

STRENGTHENING FINANCIAL MANAGEMENT IN GRASSROOTS TRADE UNIONS: EMPIRICAL EVIDENCE FROM VIETNAM AND POLICY IMPLICATIONS

FORTALECIMENTO DA GESTÃO FINANCEIRA EM SINDICATOS DE BASE: EVIDÊNCIAS EMPÍRICAS DO VIETNÃ E IMPLICAÇÕES PARA POLÍTICAS PÚBLICAS

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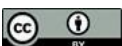
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Abstract

Financial management plays a crucial role in ensuring the operational effectiveness and sustainability of grassroots trade unions, particularly in the context of organizational reform and the increasing demands for transparency and accountability in Vietnam. However, empirical studies on financial management within the grassroots trade union system remain limited. This study aims to assess the current state of financial management in grassroots trade unions in Vietnam, identify the key factors influencing financial management effectiveness, and propose relevant policy implications. Based on survey data collected from officials of grassroots trade unions in Vietnam, the study employs a mixed-methods approach combining quantitative and qualitative analyses to examine the roles of factors such as staff capacity, financial decentralization mechanisms, the level of information transparency, and financial supervision and control systems. The findings indicate that the effectiveness of financial management in grassroots trade unions is significantly influenced by the professional competence and managerial skills of union officials, as well as the clarity and consistency of the financial institutional framework. In addition, shortcomings in financial supervision and disclosure mechanisms remain major barriers to

Resumo

A gestão financeira desempenha um papel crucial para garantir a eficácia operacional e a sustentabilidade dos sindicatos de base, particularmente no contexto da reforma organizacional e das crescentes demandas por transparência e prestação de contas no Vietnã. No entanto, os estudos empíricos sobre gestão financeira no sistema sindical de base ainda são limitados. Este estudo visa avaliar o estado atual da gestão financeira nos sindicatos de base no Vietnã, identificar os principais fatores que influenciam a eficácia da gestão financeira e propor implicações políticas relevantes. Com base em dados de pesquisa coletados junto a dirigentes de sindicatos de base no Vietnã, o estudo emprega uma abordagem de métodos mistos, combinando análises quantitativas e qualitativas, para examinar o papel de fatores como capacidade da equipe, mecanismos de descentralização financeira, nível de transparência da informação e sistemas de supervisão e controle financeiro. Os resultados indicam que a eficácia da gestão financeira nos sindicatos de base é significativamente influenciada pela competência profissional e pelas habilidades gerenciais dos dirigentes sindicais, bem como pela clareza e consistência da estrutura institucional financeira. Além disso, as deficiências nos mecanismos de supervisão e divulgação financeira continuam



the efficient use of trade union financial resources. Drawing on empirical evidence, the paper proposes several policy implications to strengthen financial management in grassroots trade unions, including improving the financial institutional framework, enhancing the capacity of union officials, and promoting transparency and accountability. These measures are expected to contribute to improving the overall performance and sustainability of the trade union system in Vietnam.

Keywords: Trade Union Finance. Trade Union Financial Management. Grassroots Trade Unions.

sendo as principais barreiras para o uso eficiente dos recursos financeiros dos sindicatos.

Palavras-chave: *Finanças Sindicais. Gestão Financeira Sindical. Sindicatos de Base.*

1 INTRODUCTION

In the context of Vietnam's rapidly transforming socio-economic environment under the impacts of international integration, digital transformation, and institutional reform, enhancing the effectiveness of financial management in trade union organizations—particularly at the grassroots level—has become an issue of significant importance for public governance and labor institutional development. Trade union finance not only serves as a critical resource for sustaining routine organizational activities but also determines the capacity of trade unions to perform their core functions of representing, protecting, and promoting the legitimate rights and interests of workers. However, empirical evidence indicates that financial management practices within Vietnam's trade union system still exhibit certain limitations and have yet to fully meet the increasing demands for efficiency, transparency, and accountability in the context of governance reform and public sector modernization. Moreover, the factors influencing the effectiveness of trade union financial management have become increasingly multidimensional, encompassing institutional frameworks, managerial capacity, supervisory mechanisms, and the extent of adoption of modern management tools, yet these factors have not been comprehensively examined in previous studies. Against this backdrop, this paper analyzes the determinants of financial management in grassroots trade unions in Vietnam, provides empirical evidence, and discusses policy implications aimed at improving trade union financial governance toward greater efficiency, transparency, and sustainability, in line with the country's broader goals of institutional reform and socio-economic development.

2 LITERATURE REVIEW

Recent studies on trade union financial management and public sector financial management indicate that financial management effectiveness is not determined by a single factor, but rather results from the combined influence of multiple institutional, organizational, resource-related, and technological factors. International research has emphasized the roles of organizational capacity, legal and institutional frameworks, revenue and expenditure structures, operating costs, and the level of information technology adoption in enhancing the efficiency and sustainability of trade union financial management. Willman (2019), in his analysis of trade union models in the United Kingdom, identifies the phenomenon of “cost disease,” whereby administrative and operational costs of trade unions tend to grow faster than their revenue-generating capacity, thereby underscoring the urgent need to strengthen internal governance, expenditure control, and financial resource diversification. In the Asian context, Huang (2022) highlights the importance of transparent legal frameworks, standardized accounting systems, and financial supervision mechanisms as foundational factors ensuring both effectiveness and legality in the management and use of trade union funds within the public sector. In the education sector, Liu (2018) emphasizes the critical role of grassroots trade union officials’ capacity and the degree of information technology application in budget management, reaffirming the central importance of human and technological factors in the digitalization of public finance.

Empirical studies conducted in developing countries, notably the work of Munge, Kimani, and Ngugi (2016) in Africa, further provide evidence of the strong positive effects of budget management, financial control, and human resource capacity on the financial performance of public organizations. In Vietnam, studies by Le Thi Mai (2021) and Trinh Trung Hieu (2024) demonstrate that financial management effectiveness in public service units is significantly influenced by the professional competence of financial staff, the degree of completeness of the policy and legal framework, financial decentralization mechanisms, and the level of digital technology adoption. However, these studies tend to focus on specific sectors or localities and do not sufficiently address the distinctive context of grassroots trade unions. Moreover, they rarely examine differences across trade union organizational models or explicitly analyze the moderating role of digital transformation in trade union financial management.

Based on the above review, a clear research gap can be identified regarding the development of an integrated analytical model capable of explaining financial management effectiveness in grassroots trade unions within the context of organizational reform and digital transformation in Vietnam. Accordingly, this study proposes to simultaneously examine several key factors, including: (1) the trade union financial management policy system, (2) the level of information technology application, (3) the functions and responsibilities of grassroots trade union organizations, (4) the capacity of financial staff, (5) trade union members' awareness and participation, (6) inter-agency coordination and communication, and (7) the quality of inspection and supervision activities. Integrating these factors into an empirical research model provides a solid foundation for analyzing the magnitude and direction of their effects on financial management effectiveness, thereby supporting the formulation of policy implications aimed at enhancing transparency, efficiency, and sustainability in grassroots trade union financial management in Vietnam.

Despite the valuable contributions of existing studies, several important research gaps remain. First, most prior research adopts a fragmented approach, focusing on individual factors such as legal frameworks, staff capacity, or supervision mechanisms, while lacking integrated models that capture the multidimensional and interactive nature of determinants affecting financial management effectiveness at the grassroots trade union level. Second, empirical research in Vietnam has primarily concentrated on public service units or specific sectors, without sufficiently exploring the unique institutional and operational characteristics of grassroots trade unions—the organizational level directly responsible for representing, supporting, and protecting workers' rights, where demands for transparency, efficiency, and accountability are increasingly pressing. Third, although digital transformation is widely recognized as an inevitable trend in public financial management, the role of information technology as either a direct determinant or a moderating factor influencing trade union financial management effectiveness has not been systematically examined. Finally, existing studies remain limited in integrating institutional factors with behavioral and organizational dimensions, such as trade union members' awareness and participation, as well as coordination between trade unions and relevant governmental agencies. Therefore, an empirical study that develops a multi-factor analytical framework is necessary to clarify the magnitude and direction of key determinants of financial management effectiveness in grassroots trade unions in

Vietnam, thereby providing a robust scientific basis for policy recommendations in the context of organizational reform and digital transformation.

3 THEORETICAL FRAMEWORK ON TRADE UNION FINANCIAL MANAGEMENT AT THE GRASSROOTS LEVEL

3.1 Overview of trade union financial management at the grassroots level

(1) Organization of the Trade Union Financial Management Apparatus

The organization of the trade union financial management apparatus is closely related to personnel arrangements in terms of both the quantity and professional quality of staff engaged in trade union financial management. The most important task is to build a team of financial and accounting officers at the grassroots trade union level that is sufficient in number and enhanced in quality, ensuring professionalism and the ability to meet assigned duties and requirements.

At the grassroots level, officials responsible for trade union financial management are mostly part-time; therefore, training and capacity-building activities in financial and accounting operations, as well as the application of information technology, are essential for financial officers at all levels of the trade union system. This ensures that they are not only proficient in professional skills but also capable of effectively using accounting software.

To effectively organize the trade union financial management apparatus, grassroots trade unions need to conduct assessments and classifications based on the professional qualifications of personnel engaged in trade union financial management within the unit. The professional competence of trade union financial management staff is reflected in their ability to apply information technology, their assigned roles and responsibilities, and their work experience. In addition, ethical standards and a strong sense of responsibility among trade union financial management personnel must be emphasized in order to enhance the effectiveness of financial management.

(2) Management of Trade Union Financial Revenue

The management of trade union financial revenues is carried out through a closely interconnected sequence of activities, including financial budgeting, determination of implementation timelines, identification and classification of revenue sources,

establishment of collection bases and methods, organization of revenue collection, and the application of information technology throughout the management process. Among these activities, trade union financial budgeting plays a central role, guiding all revenue and expenditure management activities of the trade union organization.

Budget preparation is a process of analyzing the relationship between revenue mobilization capacity and expenditure needs in order to determine revenue and expenditure targets and appropriate budget-balancing plans, while also proposing economic–financial and administrative measures to ensure the feasibility of the budget. This is the first and most decisive stage in the trade union financial management cycle. It embodies both the characteristics of a comprehensive economic activity and a close connection with the implementation of grassroots trade union functions and tasks.

Budget preparation must strictly comply with current legal regulations and policies on financial revenues and expenditures, ensuring the principles of accurate, sufficient, and timely collection. According to regulations in Viet Nam, trade union financial revenues include trade union membership fees, trade union funds, state budget support, and other lawful sources of income. Grassroots trade unions are entitled to use 75% of total trade union fund revenues and 70% of total membership fee revenues. In addition, trade union units are allowed to retain and fully utilize (100%) other sources of income derived from cultural and sports activities, economic activities, state-assigned projects, or lawful grants and sponsorships.

Diversifying revenue collection methods, in conjunction with strict control over compliance with revenue collection and enhanced application of information technology, is regarded as a set of key solutions to improving the effectiveness of trade union financial revenue management in the current context.

(3) Management of Trade Union Financial Allocation

The management of trade union financial allocation involves determining allocation ratios and defining the balancing obligations of each unit within the trade union system. This includes identifying units required to remit funds to higher-level trade unions, units that are financially self-balanced, and units receiving financial subsidies from higher levels. To ensure coordinated and consistent operations across trade union levels, financial allocation must be conducted in a rational manner that reflects the scale and scope of activities of each level and sectoral trade union. Financial allocation is typically implemented through two main stages: (i) financial planning, based on annual

operational needs such as workers' rights protection programs, training activities, health care initiatives, and support for emulation movements; and (ii) budget allocation, whereby financial resources are distributed to specific trade union activities in accordance with approved plans.

(4) Management of Trade Union Financial Expenditure

Trade unions manage and use grassroots-level trade union finances in strict compliance with legal regulations and the guidance of supervising authorities, with the aim of ensuring adequate resources for the fulfillment of rights and responsibilities and for maintaining the stable and sustainable operation of the trade union system. The use of grassroots trade union finances must adhere to the approved purposes, contents, and budgets, and strictly comply with regulations on procedures, processes, and implementation timelines.

Expenditures from trade union finances should prioritize the core functions of the trade union organization, particularly the representation, care, and protection of the lawful rights and interests of workers, while also contributing to the strengthening of the trade union organization. The preparation and implementation of expenditure budgets must ensure a reasonable balance, thriftiness, and efficiency, focusing resources on movement activities, training and capacity building for union officials, and union membership development, while exercising strict control over administrative expenditures.

The use of trade union finances must comply with the principles of centralization, democracy, openness, and transparency, and be associated with the issuance of internal expenditure regulations as well as the enhanced application of information technology in financial management, settlement, and final accounts. Financial settlement and finalization activities must be conducted in a timely manner and their results publicly disclosed, thereby strengthening accountability and improving the effectiveness of trade union financial management.

(5) Inspection and Supervision of Trade Union Finance

Inspection, supervision, and financial finalization serve as essential instruments to ensure financial discipline and accountability at the grassroots trade union level. This function encompasses the regular monitoring and assessment of revenue and expenditure activities, the timely detection of errors and violations, and the implementation of financial finalization in strict accordance with prescribed regulations.

Inspection and supervision activities help prevent financial risks, minimize waste and misconduct, and enhance compliance with legal requirements in trade union financial management. The combination of internal inspection mechanisms, supervision by higher-level trade unions, and independent auditing arrangements (when necessary) contributes to strengthening the effectiveness and efficiency of financial control within grassroots trade union organizations.

3.2 Theoretical foundations of the study

The theoretical framework of this study is grounded in four major theoretical perspectives that explain behavior and effectiveness in trade union financial management.

Institutional Theory

Institutional Theory, as developed by DiMaggio and Powell (1983), argues that organizational behavior and structures are shaped by three types of institutional pressures: coercive pressures arising from laws and government regulations; mimetic pressures stemming from the imitation of successful organizational models; and normative pressures related to professional standards and societal expectations. In the context of trade unions, these pressures influence financial practices such as revenue collection, budget allocation, internal control, and compliance with accounting regulations. When financial policies and management mechanisms are clear, consistent, and stable, trade union financial management tends to be more transparent and effective. Conversely, fragmented or inconsistent regulatory frameworks increase the risk of non-compliance and weaken financial governance.

Technological Innovation Theory

According to Schumpeter (1934) and Fountain (2001), technological innovation extends beyond invention to include the application of technology in management and operations to enhance organizational performance. In the public sector, the adoption of information technology contributes to greater transparency, reduced fraud, improved control mechanisms, and faster administrative processes. For trade unions, digitalizing revenue and expenditure procedures, adopting accounting software, financial data portals, and electronic documentation systems provides a critical foundation for improving financial management effectiveness. Technological innovation also strengthens

members' oversight capabilities and supports automated inspection, monitoring, and reporting processes.

Human Capital Theory

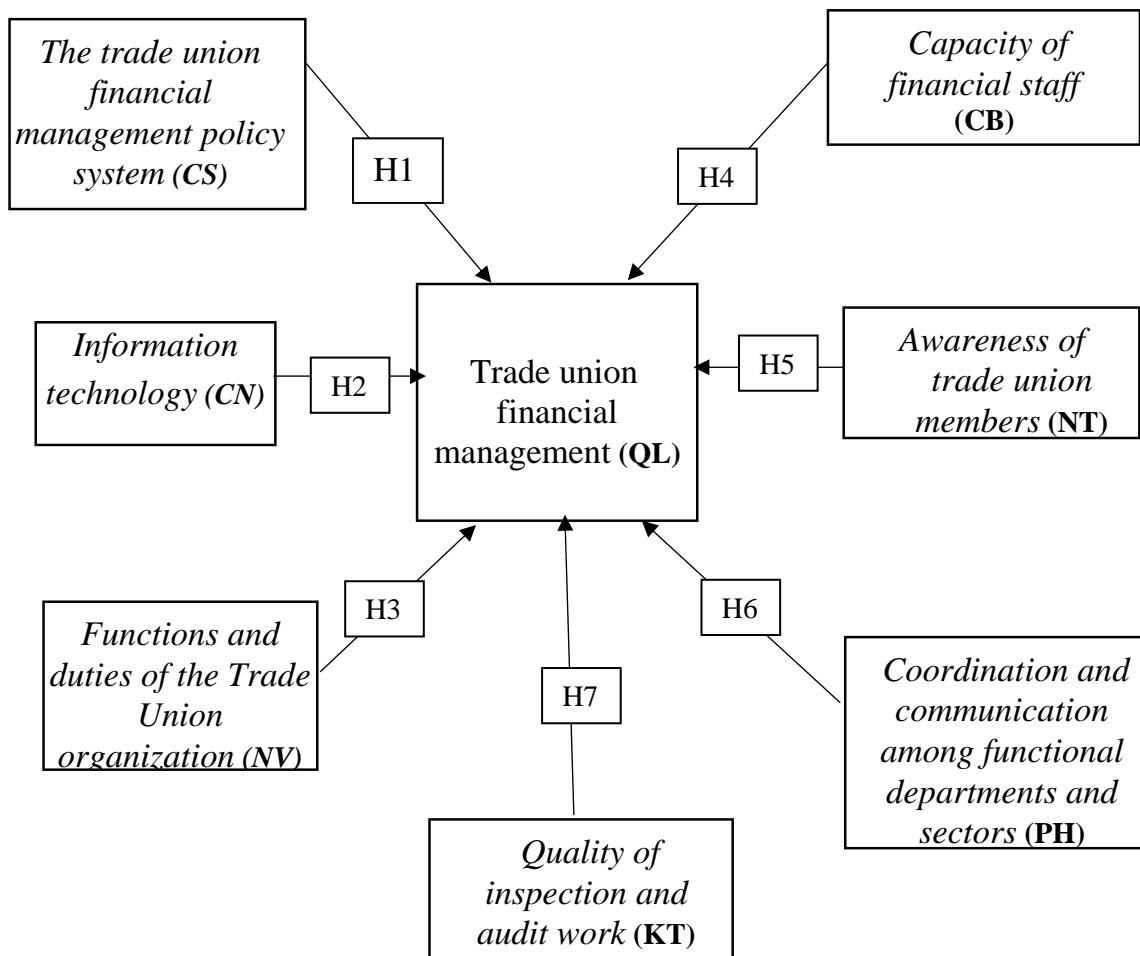
Human Capital Theory, as articulated by Schultz (1961) and Becker (1964), conceptualizes human capital as the accumulation of knowledge, skills, and competencies acquired through education, training, and professional experience, which are central determinants of organizational productivity and effectiveness. In trade union financial management, the professional qualifications, accounting and financial expertise, information technology skills, and legal awareness of financial officers are key factors ensuring the quality of revenue and expenditure management and budget governance. Empirical evidence suggests that grassroots trade unions often lack specialized financial staff, leading to errors in accounting, financial reporting, and final accounts. Therefore, investment in training and capacity building is a prerequisite for enhancing the effectiveness of trade union financial management.

Stakeholder Theory

Stakeholder Theory, proposed by Freeman (1984), emphasizes that organizational effectiveness depends on balancing the expectations and interests of multiple stakeholder groups that influence organizational operations. In the case of trade unions, stakeholders include union members, workers, union officials, employers, state management agencies, and society at large. Trade union financial management is strongly affected by members' oversight pressure, regulatory demands for transparency from public authorities, and employers' cooperation in fulfilling trade union contribution obligations. When stakeholders are actively engaged and effective feedback mechanisms are in place, financial management systems become more transparent, risks of financial mismanagement are reduced, and trust in trade union organizations is strengthened.

4 RESEARCH MODEL AND HYPOTHESES

Based on the research gaps identified in previous studies and the theoretical foundations discussed above, this study develops a research model examining the factors influencing trade union financial management at the grassroots level, as presented below:

Figure 1*Research Model*

Source: Authors' synthesis

(1) Trade Union Financial Management Policy System (CS)

The financial management policy system plays a foundational role in guiding and controlling revenue and expenditure activities at the grassroots trade union level. Clear, coherent, and stable legal regulations contribute to ensuring transparency, financial discipline, and the efficient use of public resources (Chêne & Planck, 2013; Kraay, 2004). In Vietnam, the degree of completeness and consistency of the legal framework governing budgeting and accounting has been shown to significantly influence the effectiveness of public financial management (Nguyen Thi Huong Lan, 2017).

Hypothesis H1: The Financial Management Policy System has a positive impact on Trade Union Financial Management effectiveness.

(2) Information Technology (IT)

The application of information technology in financial management enhances the accuracy, timeliness, and transparency of financial information. Electronic financial management systems and accounting software help reduce errors and fraud while improving the efficiency of budget allocation (Deloitte, 2017). In Vietnam, the level of information technology adoption has been shown to have a positive impact on the effectiveness of financial management at the grassroots trade union level (Nguyen Tien Hung, 2020; Nguyen Thi Thuy Linh, 2022).

Hypothesis H2: Information Technology has a positive impact on Trade Union Financial Management effectiveness.

(3) Functions and Responsibilities of Trade Union Organizations (NV)

The functions and responsibilities of trade union organizations directly determine the scale and structure of financial resource utilization at the grassroots trade union level. Effectively performing core functions such as representation, welfare provision, and protection of workers' rights requires rational and efficient financial management and allocation. Moreover, accountability and financial supervision requirements associated with organizational functions contribute to enhancing transparency in financial management (Ha Thi Phuong Thao, 2022).

Hypothesis H3: The Functions and Mandates of the Trade Union Organization have a positive impact on Trade Union Financial Management effectiveness.

(4) Capacity of Financial Staff (CB)

The professional competence and ethical standards of financial staff are key determinants of the quality of trade union financial management. Previous studies indicate that a lack of professional expertise among financial personnel increases the risk of errors and inefficiencies in budget management (Jensen, 2003; Mikesell, 2013). In Vietnam, the capacity of trade union officials has been found to be closely associated with the effectiveness of financial management at the grassroots trade union level (Do Ngan Huong, 2021).

Hypothesis H4: The Capacity of Financial Personnel has a positive impact on Trade Union Financial Management effectiveness

(5) Trade Union Members' Awareness (NT)

Trade union members' awareness of their financial roles, rights, and obligations directly affects compliance levels and the stability of trade union revenue sources. When members clearly understand and agree with financial regulations, the effectiveness of

financial management and oversight is enhanced (Miller, 2012). Empirical studies in Vietnam also confirm that the awareness of trade union members and officials is a significant factor in improving financial management performance (Do Ngan Huong, 2021).

Hypothesis H5: The Awareness of Trade Union Members has a positive impact on Trade Union Financial Management effectiveness.

(6) Coordination and Communication among Functional Departments (PH)

Coordination and communication among functional departments contribute to ensuring consistency in the implementation of public financial policies. Effective communication activities help enhance awareness, consensus, and the level of compliance among relevant stakeholders, thereby improving the effectiveness of financial management (World Bank, 2015; OECD, 2017). In Viet Nam, inter-sectoral coordination has been shown to have a positive impact on public financial management capacity (Trinh Trung Hieu, 2024).

Hypothesis H6: The Coordination and Communication among Functional Agencies and Sectors have a positive impact on Trade Union Financial Management effectiveness.

(7) Quality of Inspection and Examination Activities (KT)

Inspection and examination serve as important instruments to ensure financial order and discipline within trade union organizations. When conducted on a regular and objective basis, inspection activities help promptly detect violations, prevent financial losses, and enhance transparency in financial management (Ha Le, 2023). As a result, the effectiveness of trade union financial utilization is significantly improved.

Hypothesis H7: The Quality of Inspection and Audit Activities has a positive impact on Trade Union Financial Management effectiveness

5 RESEARCH RESULTS

5.1 Cronbach's alpha test

All Cronbach's alpha coefficients of the variables were ≥ 0.6 , thus meeting the requirements to be included in factor analysis. At the same time, the total correlation

coefficients of the observed variables all meet the requirement of ≥ 0.3 , ensuring that the given scales can be trusted in a statistically significant way.

Table 1

Reliability Statistics

Thang đo	Biến quan sát	Hệ số Cronbach's Alpha
The Financial Management Policy System	CS1, CS2, CS3, CS4, CS5	.817
Information Technology	CN1, CN2, CN3, CN4, CN5	.802
The Functions and Mandates of the Trade Union Organization	NV1, NV2, NV3, NV4	.804
The Capacity of Financial Personnel	CB1, CB2, CB3	.810
The Awareness of Trade Union Members	NT1, NT2, NT3	.791
The Coordination and Communication among Functional Agencies and Sectors	PH1, PH2, PH3	.767
The Quality of Inspection and Audit Activities	KT1, KT2, KT3	.763
Trade union financial management	QL1, QL2, QL3	.713

Source: Results compiled

5.2 Exploratory factor analysis (EFA)

The results of data testing with $KMO = 0.800 (> 0.5)$, Sig of Bartlett's Test is 0.000 less than 0.05, showing that these observations are correlated with each other and completely suitable for factor analysis. The factor loading coefficient of the observed variables are all > 0.5 , the total variance extracted is 66.54% ($> 50\%$). These tests have been guaranteed for exploratory factor analysis.

As a result, every scale chosen for the model's variables satisfies the criteria and is suitable for use in later analyses.

Table 2

Rotated Component Matrix^a

Rotated Component Matrix ^a							
	Component						
	1	2	3	4	5	6	7
CS4	.784						
CS5	.772						
CS1	.743						
CS2	.740						
CS3	.679						
NV3		.843					
NV2		.788					
NV1		.736					
NV4		.712					

CN1			.790				
CN2			.783				
CN3			.744				
CN4			.592				
NT2				.809			
NT1				.789			
NT3				.744			
CB1					.862		
CB2					.800		
CB3					.772		
KT1						.827	
KT3						.790	
KT2						.745	
PH2							.842
PH1							.721
PH3							.702

Source: Results compiled

5.3 Results of regression analysis

The following are the findings of the regression analysis of the model of factors influencing the desire to use T with 7 independent variables: The model's appropriateness test value, sig. = 0.000 (< 0.05), indicates that the dependent variable's change can be explained by the model's variables.

Table 3

Coefficients^a

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	
1	(Constant)	-.729	.079		-9.244	.000	
	CS	.243	.014	.258	17.727	.000	.887
	CN	.165	.017	.160	9.825	.000	.706
	NV	.160	.014	.177	11.553	.000	.798
	CB	.195	.013	.226	14.604	.000	.782
	NT	.154	.014	.185	11.000	.000	.662
	PH	.166	.014	.198	11.990	.000	.688
	KT	.156	.014	.174	11.498	.000	.814

a. Independent Variable: KT, NV, CS, NT, CB, CN, PH

b. Dependent Variable: QL

Source: Results compiled

$$QL = 0.258*CS + 0.160 * CN + 0.177*NV+ 0.226*CB + 0.185*NT + 0.198*PH+ 0.174*KT + \varepsilon \quad (1)$$

The testing of the regression model and the research hypotheses reveals that the Adjusted R-Square coefficient is 0.712 (71,2%). This indicates that the research model is suitable for the study data at an explanatory level of 71,2%. Furthermore, the Durbin-Watson value is 1.873, suggesting the absence of serial correlation among the residuals. The model does not violate the assumptions of error independence, and the VIF < 2 coefficients confirm the absence of multicollinearity. The results of the normality distribution test demonstrate that the survey data follows a bell-shaped normal distribution and has a small mean value, confirming the scientific validity of the model data assumptions.

The factors CS, CN, NV, CB, NT, PH, and KT all have a positive and significant impact on Financial Management (QL) effectiveness. Specifically: The Financial Management Policy System (CS) is the most important factor. This is followed by the factor "Capacity of Financial Personnel (CB)". The factor "Coordination and Communication among Functional Agencies and Sectors (PH)" has the lowest influence.

6 CONCLUSIONS AND POLICY RECOMMENDATIONS

This study provides empirical evidence on financial management at the grassroots trade union level in Viet Nam in the context of institutional reform and digital transformation. The findings indicate that the effectiveness of trade union financial management is influenced by a combination of multiple factors, most notably the financial management policy framework, the level of information technology application, the functions and responsibilities of trade union organizations, the capacity of financial officers, union members' awareness, inter-sectoral coordination, and the quality of inspection and supervision activities. These results help clarify the role of both institutional factors and organizational–human factors in trade union financial management.

Based on the research findings, several policy implications are proposed:

First, the system of policies and regulations governing trade union finances should continue to be improved in a coherent and transparent manner, ensuring alignment with the practical operations of grassroots trade unions.

Second, greater emphasis should be placed on the application of information technology and digital transformation in revenue and expenditure management, accounting, and financial finalization in order to enhance efficiency and minimize risks.

Third, priority should be given to strengthening the professional capacity, skills, and ethical standards of personnel engaged in trade union financial management.

Fourth, communication and awareness-raising activities should be intensified to enhance union members' understanding of, and participation in, financial management and supervision.

Finally, inter-sectoral coordination mechanisms should be reinforced, and the quality of inspection and supervision activities should be improved to ensure financial discipline, thereby contributing to greater effectiveness and sustainability of financial management at the grassroots trade union level in Viet Nam.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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