institutional Quality and Trade Openness on Greenhouse Gas Emissions in Ten Asian Economies. Environmental Science and Pollution Research. 2022; 30:43024-43039.
- Ahmad AF. The Nexus among Green Financial Development and Renewable Energy: Investment in the wake of the Covid-19 pandemic. Economic Research. 2022; 35(1):5650-5675.
- Ye F. The Impact of Corporate Social Responsibility on the Sustainable Financial Performance of Italian Firms: Mediating Role of Firm Reputation. Economic Research. 2022; 35(1):4740-4758.
- Feng SC. The Role of Technology Innovation and Cleaner Energy towards Sustainable Environment in ASEAN Countries: Proposing Policies for Sustainable Development Goals. Economic Research. 2022; 35(1):4677-4692.
- Mai NP. Social Entrepreneurship and Corporate Sustainable Development. Evidence from Vietnam. Cogent Business and Management. 2020; 7(1):1-17.
- Thuong TM. Enhancing Independence of Local Auditing Services by Profiting from International Experiences of the Big4 Group (KPMG, Deloitte, PWC E&Y) Operating in Vietnam Market. Cogent Business and Management. 2019; 6(1):1-14.
- Tien NH. Corporate Financial Performance due to Sustainable Development in Vietnam. Corporate Social Responsibility and Environmental Management. 2019; 27(2):694-705.
- Tien NH. Impact of Natural Resources Extraction and Energy Consumption on the Environmental Sustainability in ASEAN Countries. Resources Policy. 2023; 85:103713.
- Ka YC. Exploration of Green Energy and Consumption Impact on Sustainability of Natural Resources: Empirical Evidence from G7 Countries. Renewable Energy. 2022; 196(August 2022):1241-1249.
- Ngoc NM. Solutions for Development of High Quality Human Resource in Binh Duong Industrial Province of Vietnam. International Journal of Business and Globalisation, 2023.
- Huong LTM. Factors Impacting State Tax Revenue in ASEAN Countries. International Journal of Public Sector Performance Management, 2023.
- Ngoc NM. Impact of Accreditation Policy on Quality Assurance Activities of Public and Private Universities in Vietnam. International Journal of Public Sector Performance Management, 2023.
- Ngoc NM. Quality of Scientific Research and World Ranking of Public and Private Universities in Vietnam. International Journal of Public Sector Performance Management, 2023.
- Viet PQ. Sustainability of Tourism Development in Vietnam's Coastal Provinces. World Review of Entrepreneurship Management and Sustainable Development. 2021; 17(5):579-598.
- Tien NH. Vietnamese Family Business in Poland and in Vietnam. Comparative Analysis of Trends and Characteristics. International Journal of Entrepreneurship and Small Business. 2021; 42(3):282-299.
- Anh DBH. Sustainable Development of Social Entrepreneurship. Evidence from Vietnam. International Journal of Entrepreneurship and Small Business. 2022; 45(1):62-76.
- Mai NP. Green Entrepreneurship - a Game Changer in Vietnam Business Landscape. International Journal of Entrepreneurship And Small Business, 2023.
- Ngoc NM. Enhancing efficiency of real estate brokerage activities in Vietnam. International Journal of Business and Globalisation, 2023.
- Ngoc NM. Factors affecting the selling price of luxury apartments in Vietnam. A quantitative analysis. International Journal of Business and Globalisation, 2023.
- Mai NP. Enhancing Sustainability in the Contemporary Model of CSR: A Case of Fast Fashion Industry in Developing Countries. Social Responsibility Journal. 2021; 17(4):578-591.
- Ngoc NM. Sustainable Integration in Vietnam's Tourism Industry. World Review of Entrepreneurship Management and Sustainable Development, 2023.
- Ngoc NM. The relevance of factors affecting real estate investment decisions for post pandemic time. International Journal of Business and Globalisation, 2023.
- Massoud M. Impact of non-renewable energy and natural resources on economic recovery: Empirical evidence from selected developing economies. Resources Policy. 2023; 80:103221.
- Hieu VM. Socially Sustainable Entrepreneurship of

- Chinese Community in Southern Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
32. Ngoc NM. Factors affecting the willingness to pay for management services of apartments in Vietnam. *International Journal of Business and Globalisation*, 2023.
  33. Toan TT. Opportunities and challenges for quality of human resource in public sector of Vietnam's logistics industry. *International Journal of Public Sector Performance Management*, 2023.
  34. Lan TTN. Market development strategy of renewable energy industry in Vietnam. *International Journal of Business and Globalisation*, 2023.
  35. Huong LTM. Assessment of green economic growth in the current specific socio-economic context of Vietnam. *International Journal of Business and Globalisation*, 2023.
  36. Lan TTN. A global trend of sustainable development of agribusiness in Vietnam. *International Journal of Business and Globalisation*, 2023.
  37. Vinh PT. Global performance of Vietnamese small enterprises due to internal and external drivers. *International Journal of Business and Globalisation*, 2023.
  38. Tuan LHA. The entrepreneurial pathway of Vietnamese super-rich. The sources of their successful business performance. *International Journal of Entrepreneurship and Small Business*, 2023.
  39. Tien NH. Global product purchasing intention in Vietnam. *International Journal of Business and Globalisation*, 2023.
  40. Hai DH. The influence of global climate change on economic growth in Vietnam. *International Journal of Business and Globalisation*, 2023.
  41. Quyet TN. Factors affecting Vietnamese agricultural commodities' export to the EU market. *International Journal of Business and Globalisation*, 2023.
  42. Quan NM. Assessing innovation capacity in public organisations: A new model and approach. *International Journal of Public Sector performance Management*, 2023.
  43. Tien NH. The nexus between TQM and global strategic performance of Small Businesses in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  44. Tien NH. Vietnam's resources management policy due to global climate change. *International Journal of Public Sector Performance Management*, 2023.
  45. Hai DH. Factors impacting human resource development in public companies: A case of Ho Chi Minh City Telecommunication. *International Journal of Public Sector Performance Management*, 2023.
  46. Tien NH. Factors affecting the quality of relationship between private service providers and public institutions in Vietnam. *International Journal of Public Sector Performance Management*, 2023.
  47. Duc LDM. The impact of audit committee on financial reporting quality: A case of Vietnam listed public companies. *International Journal of Public Sector Performance Management*, 2023.
  48. Tien NH. Impact of CSR on consumer behaviour: Evidence of SMEs in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  49. Tien NH. Global climate change and sustainable social entrepreneurship of SMEs in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  50. Tien NH. Enhancing Vietnam's SMEs entrepreneurial performance in post-pandemic tourism industry. *International Journal of Entrepreneurship and Small Business*, 2023.
  51. Anh DBH. The role of public and private partnership to develop green logistics systems. A case of SMEs in Ho Chi Minh City. *International Journal of Entrepreneurship and Small Business*, 2023.
  52. Ngoc NM. Practices of Human Resource Development in Vietnam: Cases of public companies in telecommunication and tourism industries. *International Journal of Public Sector Performance Management*, 2023.
  53. Huong LTM. Factors affecting customers' satisfaction on public Internet service quality in Vietnam. *International Journal of Public Sector Performance Management*, 2023.
  54. Mai NTT. Cultural tourism resources: State policy and solutions for SMEs in tourism industry. *International Journal of Entrepreneurship and Small Business*, 2023.
  55. Hai DH. Enhancing social entrepreneurial performance of tourism service and resort real estate SMEs in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  56. Diem PT. The impact of Covid-19 on Vietnam macro-economy and implications for SMEs performance: A lesson for the future. *International Journal of Entrepreneurship and Small Business*, 2023.
  57. Kiet TV. SMEs' business performance due to CSR practices: Evidence from Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  58. Tien NH. Assessment of humanistic tourism resources by SMEs in Central Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  59. Quyet TN. The purchase behaviour via E-commerce platform: A case of SMEs and households in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  60. Tung PM. Methodology for research on B2B relationship quality: A case of public environmental services in Vietnam. *International Journal of Public Sector Performance Management*, 2023.
  61. Tien NH. Exploitation of humanistic tourism resources by SMEs in Ho Chi Minh City. *International Journal of Entrepreneurship and Small Business*, 2023.
  62. Tinh NH. Agribusiness sustainability due to social entrepreneurship in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  63. Tinh NH. Knowledge transfer and succession process in small family businesses. *International Journal of Entrepreneurship and Small Business*, 2023.
  64. Trai DV. The impact of data analytics on audit firms' value creation: Implications for small and medium financial auditing services. *International Journal of Entrepreneurship and Small Business*, 2023.
  65. Tien NH. The impact of CSR on corporate financial performance: Evidence from SMEs of tourism industry in Southern Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  66. Tien NH. The role of leadership behaviour in shaping

- the sense of work in SMEs. *International Journal of Entrepreneurship and Small Business*, 2023.
67. Tien NH. The role of projects participation experiences in SMEs' knowledge management. *International Journal of Entrepreneurship and Small Business*, 2023.
  68. Tien NH. Experiences of senior people with remote healthcare solutions during the pandemic: Implications for SMEs in the industry. *International Journal of Entrepreneurship and Small Business*, 2023.
  69. Tien NH. Globalisation and business development orientation of small English language teaching centres in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  70. Tien NH. The impact of global climate change on tourism development in Vietnam: Implications for SMEs. *International Journal of Entrepreneurship and Small Business*, 2023.
  71. Trai DV. The impact of digital transformation on tourism sustainable development: A case of SMEs in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  72. Trai DV. Joint logistics development: A driver of economic growth in Southeast Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  73. Tung NV. The impact of strategic management accounting on business performance of listed SMEs in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  74. Tien NH. SMEs' business performance due to quality of financial reporting information. *International Journal of Entrepreneurship and Small Business*, 2023.
  75. Kiet TV. SMEs' business performance due to CSR practices: Evidence from Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  76. Quyet TN. The purchase behaviour via E-commerce platform: A case of SMEs and households in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  77. Tinh NH. Agribusiness sustainability due to social entrepreneurship in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  78. Tinh NH. Knowledge transfer and succession process in small family businesses. *International Journal of Entrepreneurship and Small Business*, 2023.
  79. Trai DV. The impact of data analytics on audit firms' value creation: Implications for small and medium financial auditing services. *International Journal of Entrepreneurship and Small Business*, 2023.
  80. Trai DV. The impact of digital transformation on tourism sustainable development: A case of SMEs in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  81. Trai DV. Joint logistics development: A driver of economic growth in Southeast Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.
  82. Tung NV. The impact of strategic management accounting on business performance of listed SMEs in Vietnam. *International Journal of Entrepreneurship and Small Business*, 2023.