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Abstract

At research-intensive universities, building human resources management (HRM) capacity has become a key approach to enhancing a university's research performance. However, despite aspiring to become a research-intensive university, many teaching-intensive universities in developing countries may not have created effective research-promoted HRM policies. This study investigates the extent to which four leading universities in Vietnam have motivated their academics to improve research performance. By analysing policy documents and 55 semi-structured interviews with university leaders, managers, and academics, the study found that compared to the "ideal" research-enhanced HRM policies employed by research-intensive universities, the four case-study Vietnamese universities have shown their recognition of academic research; however, their HRM policies are not powerful enough to encourage academics to do research to the best of their potential. In realizing their vision of becoming research-oriented universities, the four Vietnamese universities should employ a long-term HRM capacity-building strategy by providing stronger remuneration packages for academics, applying explicit indicators in assessing lecturers' research performance, and building a comprehensive staff development agenda for research team building. However, for the four universities to implement these recommendations, changes must also be made at the system level. The

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Vietnamese government must allocate more research funding and confer a higher level of autonomy to universities so that they can implement their desired HRM policies to accelerate institutional research capacity and performance. .(HRK / Abstract übernommen) Nguyen, T. L. Huong, E-mail: lamhuonghic@yahoo.com