

Assessing Quality Of Vietnamese Civil Servants

PhD. Dao Xuan Hoi¹

Abstract

Civil servants of any country are all human resources performing public duties and exercising the state power to manage the social development, in spite of having their own characteristics. Quality of civil servants is of concern to countries and has become a topic of evaluating government agencies' achieved results and performance efficiency. The quality assessment criteria of civil servants are clearly stipulated in Vietnamese law, including ethical qualities, professional qualification, work competence and work results. Thereby, the theoretical framework of this study was developed and a survey to collect opinions of 300 managers of commune-level government agencies was conducted so that the current state of commune – level civil servants' quality in Vietnam could be assessed. The survey was carried out within 150 communes of 6 provinces representing 3 regions of Vietnam, including: Hung Yen province, Ninh Binh province (Northern region), Nghe An province, Ha Tinh province (Central region), Dong Nai province, Tay Ninh province (Southern region). The results have shown that commune-level civil servants meet quality standards according to provisions of the law. However, local managers don't highly appreciate the practical work competence of commune-level civil servants. The findings suggest research issues and policy adjustments which should be discussed to improve the quality of Vietnamese civil servants.

Key words: *Civil servants; Quality; Quality of civil servants; Vietnam.*

1. Introduction

The Vietnamese government system¹ consists of 4 levels: Central level, provincial level, district level, and commune level. Civil servants are recruited and appointed to meet the standards of ranks and job positions in state agencies and other agencies and organizations, in accordance with law as well as the characteristics of Vietnam's political regime (VNA, 2008).

Vietnamese local authority system is a 3-level administrative one with 63 provincial-level administrative units (provinces and municipal cities), 705 district-level administrative units (districts in provinces and cities, towns, provincial cities, cities of municipal cities), 10,599 commune-level administrative units (communes, wards, commune - level towns) [GSO, 2023]. Each administrative unit consists of the People's Council (elected body) and the People's Committee (executive body), who are administratively decentralized bodies to implement state management activities. In this system, the commune-level authorities are the grassroots, regularly and directly resolving the people's requests; directly implement state laws and policies to the people. According to the general assessment of the Ministry of Home Affairs (the Government agency that uniformly manages state civil servants), local civil servants are standardized in terms of professional qualification and have good political qualities. They all have completed their assigned tasks. However, in localities, the quality of commune-level civil servants still does not really meet task requirements in the trend of promoting administrative reform and digital transformation (GN, 2023).

¹Law Faculty, University of Labour and Social Affairs, Hanoi city, Vietnam.

This current situation put local managers in need of finding policy solutions in which promoting researches on the quality of civil servants play an important role. Thereby, the study on the quality of Vietnamese civil servants is of great significance in this case.

2. Literature review

2.1. Quality of civil servants (QCS)

In terms of research and management, the term "quality" is explained with a common sense: Quality is that to determine the values of an entity; The values are expressed in both their attributes and impacts on other objects. Vietnamese managers in specialized fields also emphasize the relevant issues in terms of "quality" and develop the national quality management standards: "Quality refers to all characteristics of an entity which enable the entity to satisfy intended needs" (MOSTE, 1999). Similarly, according to Phe, H. (2011), quality is "that to create the qualities and values of a person, an object, or an event". This approach helps to confirm that the quality of civil servants refers to qualities, competences (input factors) and public service performance results (output factors) in accordance with standards prescribed by law for recruitment and appraisal annually carried out in state agencies.

The above viewpoints and definitions all refer to the values of a person or thing expressed through inherent characteristics and attributes when placed in specific conditions. Appropriate not only to state management but also to other activities, the definition of quality by MOSTE (1999) has been applied by state agencies and organizations during their state management process according to their decentralized sectors and fields. For local civil servants, their values are affirmed when they make their qualities and competences turn into outputs (work results, service attitudes, etc.) that meet job position requirements, complete the agency's management goals and create the people's satisfaction when resolving their requests. Given the same issues and criteria, different researchers and managers also demonstrate the similar approach to standards for quality of civil servants in recent studies. According to Trung, N.S. (2022), the quality of civil servants is shown by their qualities and competences that meet the current and future work requirements set by their agency. Lan, V.T. (2023) affirms that the quality of civil servants is reflected in their good qualities, professional qualification, work competence, and work results that meet the practical work requirements of their organization.

On the basis of preceding studies, along with the quality assessment of civil servants in the provisions of Vietnamese law (VG, 2020), the scale of "quality of civil servant" has been developed with the following observed variables: Civil servants have good moral qualities, meet political standards in regulations for human resources performing public duties - being loyal and serving the fatherland and the people (QCS1); Civil servants have professional qualification that meets the prescribed standards for human resources performing public duties - standards for ranks and job positions in public service activities (QCS2); Civil servants have work competence to meet the requirements of assigned professional tasks - working independent capacity, coordination capacity in performing public duties (QCS3); Civil servants achieve work results that meet the requirements of professional tasks and the practice of public service activities of the organization (QCS4).

2.2. Assessment criteria of civil servants' quality

The quality assessment of civil servant is clearly stipulated in Vietnamese law according to the following criteria: Ethical qualities, professional qualification, work competence and work results (VG, 2020). The assessment criteria have also been a topic of different studies in both theoretical and practical aspects; thereby, the theoretical framework on quality assessment of civil servants has been formed. Specifically:

a) Ethical qualities (EQ)

Ethical qualities are the most basic criteria for all civil servants as determined by law. Vietnam's Law on Cadres and Civil Servants (VNA, 2008) and the Government's legal

documents (VG, 2020) define the ethical qualities of civil servants as follows: Civil servants have the obligation to be loyal to the fatherland; be dedicated to serving the people; comply with laws and regulations of their organization. In terms of research, Thai, P.H. (2016) and HUHA (2020) emphasize ethical qualities with faithful political thought, good ethics and lifestyle, effective working style and good sense of discipline.

The research issues discussed by Thai, P.H. (2016) and HUHA (2020) are also similar to those stated in the provisions of the Law on Cadres and Civil Servants. Thereby, the scale "ethical qualities" of this study has been built up with observed variables, including: Civil servants have faithful political thought, strictly comply with the law, maintain steadfast stance, unite in the collective and serve common interests (EQ1); Civil servants practice an honest, modest, and simple lifestyle, respect colleagues and the people (EQ2); Civil servants have a democratic and principled working style, ensure proper behavior and spirit of coordination to carry out assigned tasks (EQ3); Civil servants have a good sense of discipline, strictly comply with task assignment, honestly and objectively report and explain assigned tasks (EQ4).

b) Professional qualification (PQ)

Professional qualification is the basic criteria to evaluate the quality of civil servants. According to Khanh, C.X. (2010) and Hai, N.H. (2014), professional qualification of civil servants refers to the knowledge and skills having trained and fostered to each individual before they are recruited as a civil servant (meeting standards for qualifications, knowledge and skills according to rank standards and job position requirements) and the knowledge and skills during their employment history to meet job position requirements and the task requirements given by the state agencies at each stage of development. Criteria for civil servants' professional qualification are stipulated in Vietnamese law (VNA, 2008) as follows: Professional qualification meet standards according to civil servants' job title; State management qualification meet standards according to civil servants' rank; Specialized knowledge and skills meet job position requirements.

Assessment of civil servants' professional qualification has been mentioned in preceding studies as well as in provisions of law; thereby, the research scale "professional qualification" has been synthesized with observed variables: Civil servants meet professional qualifications (training level, training major) according to civil servants' rank standards and job position requirements (PQ1); Civil servants meet state management qualification according to their rank standards - state management knowledge and skills according to civil servants' ranks (PQ2); Civil servants have specialized knowledge and skills to meet job position requirements, continuously take part in training to update and supplement their knowledge and skills to well perform assigned tasks (PQ3).

c) Work competence (WC)

The term "work competence" is interpreted with a common sense, which is "the capacities to work well thanks to ethical qualities and professional qualification" (Lan, N., 2006). This approach affirms that ethical qualities and professional qualification are the elements to form civil servants' work competence. Only when civil servants' work results are achieved with ethical qualities and professional qualification, can civil servants demonstrate their work competence. Vietnam's Law on Cadres and Civil Servants (VNA, 2008) provides regulations on civil servants' work competence associated with required capacities when they perform public service activities, specified in the Government's legal documents (VG, 2020) with assessment criteria of advisory capacity, performance capacity and job control.

Similar to that stated in the Government's regulations, work competence of civil servants has also been discussed in other studies. According to Hung, L.D. et al. (2023), good advisory capacity and job performance are factors that help civil servants quickly transform their ideas into practices to advise authorities on implementation decisions. With Son, N.V. (2023), if civil servants have good job control, they will proactively control their work, summarize and promptly gain experience, adjust appropriate plans to always well

perform assigned tasks. On that basis, the scale "work competence" of civil servants is synthesized, including observed variables: Civil servants have capacities to analyse, plan policies and provide initiatives in professional activities to transform their professional ideas into professional products and advise authorities on implementation decisions (WC1); Civil servants have capacities to assess and analyse the performance of professional tasks in a scientific and timely manner, as well as develop a plan to perform the assigned tasks in a reasonable and feasible way (WC2); Civil servants proactively grasp the situation of performing professional tasks; proactively analyse, evaluate, and summarize task performance to control and ensure the work results (WC3).

d) Work results (WR)

Work results are the output criteria when evaluating the quality of civil servants. Khanh, C.X. (2010) and Trung, N.S. (2022) specify the work results of civil servants: Civil servants ensure the progress of implementing assigned tasks, ensure the quality of assigned task performance and achieve the people's satisfaction. This is a practical approach demonstrating the output goals of public service activities that civil servants perform, the implementation progress, the quality of public duty performance and the satisfaction of the people, or in other words, of the customers towards the goals of civil service reform and the trend of building a rule - of - law state. Sharing the same opinion, Lan, V.T. (2023) briefly summarizes that work results that meet practical work requirements associated with job titles and positions in public service activities are the criteria that help truly assess the quality of civil servants.

On the basis of the preceding researches and the provisions of Vietnamese law (VNA, 2008; VG, 2020), the scale to measure civil servants' "work results" is scientifically developed and can be expressed as follows: Civil servants perform their duties to ensure assigned progress - receive and handle the people's dossiers in compliance with appointment letters; receive and perform tasks assigned by superiors towards the scheme (WR1); Civil servants perform their duties to ensure the quality of assigned tasks - civil servants receive and fully handle people's dossiers; the people do not have any queries or complain about the handled dossier; civil servants receive, strictly perform assigned tasks by superiors and ensure the planned results (WR2); Civil servants ensure appropriate attitudes, show great dedication to serving the people and respect for the people – the people are satisfied when interacting and working with civil servants; the people do not complain about the working spirit and service attitudes of civil servants (WR3).

Based on the literature review, the theoretical framework of civil servants' quality assessment was built up, including 5 scales: "Ethical qualities" scale; "Professional qualification" scale; "Work competence" scale; "Work results" scale (04 independent variables) and "Quality of civil servant" scale (01 dependent variable).

The research hypothesis is: (H1) Ethical qualities, (H2) Professional qualification, (H3) Work competence and (H4) Work results all have positive influences on and form the quality of civil servants.

The scales in the research model have a total of 17 observed variables. The survey form was designed according to the 17 observed variables and the 5-level Likert measurement scale: 1 - Strongly disagree; 2 - Disagree; 3 - No opinion; 4 - Agree; 5 - Strongly agree (Table 1, Figure 1).

Table 1. Summary of research scales on the quality assessment of civil servants

No	Scales	Encode	Rating levels				
			1	2	3	4	5
I	Ethical qualities	EQ					
1	Civil servants have faithful political thought, strictly comply with the law,	EQ1					

	maintain steadfast stance, unite in the collective and serve common interests						
2	Civil servants practice an honest, modest, and simple lifestyle, respect colleagues and the people	EQ2					
3	Civil servants have a democratic and principled working style, ensure proper behavior and spirit of coordination to carry out assigned tasks	EQ3					
4	Civil servants have a good sense of discipline, strictly comply with task assignment, honestly and objectively report and explain assigned tasks	EQ4					
II	Professional qualification	PQ					
1	Civil servants meet professional qualifications (training level, training major) according to civil servants' rank standards and job position requirements	PQ1					
2	Civil servants meet state management qualification according to their rank standards - state management knowledge and skills according to civil servants' ranks	PQ2					
3	Civil servants have specialized knowledge and skills to meet job position requirements, continuously take part in training to update and supplement their knowledge and skills to well perform assigned tasks	PQ3					
III	Work competence	WC					
1	Civil servants have capacities to analyse, plan policies and provide initiatives in professional activities to transform their professional ideas into professional products and advise authorities on implementation decisions	WC1					
2	Civil servants have capacities to assess and analyse the performance of professional tasks in a scientific and timely manner, as well as develop a plan to perform the assigned tasks in a reasonable and feasible way	WC2					
3	Civil servants proactively grasp the situation of performing professional tasks; proactively analyse, evaluate, and summarize task performance to control and ensure the work results	WC 3					
IV	Work results	WR					

1	Civil servants perform their duties to ensure assigned progress - receive and handle the people's dossiers in compliance with appointment letters; receive and perform tasks assigned by superiors towards the scheme	WR1					
2	Civil servants perform their duties to ensure the quality of assigned tasks - civil servants receive and fully handle people's dossiers; the people do not have any queries or complain about the handled dossier; civil servants receive, strictly perform assigned tasks by superiors and ensure the planned results	WR2					
3	Civil servants ensure appropriate attitudes, show great dedication to serving the people and respect for the people – the people are satisfied when interacting and working with civil servants; the people do not complain about the working spirit and service attitudes of civil servants	WR3					
V	Quality of civil servants	QCS					
1	Civil servants have good moral qualities, meet political standards in regulations for human resources performing public duties - being loyal and serving the fatherland and the people	QCS1					
2	Civil servants have professional qualification that meets the prescribed standards for human resources performing public duties - standards for ranks and job positions in public service activities	QCS2					
3	Civil servants have work competence to meet the requirements of assigned professional tasks - working independent capacity, coordination capacity in performing public duties	QCS3					
4	Civil servants achieve work results that meet the requirements of professional tasks and the practice of public service activities of the organization	QCS4					

Source: The authors' synthesized results from the literature review

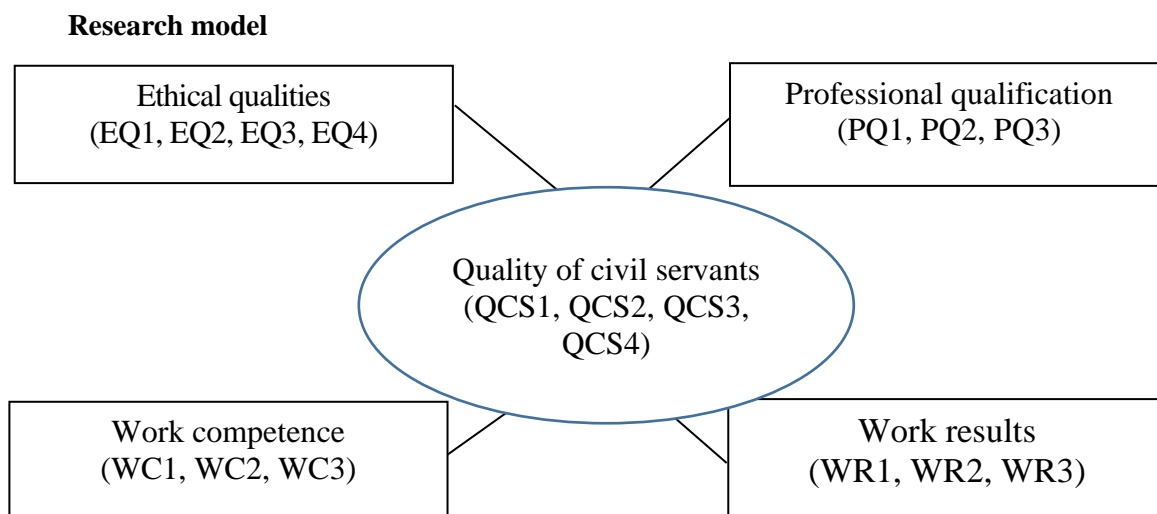


Figure 1. Research model

3. Methodology

This research was carried out with a combination of qualitative and quantitative methods to collect and analyze secondary and primary data and draw research conclusions. The secondary data were collected and analyzed through published documents, combined with the analysis of the primary data collected from a direct survey of 300 local leaders' opinions. There were two steps in the primary data collection: preliminary survey and official survey.

a) Preliminary survey

On the basis of the theoretical framework of civil servants' quality assessment towards a 5-scale model (4 independent variables and 1 dependent variable with a total of 17 observed variables), a survey was designed with 17 observed variables summarized in Table 1. In quantitative research, the minimum sample size needed for the factor analysis of the 5-scale model with 17 observed variables is $N = 17 \times 5 = 85$ (Hai, D.H., 2019).

The survey was carried out with a sample size of $N = 300 > 85$, showing high reliability. After the survey was completely designed, the preliminary survey was conducted in Hung Yen province with a sample size of $N = 90$ leaders of commune-level authorities. The preliminary survey results in Hung Yen province showed that the observed variables were reliable enough to be used in the official survey on a broader scope.

b) Official survey

The official survey was conducted in 6 localities representing 3 regions of Vietnam, including: Hung Yen province, Ninh Binh province (Northern region), Nghe An province, Ha Tinh province (Central region), Dong Nai province, Tay Ninh province (Southern region). The survey was selective in participants having worked as managers of commune-level authorities for at least 3 years. The preliminary interviews had been carried out to get information about the standards of the surveyed people, then the survey forms were delivered along with their willingness to answer. The survey received 300/300 valid votes, achieving a 100% response rate.

After the data collection, the scale testing was carried out, the exploratory factors were analyzed and the regression analysis to test the research hypothesis was conducted.

4. Findings

a) Results of testing the scales

Cronbach' alpha testing was conducted to eliminate junk variables, avoiding the case that junk variables create spurious factors when analyzing exploratory factors. According to Hai, D.H. (2019), research scales are reliable in case of Cronbach' alpha > 0.6 and observed variables are reliable in case of Corrected Item-Total Correlation > 0.3 .

Cronbach' Alpha test was carried out to determine the reliability of the scales and observed variables in the research model. The test results showed that all 5 scales and 17 observed variables were reliable with Cronbach' alpha > 0.6 and Corrected Item-Total Correlation > 0.3 (Table 2).

Table 2. Results of testing the scales

No	Scales	Observed variables	Reliability coefficients (Cronbach' Alpha)	The correlation coefficient of the smallest total variable
1	Ethical qualities (EQ)	EQ1, EQ2, EQ3, EQ4	.746	EQ1 = .408
2	Professional qualification (PQ)	PQ1, PQ2, PQ3	.735	PQ3 = .392
3	Work competence (WC)	WC1, WC2, WC3	.694	WC2 = .348
4	Work results (WR)	WR1, WR2, WR3	.691	WR3 = .341
5	Quality of civil servants (QCS)	QCS1, QCS2, QCS3, QCS4	.701	QCS3 = .388

Source: Author's survey results

When the testing values were affirmed to meet the required standards, the 5 scales and 17 observed variables in the model continued to be used to perform exploratory factor analysis.

b) Kết quả phân tích nhân tố khám phá

b) Results of exploratory factor analysis

Exploratory factor analysis aims to preliminarily evaluate the unidimensionality, convergent validity and discriminant validity of the scales as well as group the factors with Varimax rotation. According to Hai, D.H. (2019), an exploratory factor analysis is appropriate for the data set when it reaches the following values: $0.5 \leq KMO \leq 1$; The Bartlett test with an observed significance level Sig. < 0.05 ; Eigenvalue ≥ 1 ; Total Variance Explained $\geq 50\%$; Factor Loading ≥ 0.5 . The results of exploratory factor analysis of this research model are shown in Table 3, Table 4.

Table 3. Total Variance Explained

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.734
Bartlett's Test of Sphericity	Approx. Chi-Square	3094.769
	df	121
	Sig.	.000

Total Variance Explained

Component	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	4.986	31.156	31.156	4.986	31.156	31.156	2.862	17.891	17.891
2	2.466	15.406	46.561	2.466	15.406	46.561	2.481	15.498	33.388
3	1.895	11.838	58.397	1.895	11.838	58.397	2.278	14.234	47.621
4	1.276	7.969	66.365	1.276	7.969	66.365	2.122	13.259	60.879
5	1.017	6.349	72.714	1.017	6.349	72.714	1.895	11.835	72.714
6	.769	4.799	77.512						
...						
16	.137	.853	100.000						

Extraction Method: Principal Component Analysis.

Source: Author's survey results

Table 4. Rotated Component Matrix

Rotated Component Matrix^a

Scales	Observed variables	Component				
		1	2	3	4	5
Ethical qualities (EQ)	EQ1	.571				
	EQ2	.602				
	EQ3	.611				
	EQ4	.596				
Professional qualification (PQ)	PQ1		.752			
	PQ2		.644			
	PQ3		.581			
Work competence (WC)	WC1			.588		
	WC2			.595		
	WC3			.606		
Work results (WR)	WR1				.695	
	WR2				.702	
	WR3				.687	
Quality of civil servants (QCS)	QCS1					.701
	QCS2					.634
	QCS3					.592
	QCS4					.594

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 8 iterations.

Source: Author's survey results

Data in Table 3 and Table 4 show: $KMO = 0.734 > 0.5$, confirming that the exploratory factor analysis is appropriate for the data set; The Bartlett test with an observed significance level $Sig. = 0.000 < 0.05$, showing that the observed variables have a linear correlation with the representative factor; Total Variance Explained with Cumulative % = 72,714% $> 50\%$, showing that 72,714% of the variation of representative factors is explained by observed

variables; All observed variables with Factor Loading > 0.5 , showing that the observed variables have good statistical significance; The observed variables extracted into 05 factors corresponding to the 05 original factors with Eigenvalues > 1 , showing that the original research model is maintained. The data confirms the suitability of the theoretical research model on quality assessment of civil servants with 5 scales and 17 initially observed variables.

The results of the exploratory factor analysis show that all 5 scales and 17 observed variables are reliable and have good statistical significance. Next, the multivariate linear regression analysis is carried out to examine the relationship among the scales in the research model: Ethical qualities (EQ); Professional qualification (PQ); Work competence (WC); Work results (WR); Quality of civil servants (QCS).

c) Results of the multivariate regression analysis

The multivariate linear regression analysis is carried out to examine the relationship among the scales in the research model. The regression analysis is used to evaluate the correlation of the scales, including 4 independent variables (EQ, PQ, WC, WR) and 01 dependent variable (QCS) and test the initial research hypothesis. The results of the regression analysis are shown in Table 5 below.

Table 5. Results of the multivariate regression analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	VIF
		B	Std. Error	Beta			
1	(Constant)	.741	.331		2.840	.000	
	Ethical qualities (EQ)	.411	.072	.507	8.542	.000	1.605
	Professional qualification (PQ)	.368	.067	.399	5.051	.000	1.605
	Work competence (WC)	.183	.055	.108	2.764	.000	1.605
	Work results (WR)	.217	.059	.196	3.195	.000	1.605
a. Dependent Variable: Quality of civil servants (QCS) Adjusted R Square: 0.691; Durbin-Watson: 2.052							

Source: Author's survey results

The data in table 5 shows Adjusted R Square = 0.691, confirming that the scales "Ethical qualities" (EQ), "Professional qualification" (PQ), "Work competence" (WC) and "Work results" (WR) can explain 69.1% of the variation in the scale "Quality of civil servants" (QCS). Thus, the multivariate regression model built is appropriate with the data set. The data also confirm the suitability of the theoretical research model on the quality assessment of civil servants with 5 scales and 17 initially observed variables.

Variance exaggeration factor of the factors: VIF = 1.605 ($1 < \text{VIF} < 2$), showing that the regression model does not have multicollinearity. Durbin-Watson = 2.052 ($1 < d < 3$) shows that the regression model does not have autocorrelation. The unstandardized regression coefficients of the 4 independent variables (EQ, PQ, WC, WR) all have positive values ($B > 0$) and are statistically significant (Sig. < 0.05), showing that the factors /the scales "Ethical qualities" (EQ), "Professional qualification" (PQ), "Work competence" (WC), "Work results" (WR) all have a positive correlation with the factor/scale "Quality of civil servants" (QCS). Hypotheses H1, H2, H3, H4 are accepted.

On the basis of generalized regression model $Y = B_0 + B_1 \cdot X_1 + B_2 \cdot X_2 + \dots + B_i \cdot X_i$ (Hai, D.H., 2019), the multivariate regression model of the study can be determined as follows:

$$QCS = 0.741 + 0.411 \cdot EQ + 0.368 \cdot PQ + 0.183 \cdot WC + 0.217 \cdot WR$$

Based on the standardized regression coefficient/the regression model, it can be seen that the correlation of the independent variables and dependent variables in the ascending order: Work competence (WC), Work results (WR), Professional Qualification (PQ) and Ethical Qualities (EQ). This shows that local leaders underestimate the practical competence of civil servants, proving that commune-level civil servants in Vietnam, despite meeting requirements of professional qualifications, their professional practical competence is not good enough for the requirements of local governance innovation and their work results have not been as expected to ensure the quality of public service performance.

5. Conclusion

The findings contribute to affirming the practical work competence of civil servants in localities have not met the requirements of local governance innovation. Correspondingly, the work results are also evaluated at a low level; still, the quality of civil servants has been much of concern to be improved. Therefore, further discussions and adjustments in civil servant management policies are in need, specifically: innovations in the assessment of civil servants' work competence; focus on fair assessments complying with the competence framework of each job position so that civil servants' work competence can be truly evaluated.

The quality assessment of civil servant is carried out annually according to Vietnamese law, mainly in the form of internal assessment, ranked in terms of 4 levels: (1) Successfully complete the assigned task; (2) Well complete the assigned task; (3) Complete the assigned task; (4) Fail to complete the assigned tasks (VG, 2020). This internal appraisal method is conveniently carried out in the following order: Firstly, civil servants in each department of an organization self-assess their work results, the department head and the collective evaluate to whether approve and recognize civil servants' self – assessment or not; after that, the assessment results are synthesized to submit to the assessment council of the organization for approval. However, this appraisal process has its own limitation, that is, a lack of multidimensional evaluation information. That is the reason for the aforementioned discussions and adjustments to be brought up. Therefore, managers need to put the performance appraisal of civil servants on comprehensive consideration of their efforts, responsibilities, and enthusiasm in work performance; pressures in ensuring work progress and quality attached with characteristics of specific assigned tasks; work competence, experiences, well – performed tasks and incomplete tasks. This poses a requirement to develop specific assessment criteria in accordance with the competence framework of each job position in an organization so that the assessment will be more carefully and truly carried out.

Innovations in quality assessment of civil servants towards the aforementioned direction has quantitative significance in supporting local managers easily quantify the criteria for the quality assessment of civil servants along with the characteristics and professional standards of job position. Given the specifically theoretical research framework and scientifically verified survey results, the study objectives have been achieved and further management information has been provided to local managers in Vietnam.

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