

Factors Affecting The Quality Of Vietnam's Civil Servants

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Abstract

Quality of Civil Servants (QC) is the value expressed through qualities, qualifications and capabilities that meet the standards of titles and employment positions prescribed by the laws of each country. There are many factors affecting the quality of civil servants and in this study, the author focuses on analyzing some basic factors that directly affect the quality of civil servants, including: Active Learning and Frame of civil servants (LF); Working Environment of civil servants (WE); Recruitment and Use of civil servants (RU); Evaluation of Civil servants (EC); Retraining for Civil servants (RC). On the basis of building a research theoretical framework, the author conducted a survey of 768 managers and professional civil servants from the Ministry of Home Affairs and many agencies in 6 localities representing 3 regions of Vietnam, including : Bac Kan, Hanoi (Norland), Da Nang, Dak Lak (Central region), Ho Chi Minh City, Can Tho (Southward). The research results show that the factor Evaluation of Civil servant (EC) has the worst correlation with the Quality of Civil servants (QC), which proves that the survey respondents underestimated the Evaluation of Civil servants (EC), which sets the requirements for innovation in assessment to become an important measure to improve the quality of civil servants in Vietnam. From the results of this study, the author suggests solutions to improve the quality of civil servants, that is: Building a competency framework and evaluating civil servants according to the competency framework of each job position in state agencies country of Vietnam.

Keywords: Civil servants; Quality of Civil servants; Vietnam.

Date of Submission: 07-06-2022

Date of Acceptance: 22-06-2022

1. Research overview

Quality of Civil servants (QC)

The term "Civil servant" is understood differently depending on the political, economic and social conditions of each country, but generally refers to people who are recruited to work regularly in state agencies and are salary from the state budget (HUHA, 2020). In Vietnam, civil servants work not only in state agencies, but also in many other types of organizations (VNA, 2008).

Regarding the quality of civil servants, on the basis of the approach "quality is what creates the quality and value of a person, thing, or event" (Phe, H., 2011), it is possible to understand the concept. General: Quality of civil servants is the value expressed through qualities, qualifications and capabilities that meet the standards of titles and employment positions prescribed by law. This concept clearly shows the professional standards of civil servants prescribed by law, and also shows actual capacity through the results of performing tasks at the working agency. Therefore, the content of civil servant quality is expressed according to the following main contents:

- QC1: Civil servants have good qualities, meeting the political and ethical standards of human resources performing official duties.
- QC2: Civil servants have professional qualifications and skills that meet the standards of titles and employment positions in the civil service.
- QC3: Civil servants have working capacity and work results that meet practical work requirements associated with job titles and positions in the civil service.

In fact, there are many factors that affect the quality of civil servants, which are clearly pointed out and analyzed by many researchers, including: Personal factors (gender, age, active learning, forging training of civil servants), organizational factors (recruiting, employing, evaluating, training and fostering civil servants; working

environment: physical facilities, techniques, technology, professional living conditions , fair competition...), social factors... (Minh, BV, 2016; Cuong, NM, 2017) . In this study, the author focuses on analyzing some basic factors that directly affect the quality of civil servants, including: The initiative in learning and training of civil servants; working environment of civil servants; recruiting, employing, evaluating and fostering civil servants. The choice to study these factors is reflected in both subjective (personal factors) and objective aspects (organizational factors).

Active learning and frame of civil servants (LF)

The initiative in learning to improve professional qualifications, accumulating more knowledge and professional skills, and actively practicing professional skills are factors that have a strong impact on the quality of civil servants. This is because society is constantly moving, specialized knowledge will change in the direction of expansion, requiring civil servants to always update and supplement trained specialized knowledge, besides , it is also necessary to update and accumulate other social knowledge to support professional work (Khanh, CX et al., 2010) . The active learning of civil servants is usually done in the form of:

- LF1: Public servants actively update documents and policies related to professional activities.
- LF2: Civil servants actively seek and participate in training and retraining programs related to updating and supplementing professional knowledge.
- LF3: Public servants actively and actively practice professional skills to always be proficient in organizing and performing assigned tasks.

Through the process of active learning and training, civil servants have both expanded their specialized knowledge and developed in-depth knowledge according to their professional fields of activity, contributing to improving the quality and efficiency of enforcement. equipment. That is both a basic requirement but also a high requirement for civil servants. All these activities, carried out in a planned manner, will bring many good results, not only improving professional capacity but also affirming the prestige of civil servants.

Working environment of civil servants (WE)

The working environment of civil servants is the place to carry out their professional activities, including the following factors: Facilities, techniques, technology, professional living conditions, fair competition These factors have a regular and direct influence on the capacity to perform tasks and the performance results (quality) of civil servants. A good working environment is reflected in the following aspects:

- WE1. The agency's physical, technical and technological foundations meet the requirements of professional activities of civil servants.

Physical, technical and technological facilities for professional activities of the agency are well met, which will create a good environment for civil servants to practice their profession in a stable manner and improve their professional skills. . Since then, the progress and quality of task execution are ensured, contributing to building a professional and effective contingent of civil servants.

- WE2. Civil servants are regularly entitled to professional activities in an appropriate form.

The regular activities (contact, exchange of knowledge, expertise, professional skills, working skills, etc. with colleagues) in the working agency are carried out on a regular basis, which will help the civil servants to have an update. , additional professional knowledge, experience sharing, professional practice skills. The actual operation of the agencies, the contact and exchange of knowledge, expertise, professional skills and working skills of civil servants are usually done in the form of: seminars, scientific discussions; practical learning program; competition to improve professional skills.

- WE3. Civil servants are entitled to fair competition in the working process.

Fair competition in the working environment (fairness in employment, rewards, learning and development opportunities, etc.) will help civil servants to work with a spirit of self-discipline, enthusiasm, and maximize their potential, internal resources and creativity, contributing to improving the quality and efficiency of performing professional tasks and dedicating to serve the agency well. On the contrary, if there is no fair competition, they will be indifferent to work, work in a coping way, not promote creativity, affect their work performance and career maturity.

Recruitment and Use of civil servants (RU)

In the current context of Vietnam, the recruitment and use of human resources to meet professional job requirements and the requirements of the civil service are mentioned with the following content: Recruitment and employment of civil servants associated with job positions do meet the requirements of the job position (VG, 2020a). Good implementation of the recruitment and use of civil servants who meet the requirements of the job position will help the agencies to have people with the right skills for current and future needs and

development. That is confirmed as an important measure, mainly to improve the quality of civil servants. To implement this measure, a number of principled issues mentioned by many researchers in the field of human resource management are:

- RU1. Clear and open recruitment criteria.

In order to recruit qualified people to meet the requirements of each job position both in the present and in the future, managers must establish clear recruitment criteria for civil servants. That is to clearly define the requirements for the content of the job position (job description, competency framework) in accordance with the characteristics of the civil service and each agency. Next is the publication of recruitment criteria and the screening of candidates according to the set criteria.

- RU2. Abundant recruitment sources, flexible recruitment methods.

When there is a need to recruit people who meet job requirements, managers need to have flexibility in recruiting from internal sources (in the public sector) and external sources (social human resources).). At the same time, depending on the source of recruitment and each job position, managers need to determine the most appropriate recruitment method to achieve the highest efficiency: Recruitment through selection and examination.

- RU3. Satisfied civil servants, given development opportunities.

The use of civil servants must create a sense of satisfaction, stimulate enthusiasm, work effort, and create fullness for individuals when recruited and employed. In addition, the employment of civil servants must create development opportunities, including equal development opportunities and promotion opportunities. That's because, when civil servants see the development opportunities in the agency, they will have a strong motivation to work, thereby achieving a high level of work performance.

Evaluation of Civil servants (EC)

In the process of employing civil servants, agencies need to take measures to assess whether the actual qualities and capabilities of the civil servants can meet the requirements of current and future job positions. The evaluation of civil servants is carried out because society is constantly moving and developing, requiring each civil servant to constantly learn, accumulate experience, and work methods to respond promptly to challenges, changes of society and of the industry and field of work. Some of the requirements of the civil servant assessment include:

- EC1. Evaluate objectively and fairly. In order to assess the reality of civil servants in the process of performing official duties, the evaluation needs to ensure objectivity, fairness, ie unbiased, and not influenced by other factors when evaluating.

- EC2. Accurate and correct assessment. The evaluation of civil servants must be based on their assigned responsibilities and tasks and the results of task performance - specific products (accurate assessment); must strictly comply with the authority and content of the assessment (evaluate according to regulations).

- EC3. Open, flexible assessment. Managers need to publicize the content, methods and results of the assessment so that civil servants know and always have a sense of striving to complete their tasks well as well as promote their creative spirit at work. In addition, managers who want to know the reality of the job completion and reputation of civil servants during their work need to collect evaluation information about them in many dimensions: information from inside , from the outside (Hai, TN, 2008) . This shows flexibility in assessment, from which managers can obtain complete and objective information about the quality of civil servants.

Retraining for Civil servants (RC)

In the management of civil servants in Vietnam, managers have also had a fairly clear approach to civil servant training: "Retraining is an activity of equipping, updating and improving knowledge and skills to do work. Job: (VG, 2017). This is an important legal basis for agencies and organizations to carry out the task of fostering civil servants in order to equip them with basic knowledge and skills, and to update and supplement necessary knowledge and skills for civil servants successfully complete the assigned task. Training activities for civil servants include:

- RC1. Nurturing knowledge of foreign languages and informatics. The fostering of foreign language and informatics knowledge to build a contingent of civil servants meeting the standards of foreign language and informatics knowledge in accordance with current law.

- RC2. Improve knowledge and skills according to the standards and requirements of the job position.

The training of knowledge and skills is carried out with the aim of equipping them with basic knowledge and skills and updating and supplementing necessary knowledge and skills for civil servants to successfully complete their assigned tasks. The training content includes: State management knowledge according to the

standards of civil servants; specialized knowledge and skills associated with the job position are required to be performed annually (VG, 2017) .

- RC3. Cultivate political and moral qualities.

Political and moral qualities are identified as one of the standard conditions of civil servants according to the law (VNA, 2008). Therefore, the training is carried out in order to build a contingent of civil servants with good moral qualities, political bravery, meeting the requirements of serving the people and the cause of national development, ensuring the criteria of civil servants political and moral qualities as prescribed by law.

The construction of specific content of factors affecting the quality of civil servants helps the author to have a basis for building a research scale and research model. Research scale, research model includes 05 independent variables and 01 dependent variable with a total of 18 observed variables. The author designed the survey according to these 18 observed variables and measured it using the Likert measure with 5 levels: 1 - Strongly disagree; 2 - Disagree; 3 - No comments; 4 - Agree; 5 - Strongly agree (Table 1, Figure 1).

Table 1. Research scale

No	The scale	Encode	Level evaluate				
			1	2	3	4	5
I	Active learning and frame of civil servants	LF					
1	Public servants actively update documents and policies related to professional activities.	LF1					
2	Civil servants actively seek and participate in training programs, fostering professional knowledge.	LF2					
3	Public servants actively and actively practice professional skills.	LF3					
II	Working Environment of civil servants	WE					
1	The agency's physical, technical and technological foundations meet the requirements of professional activities of civil servants.	WE1					
2	Civil servants are regularly entitled to professional activities in an appropriate form.	WE2					
3	Civil servants are entitled to fair competition in the working process.	WE3					
III	Recruiting and Using civil servants	RU					
1	Clear and open recruitment criteria.	RU1					
2	Abundant recruitment sources, flexible recruitment methods.	RU2					
3	Satisfied civil servants, given development opportunities.	RU3					
IV	Evaluation of civil servants	EC					
1	Evaluate objectively and fairly.	EC1					
2	Accurate and correct assessment.	EC2					
3	Open, flexible assessment.	EC3					
V	Retraining for Civil servant	RC					
1	Nurturing knowledge of foreign languages and informatics.	RC1					
2	Improve knowledge and skills according to the standards and requirements of the job position.	RC2					
3	Cultivate political and moral qualities.	RC3					
VI	Quality of Civil servants	QC					

No	The scale	Encode	Level evaluate				
			1	2	3	4	5
1	Civil servants have good qualities, meeting the political and ethical standards of human resources performing official duties.	QC1					
2	Civil servants have professional qualifications that meet the standards of titles and employment positions in the public service.	QC2					
3	Civil servants have working capacity and work results that meet practical work requirements associated with job titles and positions in the civil service.	QC3					

Source: Author's synthesis through theoretical research.

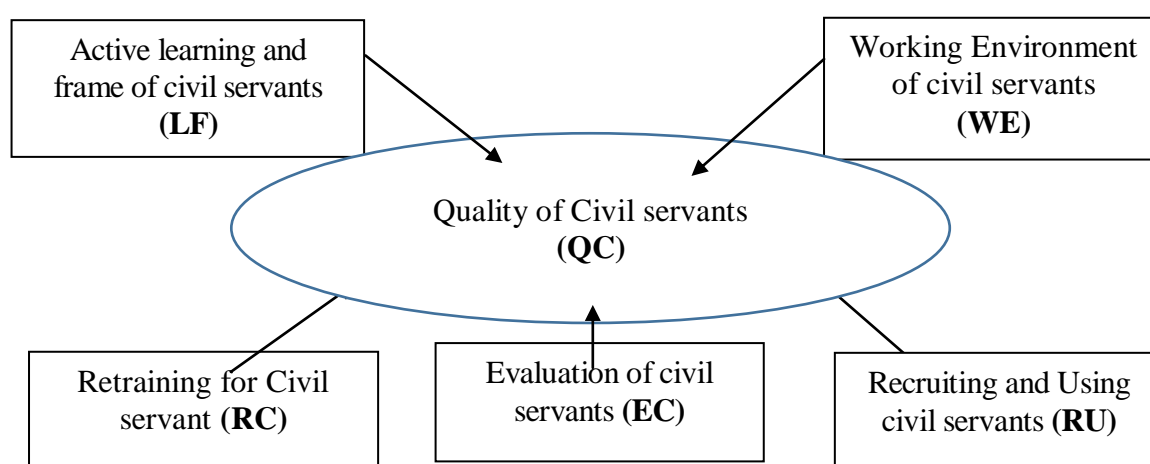


Figure 1. Research model

With the above research scale and research model, the research hypothesis on the factors affecting the quality of civil servants is proposed as:

- H1: The proactive learning and frame of civil servants (LF) is correlated with the quality of civil servants (QC).
- H2: Working environment of civil servants (WE) is correlated with Quality of civil servants (QC).
- H3: Recruitment and use of civil servants (RU) is correlated with Quality of civil servants (QC).
- H4: Evaluation of civil servants (EC) is correlated with Quality of civil servants (QC).
- H5: Retraining for Civil servant (RC) correlated with the Quality of civil Service (QC).

3. Research Methods

The author uses a qualitative method (collection and analysis of secondary data - published documents) combined with a quantitative method (collection and analysis of primary data in the form of surveys and surveys. close). The investigation and survey is carried out in two steps: Preliminary investigation and official investigation.

a) Preliminary investigation

The minimum sample size required for factor analysis for the 6-scale and 18-observed model of this study is $N = 18 \times 5 = 90$ (Hair, JF et al., 2009). The author conducted a survey with a sample size of $N = 768$ professional managers and civil servants of some central and local agencies of Vietnam ($N > 90$), ensuring the reliability of data collection. . The survey was designed and completed, the author conducted a preliminary survey in Bac Kan province with sample size $N = 120$ local civil servants. The results of the preliminary survey in Bac Kan province show that the observed variables are reliable enough to be used in the official survey on a broader scale.

b) Formal investigation

The author conducted an official investigation at the Ministry of Home Affairs and 6 localities representing 3 regions of Vietnam, including: Bac Kan, Hanoi (Norland), Da Nang, Dak Lak (Central Region), Ho Chi Minh

City Ho Chi Minh City, Can Tho (Southward). Survey subjects were identified as managers and professional civil servants of government agencies. The survey was carried out with the consent of the respondents after the author's preliminary interview. The survey results are: 768/800 people agree to answer and 768/768 valid answer sheets, achieving 100% response rate. The characteristics of the study sample showed that the majority (82.8%) of survey respondents had 5 years or more working experience (Table 2).

Table 2. Descriptive statistics of the study sample

Working time			Age				Total
			Under 30	30-40	41-50	Over 50	
Less than 5 years	Sex	Male	Count	67	4		71
			%Gender	94.4%	5.6%		100.0%
	Female	Count	56	5		61	
		%Gender	91.8%	8.2%		100.0%	
	Total	Count	123	9		132	
		%Gender	93.2%	6.8%		100.0%	
5-10 years	Sex	Male	Count	14	136		150
			%Gender	9.3%	90.7%		100.0%
	Female	Count	15	107		122	
		%Gender	12.3%	87.7%		100.0%	
	Total	Count	29	243		272	
		%Gender	10.7%	89.3%		100.0%	
Over 10 years	Sex	Male	Count		34	110	51
			%Gender		17.4%	56.4%	26.2%
	Female	Count		29	94	46	
		%Gender		17.2%	55.6%	27.2%	100.0%
	Total	Count		63	204	97	
		%Gender		17.3%	56.0%	26.6%	100.0%
Total	Sex	Male	Count	81	174	110	51
			%Gender	19.5%	41.8%	26.4%	12.3%
	Female	Count	71	141	94	46	
		%Gender	20.2%	40.1%	26.7%	13.1%	100.0%
	Total	Count	152	315	204	97	
		%Gender	19.8%	41.0%	26.6%	12.6%	100.0%

Source: Author's survey results

With the collected data, the author conducts scale testing, exploratory factor analysis, and regression analysis to test the research hypothesis.

4. Research results

The results of the scale testing in Table 3 show that 18 observed variables in the model have reliability when meeting the standard conditions: Cronbach's alpha > 0.6; Corrected Item-Total Correlation > 0.3 (Hair, JF et al., 2009). These observed variables continue to be used to perform exploratory factor analysis.

Table 3. Scale test results

Scales	Observed variables	Reliability coefficients (Cronbach' Alpha)	Corrected Item-Total Correlation	Min	Max	Mean	Std. Deviation
1. The Active learning and frame of civil servants (LF)	LF1	.760	LF1 = .652	2	5	3.76	.770
	LF2		LF2 = .458	1	5	3.53	.842
	LF3		LF3 = .679	2	5	3.82	.823
2. Working Environment of civil servants (WE)	WE1	.654	WE1 = .484	2	5	4.18	.722
	WE2		WE2 = .525	2	5	3.87	.816
	WE3		WE3 = .539	1	5	3.73	.932
3. Recruitment and Use of civil servants (RU)	RU1	.792	RU1 = .603	2	5	3.80	.841
	RU2		RU2 = .312	2	5	3.87	.796
	RU3		RU3 = .513	11	5	3.68	.946
4. Evaluation of civil servants (EC)	EC1	.801	EC1 = .622	1	5	3.52	.910
	EC2		EC2 = .688	1	5	3.49	.935
	EC3		EC3 = .426	1	5	3.57	.919
5. Retraining of Civil servants (RC)	RC1	.856	RC1 = .806	2	5	3.89	.715
	RC2		RC2 = .735	1	5	3.84	.752
	RC3		RC3 = .527	2	5	4.07	.807
6. Quality of civil servants	QC1	.740	QC1 = .619	3	5	4.15	.736

(QC)	QC2		QC2 = .574	2	5	4.10	.728
	QC3		QC3 = .551	2	5	3.57	1.002

Source: Author's survey results

Exploratory factor analysis with Varimax rotation was performed to preliminary evaluate the unidirectionality, convergence value, discriminant value of the scales. Table 4, Table 5 shows that exploratory factor analysis was performed in accordance with the data set through the standard values mentioned in quantitative research: Value $0.5 \leq KMO \leq 1$; Bartlett's test has observed significance level Sig. < 0.05 ; Eigenvalue ≥ 1 ; Total Variance Explained $\geq 50\%$; $0.3 \leq$ Factor Loading is the minimum condition for the observed variable to retain the sample; $0.5 \leq$ Factor Loading exhibits good statistical significance (Hai, DH et al., 2018). In this study, the author determined the condition $0.5 \leq$ Factor Loading.

Table 4. KMO and Bartlett's Test and Total Variance Explained

KMO and Bartlett's Test									
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.							.889		
Bartlett's Test of Sphericity							17577.019		
Approx. Chi-Square									
DF							351		
Sig.							.000		
Total Variance Explained									
Components	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.917	36.728	36.728	9.917	36.728	36.728	6.107	22.617	22.617
2	3.107	11.507	48.235	3.107	11.507	48.235	5.172	19.155	41.772
3	2.172	8.043	56.279	2.172	8.043	56.279	2.333	8.640	50.412
4	2.004	7.422	63.700	2.004	7.422	63.700	2.153	7.972	58.384
5	1.285	4.758	68.458	1.285	4.758	68.458	1.964	7.275	65.659
6	1.134	4.199	72.657	1.134	4.199	72.657	1.889	6.997	72.657
7	.933	3.455	76.112						
18	.028	.105	100.000						

Extraction Method: Principal Component Analysis.

Source: Author's survey results

Table 5. Rotated Component Matrix

Rotated Component Matrix ^a							
Scales	Observed variables	Components					
		1	2	3	4	5	6
1. The Active learning and frame of civil servants (LF)	LF1	.822					
	LF2	.543					
	LF3	.761					
2. Working Environment of civil servants (WE)	WE1		.830				
	WE2		.534				
	WE3		.624				
3. Recruitment and Use of civil servants (RU)	RU1			.804			
	RU2			.585			
	RU3			.864			
4. Evaluation of civil servants (EC)	EC1				.852		
	EC2				.831		
	EC3				.693		
5. Retraining of Civil servants (RC)	RC1					.826	
	RC2					.785	
	RC3					.711	
6. Quality of civil servants (QC)	QC1						.832
	QC2						.817
	QC3						.781

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 8 iterations.

Source: Author's survey results

Data Table 4, Table 5 with $KMO = .889$ ($KMO > 0.5$) shows that exploratory factor analysis is suitable for the data set; Bartlett's test has the Sig level of significance. = .000 (Sig. < 0.05) shows that the observed variables are linearly correlated with the representative factor; Total Variance Explained with Cumulative % = 72.657% (Cumulative % $> 50\%$) showed that 72.657% of the variation of the representative factors was explained by the

observed variables (Table 4); All observed variables have Factor Loading > 0.5, showing that the observed variables have good statistical significance (Table 5) ; The observed variables were extracted into 06 factors with Eigenvalues > 1, showing that the research model consists of 6 factors [01 dependent variable (QC), 05 independent variables (LF, WE, RU, EC, RC) with a total of 18 observed variables with good statistical significance can perform multivariable linear regression analysis (Table 6) .

Based on the generalized regression model $Y = B_0 + B_1 * X_1 + B_2 * X_2 + \dots + B_i * X_i$ (Hai, DH et al., 2018), it is possible to identify the multivariable regression model of factors affecting the quality of civil servants as follows:

$$QC = B_0 + B_1 * LF + B_2 * WE + B_3 * RU + B_4 * EC + B_5 * RC$$

Table 6. Multivariable regression results

Model	Coefficients ^a					VIF
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
(Constant)	4.165	.190		21,892	.000	
1. The active learning and frame of civil servants (LF)	.051	.069	.044	.742	.000	1.027
2. Working environment of civil servants (WE)	.103	.055	.103	1.876	.000	1.102
3. Recruitment and use of civil servants (RU)	.061	.068	.055	.906	.000	1.010
4. Evaluation of civil servants (EC)	.002	.055	.002	.044	.000	1.025
5. Retraining Civil servant (RC)	.073	.076	.061	.966	.000	1.013

Dependent Variable: Quality of Civil servants (QC)
Adjusted R Square: .658
Durbin-Watson: 2.198

Source: Author's survey results

The regression results in Table 6 with Adjusted R Square = .658 show that the factors LF, WE, RU, EC, RC explain 65.8% of the variation of the QC factor in the research model, the regression model. The built multivariate fits the data set. The coefficient of variance exaggeration of the factors (VIF = 1,000 < 2) shows that the regression model does not have multicollinearity. Durbin-Watson = 2,198 (1 < d < 3) shows that the regression model does not have autocorrelation. The regression coefficients of 5 independent variables are statistically significant (Sig. < 0.05) showing that the factors LF, WE, RU, EC, RC all have a correlation with QC. The unnormalized regression coefficients (B) have positive values, so the factors in the research model have a positive relationship, the hypotheses H1, H2, H3, H4, H5 in the research model (Fig. 1) is accepted. The regression model of the factors in this study is:

$$QC = 4.165 + 0.051 * LF + 0.103 * WE + 0.061 * RU + 0.002 * EC + 0.073 * RC$$

Based on the standardized regression coefficient (Beta), it can be seen that the correlation level of the independent and dependent variables in increasing order is: EC, LF, RU, RC, WE. This shows that the evaluation factor (EC) has the weakest impact on quality (QC), contributing to the proof that the survey respondents' opinions on the evaluation of civil servants (EC) have a large dispersion, the average rating is the lowest, requirements for innovation in assessment to attract the attention of civil servants and become an important measure to improve the quality of civil servants in Vietnam.

5. Conclusion

The results of the test of the scale and the regression analysis of the regression analysis showed that the survey respondents underestimated the performance of the evaluation of civil servants (EC), posing an innovative requirement in the assessment to become a public servant, become an important measure to improve the quality of civil servants in Vietnam. In fact, the assessment of the quality of Vietnamese civil servants with common standards, is modeled in terms of content and applied to agencies in the public sector (VG, 2020b); does not mention the principle of assessment according to the competency framework. From that basis, the author suggests solutions to improve the quality of civil servants, that is: Building a competency framework and evaluating civil servants according to the competency framework of each job position.

- Building a capacity framework for each job position of civil servants in a synchronous and unified manner in each industry in combination with building a capacity framework for each job position of the localities.

- Assess the capacity to perform tasks, and the results of the performance of duties of civil servants according to the established competency framework in an objective and consistent manner.

The content of the above solution will help quantify the criteria for assessing the quality of civil servants according to the characteristics and professional standards of each industry easily. It also helps localities to assess the quality of civil servants more accurately according to the characteristics and quality standards of civil servants of each industry and field, overcoming the limitations of the quality assessment civil servants according to the contents modeled in current legal documents. When each branch and locality completes the construction of a competency framework for each job position, the assessment of the quality of civil servants will also be carried out according to the built capacity framework. And therefore, the current regulations on assessing the quality of civil servants will also inevitably have to change and adjust accordingly.

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