

Human Resource Management at a Center for International Health Quarantine during Covid-19 in Vietnam

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ABSTRACT:

In the organizational structure of localities in Vietnam, the Centers for Disease Control (CDC) of the provinces/cities will integrate 07 specialized units in the field of preventive healthcare: Preventive Medicine Center, Health Education Communication Center, Nutrition Center, HIV/AIDS Prevention Center, Reproductive Health Care Center, Labor and Environmental Health Protection Center, and CIHQ. In Tay Ninh province (Southwest of Vietnam), Tay Ninh Center for International Health Quarantine (CIHQ) is a health service unit under the Department of Health. It is also put under the comprehensive management and direction of the Director of Tay Ninh Department of Health. The CIHQ of Tay Ninh holds specialized functions and duties on medical quarantine at border gates in the province, contributing to preventing epidemics and risks affecting public health from abroad to enter the country and vice versa. In order for the Center to perform its assigned functions and tasks in the field of medical quarantine activities effectively, human resources and human resource management play an important role and lay a direct impact on its operations, deciding the levels of fulfillment of political tasks, which have been assigned to the Center in its missions. The paper delves into the research and investigation of employees' evaluations related to human resource management policies at the Center during a special period with numerous professional requirements from the global pandemic.

Keywords: Case study; Economic Management; Human Resources Management; Medical Quarantine; Vietnam

INTRODUCTION:

In general, the research works of Vietnam and abroad have fully and comprehensively analyzed the contents related to human resources in general and human resource management in particular. However, it is unique for Vietnam to think about the practical solutions and recommendations, which can be applied to human resource management in the formulation of policies to foster human resources to meet the

requirements of the course of Industrialization - Modernization of the country. In fact, most of the previous studies have focused on research on human resource management in enterprises and organizations in the private sector, while the research works on management of public employees and employees in state-owned organizations are still of a shortage. For the CIHQ and the like, so far there have been very few studies or researches on this issue. Therefore, based on the process of analyzing the situation, the article will be a study to help compensate for the mentioned shortcomings to come up with suitable solutions to the general development of the province, especially with the strong CIHQ to keep the province safe for conducting new normal businesses. In addition, Tay Ninh is identified as an area with high risk of COVID-19 disease by entering and infecting, because about 10,000 people travel between Vietnam and Cambodia every day through Moc Bai and Xa Mat international border gates and several national ones, auxiliary border gates, trails and openings on the 240 km border line. The border guard force of Tay Ninh province has promoted propaganda and guided people in border areas and passengers crossing the border on how to prevent COVID-19 epidemic, while they also strictly controlled the number of people on the entry and exit (including trails and openings) for screening, early detection and isolation in accordance with regulations for suspicious cases. Therefore, the workload for the CIHQ in the special context in the past 1-2 years has put a lot of pressure on the staff here. Evaluating their perceptions of the organization's remuneration and human resource management policies will be significant clues to employee retention and increased satisfaction of the medical staff.

LITERATURE REVIEW:

According to the Vietnamese Great Dictionary (1999), management is understood as looking after and preserving according to certain requirements or controlling activities and arranging work in an organization. The concept of management itself has multiple meanings, so there is a difference between the broad and narrow meanings. Management schools have given the following definitions of management. Taylor, F. (1910) said that: "Management is knowing exactly what you want others to do and then understanding that they have done the job in the best way". Fayol, H. (1916) has studied the types of management activities and distinguished 5 basic functions: planning, organizing, commanding, coordinating and controlling. Henry Fayol also proved that management science can be applied to all types of organizations, from industrial organizations and business firms to government agencies because management in an organization is the same with these functions.

Later on, Harold, K (1955) introduced the concept of Management as a practical activity, where it ensures coordination of individual efforts to achieve group goals; and then, the goal of the manager is to create an environment in which people can achieve group goals with the least amount of time, money, material, and personal dissatisfaction (Koontz & O'Donnell, 1955). Nguyen Tiep (2005) argues that this concept refers to human resources as a source of labor power for society. Human resources, hereby, are understood in a narrow sense, including the population of working age who are able to work. According to Tran Xuan Cau and Mai Quoc Chanh (2008), human resource is a category used to refer to the latent strength of the population, the ability to mobilize to participate in the process of creating material and spiritual wealth for the society now and in the future. That strength is shown through the quantity, quality and structure of the population, especially the quantity and quality of people who are qualified to participate in the social production (Zang, S., Ye, M., 2015). Because of those, the Communist Party of Vietnam also affirms that human resources are the most precious and decisive factor in the development progress, especially for Vietnam when the country's financial and material resources are very limited.

When considering human resources, we can evaluate according to quantity, quality and structure (X. Liu, X. Wei., 2009):

In terms of quantity: the number of human resources is calculated by the total number of employed people, the number of unemployed people and the number of standby workers. But for organizations, human resources do not include people in the working age of the whole society, but only those of the organization, showing the scale of human resources and the growth rate of human resources.

In terms of quality: this shows the relationship between the factors constituting the inner nature of human resources, which are expressed through physical strength, intelligence, labor skills, working spirit, attitude, work consciousness and working style.

In terms of structure: through the proportions of each division, human resources are divided according to different quality criteria, such as: human resources by age, by gender, and by professional qualifications.

In the scope of this research, human resources in an organization can be understood as the total number of

officials and employees on the official list of an organization, working with their physical and mental abilities according to the functions and tasks of the organization. We can call it the workforce of the organization as well.

Human Resources Quality

Human resources are not only considered in terms of quantity but also in terms of quality. There are many different approaches to the quality of human resources. According to Nguyen Tiep (2005), the quality of human resources is a certain state of human resources, the inner qualities and nature of human resources; it always has movement and reflects the level of economic development of the society as well as the standard of living and intellectual level of the population. Liu Yi. (2017), on the other side, consider the quality of human resources as a certain state of human resources showing the relationship between structural factors, and other internal components of human resources. Phung Ran (2008) has commented on the quality of human resources measurements by meeting two criteria: the operational capacity of the human resource and the ethical quality of that human resource. In which, operational capacity can be acquired through training, and working time, and is assessed by academic title, academic degree, job rank and practical job expertise. Moral quality is the ability to dare to think, dare to do, dare to take responsibility and there is hardly any criterion as a good measure to evaluate this quality of the human resources (Omar, K., 2021).

With different interpretations of the quality of human resources, it can be considered as an integrated concept, including the characteristics of the state of physical, mental, moral traits. These factors have a close relationship, interactions and are, in their turn, the premise of each other's development (Ali Quaosar, G., Rahman, M., 2021). In order to improve the quality of human resources, it is necessary to improve all three aspects: physical strength, intelligence and morality.

In this paper, human resource quality should be understood as follows: *Human resource quality is the total capacity of the workforce expressed through three aspects: physical strength, mental strength, and mental strength. All these aspects are closely related to each other, constituting the quality of it.*

Improving the human resources quality

Improving the quality of human resources is done by a gradual creation of human potential through training, fostering, self-improvement leveraging and retraining through a consecutive process of taking good care of physical and mental health and maximizing labor's potential in activities (Van Fleet, D., 2018). Those can be done in the recruitment, use and creation of working environment conditions (effective means of work and reasonable policies and mechanism), working attitude of employees, so that they try their best and always feel obliged to complete assigned responsibilities and tasks. The right management in optimizing the use of human resources in accordance with the capacity of each individual for specific tasks at work is a decisive factor to the success of the organization (Kesti, M., Syväjärvi, A., 2015).

In short, it can be understood that improving the quality of human resources in an organization is to raise the level of job satisfaction of employees in terms of physical, mental and spiritual strengths compared to specific requirements in order to achieve the various goals of the organization (Wang, Y. et al., 2021).

METHODOLOGY:

In approaching the research, the paper has used the following methods:

- Observation method: observing the actual situation of the management of officials and employees at Tay Ninh CIHQ.

- Data collection methods:

- + Secondary data source: The article mainly uses data sources provided by the Personnel Department, Planning - Finance Department of Tay Ninh CIHQ, documents from superior management agencies of Tay Ninh Department of Health, reference books, governmental legal documents on the field of health/medical quarantine, reports, plans, congress documents, civil servants, officials and employees, references, the Internet, year-end summary reports, textbooks, scientific research topics, reference books, newspapers, websites, seminars in Vietnam and in the world.
- + Primary data source: the authors collect preliminary data sources in the process of surveying officials and employees at the Center through survey questionnaires. The questionnaire was designed using questionnaire survey. The contents of the questionnaire are divided into

corresponding sub-contents, revolving around how to assess the management of officials and employees at the Center.

- Qualitative research method: from gathering statistics, synthesizing available data sources along with actual observations, the article has analyzed and compared to draw out necessary information to prove the research problems, and answer the research questions, and at the same time make comments and assessments on the management of officials and employees at the Tay Ninh CIHQ.

- Quantitative research method: through the process of surveying officials and employees at the Center, the authors will be able to enter, build statistics models, and process data on a computer using Microsoft Excel software. Through these data, the researchers know the level of satisfaction of officials and employees within the human resources management (HRM) framework at the Center.

RESULTS& DISCUSSION:

The contemporary circumstances of human resources at Tay Ninh CIHQ

Characteristics of the Center's human resources

Since its establishment in 2007, the team of Tay Ninh CIHQ has got only 15 people. In the following years, the Center has expanded in terms of quantity and quality of human resources and has been operated under the model of human resource management (Figure 1)



Figure 1: Model of HRM at Tay Ninh CIHQ

Source: Authors' compilation and proposal (2021)

In 2008, the Center's human resources were 20 people, and increased to 31 people by 2010. In 2015, this number increased slightly to 34 people and remained at this level until the end of 2015 (Figure 2). At some point in the period 2016-2020, due to the changing working places or job rotation of people, job arrangement of superiors, and recruitment and reception (2016 -2017), while some retired cadres have made the number of human resources of the Center fall down and maintain 47 people in 2020. In general, after around 15 years of establishment, it can be seen that the Center's human resources have improved with remarkable development.

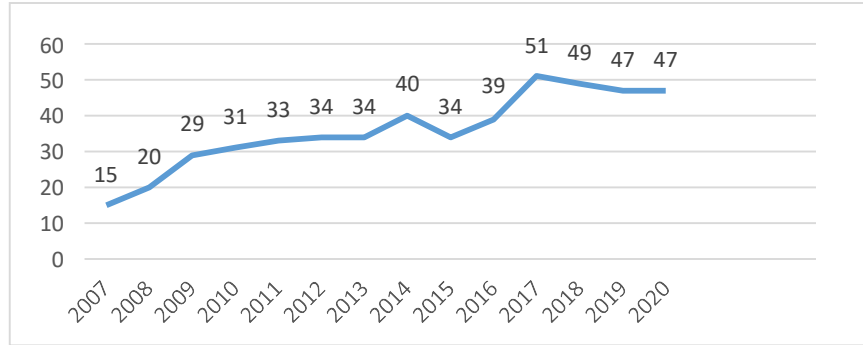


Figure 2: Number of officers and employees in Tay Ninh CIHQ, 2007 - 2020
 (Unit: person)

Source: CIHQ (2021)

Structure of human resources by age

Human resources of the Center are all very young, mainly in the age group of 23 to 34 years old (accounting for 48.9%) and 35 to 44 years old (29.8%).

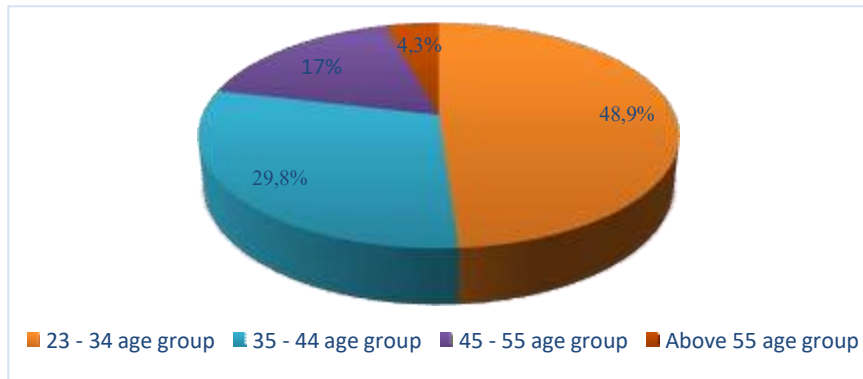


Figure 3: Human resource structure of Tay Ninh CIHQ by age, 2020

Source: CIHQ (2021)

Young human resources are an opportunity for the Center because they are dynamic and creative people, but at the same time, it is also a great challenge because young people often do not have much experience, so they need to perform well. With intensive training and retraining, the human resources can be so developed and they are able to get used to the job in return.

Human resource planning

Table 1: Evaluation of Officials and employees at the CIHQ

Unit: %

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	Is the planning process at the Center appropriate?			6.4	55.3	38.3
2	Are the planning standards and conditions set out by the Center appropriate? (About working capacity, professional level, and political level)				66	34
3	Is the planned human resource structure guaranteed according to regulations?			8.5	63.8	27.7
4	(< 30 years old, 30-45 years old, > 45 years old)			4.3	48.9	46.8

5	The implementation of the planning is democratic, public and transparent (Human resources are available from the base)			10.6	51.1	38.3
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Source: Authors' survey (2021)

Through the survey, up to 55.3% of officials and employees think that the planning process at the Center is appropriate, and the principles of democratic centralism are well implemented; 66% think that the planning standards and conditions set by the Center are appropriate. The planning for management titles comes from the requirements and tasks of the unit and of the faculty or department; public employees are planned to ensure basic conditions and standards by having qualifications, professional capacity, management capacity, exemplary ethics and lifestyle, ensuring the good completion of the assigned responsibilities and tasks.

Recruiting and attracting human resources

Up to now, the Center's human resources have increased to 47 people. Among those, the detailed professional qualifications are: 05 graduate degrees (01 I-level specialized doctor, 02 masters of public health, 02 I-level specialists on food safety); 15 undergraduate degrees (01 doctor, 02 doctors of preventive medicine, 01 bachelor of law, 01 bachelor of economics, 01 bachelor of environmental engineering, 01 bachelor of finance, 02 III-grade nursing, 01 III-grade pharmacist, 05 bachelors of public health); 20 high school, college (17 IV-grade doctors, 01 accountant, 01 IV-grade medical technician, 01 food chemistry college) and 07 contracted labor due to Decree 161. The recruitment of public employees ensures democracy. In which, information is publicized, and the ones being recruited are with the right training majors in accordance with the employment position scheme of the Center's units.

Table 2: Assessment of officers and employees on Tay Ninh CIHQ's recruitment and attraction
 Unit: %

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	Are the recruitment regulations specific and clear?				25.5	74.5
2	Does the Center develop the job position scheme suitable for the public employee's position?			4.3	48.9	46.8
3	The recruitment organization has the right process				19.1	80.9
4	Fair and transparent recruitment			2.1	12.8	85.1
5	Is it possible to choose qualified people suitable for the job positions?			4.3	61.7	34
6	HR policies to attract candidates to the Center (Attracting well-qualified doctors, occupational incentives)			4.3	40.4	55.3

Source: Authors' survey (2021)

Through the survey, up to 74.5% of officials and employees feel that the recruitment regulations of the Center are specific and clear, and 48.9% think that the Center has developed the job position scheme suitable for the working positions, while the majority of officials and employees think that the recruitment process is right, fair and transparent at 80.9% and 85.1% respectively; 61.7% of them feel that the Center has chosen qualified people suitable for the job positions.

The use and evaluation of medical staff

Through the survey, up to 57.4% of officials and employees feel it is appropriate when the Center has adopted the reasonable working regulations in assigning tasks to each officer/employee on the basis of professional qualifications and management capacity. Actual family circumstances of each person are thoroughly considered to make arrangements for the work of health care stations at the border gates. In general, officials and employees are arranged to work in accordance with their previously trained expertise.

Also, the results shows that 53.2% of officials and employees feel it is suitable for the arrangement and rotation of positions of public employees at Center for Health Service, depending on the real family circumstances.

Table 3: Assessment of officials and employees at Tay Ninh CIHQ on the use and evaluation of HR
Unit: %

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	Develop working regulations, arrange people according to the work position scheme of the Center			4.3	57.4	38.3
2	Assign tasks and work according to professional expertise			6.4	57.4	36.2
3	Arrange and rotate the working positions of officials and employees at Health Quarantine Stations			10.6	53.2	36.2
4	Is it appropriate to develop working regulations of each? specialization, service room or medical quarantine station?			4.3	68.1	27.7
5	Is the monthly scorecard appropriate?			2.1	61.7	36.2
6	Implement democracy in the evaluation of the Center's officials and employees			2.1	25.5	72.3

Source: Authors' survey (2021)

Tay Ninh CIHQ evaluates officials and employees based on the rating forms of A, B, C (in the order of good, fair, average) and assesses the level of work completion of the employee for the whole year due to the year-end assessment of civil servants and public employees. The survey shows that 61.7% of officials and employees think that the monthly emulation scorecard is appropriate and 72.3% think that the Center is very democratic in evaluating officials and employees. Every month, the meeting rooms and stations for each official's emulation review, the Personnel department summarizes the emulation results of each room and station. The emulation panel evaluates the job completion of each officer to give a rating of A, B, and C. The Department of Planning and Finance relies on this assessment to pay complementary income for the positions.

Education, training and human resource development

In the period of 2016-2020, the Center has sent officials and employees to participate in short-term and long-term professional training courses as follows:

Table 4: Actual situation of training and retraining of officials and employees in the period 2016-2020
Unit: class

No.	Training and retraining courses	2016	2017	2018	2019	2020
1	University of Public Health	4	4		3	
2	University of Nursing	1	1			

3	Training on capacity building of medical practice organized by the Department of Preventive Medicine	20	3	14	6	
4	Intermediate level of Argumentation and Administration		1	1	1	3
5	Expert ranks		3	2	2	2
6	Post Graduate Diploma in Economic Management				3	

Source: Authors' survey (2021)

Organizing annual re-training on professional work for all officers and employees

For training, the Center's leaders focus on developing professional knowledge about medical practice. Through the survey, 63.8% of officials and employees rate the Center's training regulations as good, 63.8% think that the Center's training plan is specific and clear, and 70.2% think that the training needs meet the work demands of the Center.

Table 5: Assessment of officials and employees at Tay Ninh CIHQ on training work
(Unit: %)

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	Are the training regulations of the Center appropriate? (Such as standards, subjects and conditions)			10.6	63.8	25.5
2	The training plan of the Center is specific and clear			4.3	31.9	63.8
3	Does the training need meet your job demands?			4.3	25.5	70.2

Source: Authors' survey (2021)

Through the survey and assessment of communication skills with customers when performing medical treatment, the results have found that 36.2 % of officials and employees rate it at very good level and 59.6% at a good one. Currently, at the border gates, the number of passengers, means of transport, import and export goods passing through usually are very high. Therefore, the pressure on work for quarantine officers is very high, leading to the shortage of quarantine officers to interact with customers.

Table 6: Assessment of soft skills of officials and employees at Tay Ninh CIHQ
(Unit: %)

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	Communication skills with customers when implementing medical tasks			4.3	59.6	36.2
2	Skills in using computer software			23.4	61.7	14.9
3	Language skills		27.7	51.1	21.3	
4	(English, Cambodian)			6.4	72.3	21.3

Source: Authors' survey (2021)

Assessing personal skills in using computer software, 14.9 percent of officials and employees rate it as very

good, 61.7% as good and 23.4% as average. This can be explained by the fact that quarantine officer mainly does professional work, outdoor work is more than office work, so computer skills are sometimes not proficient. About skills in using foreign languages (English, Cambodian), 21.3% of officials and employees rate it as good, 51.1% as average and 27.7% as weak. The results have also revealed that officials and employees use foreign languages at an average level, even when quarantine officers working at the border gates mainly interact with customers who are crossing the border as drivers, they rarely communicate with tourists from Cambodia to Vietnam through the border gate. However, Tay Ninh is a delta province located in the Southeast region with along Cambodia-related border line. There are 03 international border gates: Moc Bai, Xa Mat, and Tan Nam, bearing the face of the country, so it is necessary to train staff, supplement skills in using foreign languages such as English or Cambodian for quarantine officers.

Assessing teamwork skills, 21.3% of officials and employees rate it at very good level, 72.3% at a good level and 6.4% at an average level. The results show that the teamwork skills of officials and employees are at a good level. When arranging the duty schedule at the border medical treatment stations, sometimes it is not reasonable because the station manager is not flexible in the assignment of daily duties. Coordination in professional work between the Faculty of Health and Safety Management and the Faculty of Medicine and Health Care sometimes reports inaccurate data. Sometimes, coordination between the Department of Personnel and Department of Planning - Finance in procurement work does not work well nor smoothly.

Remuneration, working environment and conditions

Through the survey, 72.3% of officials and employees feel satisfied with the current salary; up to 89.4% feel very satisfied with the salary paid in full on time, strictly complying with the principle of paying salary as prescribed for all officials and employees. Up to 57.4% percentage of officials and employees feel very satisfied about the time limit for salary increase consideration being implemented in accordance with regulations.

Table 7: Satisfaction level of officials and employees at Tay Ninh CIHQ about salary and bonus
 (Unit: %)

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	You are satisfied with the current salary			2.1	72.3	25.5
2	The salary is fully paid on time				10.6	89.4
3	The time limit for consideration and salary increases shall comply with regulations				42.6	57.4
4	You are satisfied with the personal reward level				53.2	46.8
5	The condition of the Center's emulation and commendation is completely reasonable and clear				19.1	80.9
6	The reward policy of the Center has the effects on your work spirit encouragement			2.1	51.1	46.8
7	The evaluation of emulation and commendation of the			2.1	21.3	76.6

	Center is very fair and transparent					
8	The level of reward is commensurate with your work results				59.6	40.4

Source: Authors' survey (2021)

Bonus mode

In addition to salary, Tay Ninh CIHQ also attaches great importance to the rewarding scheme for individuals as well as collectives of faculties, rooms and stations in the Center. Employees feel satisfied with the reward policy of the Center. Up to 80.9% feel very satisfied that the Center's emulation and commendation conditions are completely reasonable and clear and 76.6% feel very satisfied with their work. The evaluation of emulation and commendation of the Center has been fair and transparent.

Table 8: Regulations on bonus levels at Tay Ninh CIHQ
 (Unit: VND)

No.	Prizes	Awards
1	Grassroots emulation warrior	1,490,000
2	Advanced Labor	447,000
3	Excellent working group	2,235,000
4	Advanced working group	1,192,000

Source: Tay Ninh CIHQ (2021)

Working environment and conditions

Tay Ninh CIHQ shows its great concerns on building a friendly, happy and comfortable working environment, upholding the spirit of solidarity. It also considers this condition as creating a positive impact on working force. Through the survey, up to 66% feel satisfied and 27.7% feel very satisfied with the working atmosphere at the Center.

Table 9. Satisfaction level of officials and employees at Tay Ninh CIHQ about working environment and conditions
 (Unit: %)

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	The working atmosphere of the Center is fun and comfortable.			6.4	66	27.7
2	Everyone strictly abides by the regulations set forth by the Center			2.1	38.3	59.6
3	Are the working demands, regarding facilities, machinery, equipment and the border-gate medical		12.8	51.1	31.9	4.3

	treatment stations, met?					
4	You always receive care and help from colleagues in the Center, everyone is always treated fairly.			10.6	63.8	25.5
5	Everyone in the Center always helps, supports and facilitates the entry of new employees.			2.1	23.4	74.5

Source: Authors' survey (2021)

Through the survey, 36.2% of officials and employees agree that the working demands of facilities, machinery and equipment, border-gate medical examination and treatment stations are fully met. However, up to 51.1% feel normal and 12.8% are not satisfied with this, possibly due to old machinery and equipment affecting the job performance. Besides, the Central office is in the temporary housing area. Some border-gate medical examination and treatment stations do not have headquarters, so medical staff still work temporarily with relevant agencies. That has partly affected the psychology and motivation of people in their work perseverance. On the other hand, mental remuneration policy is always at the center of attention.

Also in the survey results, up to 63.8% feel that they receive care and help from colleagues in the Center, while everyone is always treated fairly, and 74.5% feel good about the help and support from the others in work and in life. Therefore, the Center needs to maintain and constantly improve the working environment to create a positive psychology for everyone. At the same time, it is necessary to further improve the working environment and conditions so that officials and employees have more motivation at work and be able achieve better results.

Taking care of the spiritual life of officials and employees

Activities such as health care, arts, sports, sightseeing are necessary to encourage the working morals and working ethics of officials and employees. Every year the Center organizes periodical health checks, cultural programs, physical training and sports competitions for all employees. In addition, officials and employees also participate in cultural programs and sports tournaments organized by the Trade Union.

Table 10: Satisfaction level of officials and employees at Tay Ninh CIHQ about health care and spiritual life
 (Unit: %)

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	The Center organizes periodical health checks for all officers and employees.			2.1	51.1	46.8
2	Every year, the Center often organizes activities such as sightseeing, visiting tours, and teambuilding.			2.1	40.4	57.4
3	Cultural activities, physical training and sports are organized every year in order to connect the team spirit in the Center.			6.4	53.2	40.4
4	Leaders and trade unions always pay attention, visit and encourage someone being sick or meeting unexpected			4.3	57.4	38.3

incidents.					
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Source: Authors' survey (2021)

Through the survey, most of the respondents are satisfied with the activities to take care of the spiritual life for them. The Center needs to maintain and further promote these activities so that officials and employees feel secure and create more motivation for everyone to have a better working spirit.

Inspection and supervision of human resources

Through the survey, up to 72.3% are in the unit of good, having a high sense of discipline, and strong internal solidarity, well implementing the innovation of style and attitude of service. Service of medical staff towards customer generates a lot of satisfaction.

Table 11: Assessment of officials and employees at Tay Ninh CIHQ on inspection and supervision
 (Unit: %)

No.	Contents	Very bad	Bad	Neutral	Good	Very good
1	Check the implementation of the rules and regulations of the Center				29.8	70.2
2	Check the implementation of discipline, administrative discipline (ensure time, dress, ensure on-call position)				17	83
3	Check service attitude towards customer satisfaction				27.7	72.3
4	Check, supervise the collection, payment and management of service tickets for medical quarantine				10.6	89.4
5	Check and supervise the code of conduct, coordinate with colleagues and relevant agencies in solving work				36.2	63.8

Source: Authors' survey (2021)

The Center has well implemented grassroots democracy regulations and internal spending regulations. Through the survey, up to 83% of officials and employees think that checking the implementation of discipline and administrative discipline (ensuring time, dress, on-call position) is at a good level. In addition, the Board of Directors cooperate with specialized faculties to inspect and supervise the work every quarter/time at the Health Quarantine Stations in Tay Ninh province. Up to 89.4% think that the inspection and supervision of the collection, payment and management of medical service tickets are at a good level.

Up to 63.8% think that the inspection and supervision of the code of conduct, coordination with colleagues and relevant agencies in solving work are at a good level. The station cooperated well with functional forces at the border gate (Border Guard, Customs, Animal - Plant Quarantine) and district health center in disease prevention and control.

The attachment of officials and employees

Through the survey on seniority, the percentage of officials and employees who have worked at the Center for more than 10 years accounts for 46.8% and 14.9% have been with the Center for about 5 to 10 years. Meanwhile, 34% have been with the Center for 1 to 5 years and 4.3% for less than 1 year. These are newly recruited officials and employees and contracted workers. They transfer to work at the Center.

The human resources team at Tay Ninh CIHQ are mostly people who have been with the Center for a long time, some of whom have been with the Center since the early years of its establishment.

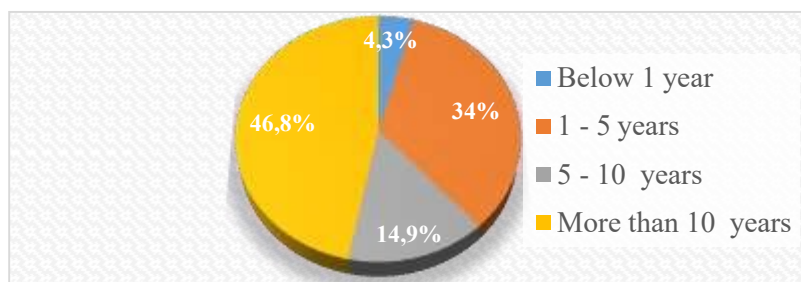


Figure 4: Working years of officials and employees at Tay Ninh CIHQ until the end of 2020

Source: Authors' survey (2021)

Through a short questionnaire to evaluate the implementation of the autonomy mechanism, the Center is an autonomous non-business unit with recurrent expenditures, and monthly evaluates officials and employees through emulation scorecards, using low-income sources. save and pay additional income according to labor productivity. The implementation of the current autonomy mechanism of the unit is appropriate because of the initiative in funding by the Center's activities. This, thereby, ensures medical equipment and supplies for epidemic prevention and control. When being asked about their intention to work in the near future, the percentage of officials and employees who answered that they would stay with the Center for a long time accounted for 93.6%, while 6.4% have no plans yet.

Assessment of the current situation of human resource management at Tay Ninh CIHQ

Since the establishment of the Tay Ninh CIHQ until now, the Center's leadership has paid great attention to the management of officials and employees in the Center through financial stimulus measures. and non-financial, since then certain results have been achieved, specifically:

Firstly, the rules and regulations of the Center are fully developed, promulgated and implemented based on the State's regulations and actual conditions at the Center; and consulted through the annual meeting of cadres and civil servants, these contents are disseminated to all officers and employees in the Center and everyone strictly abides by them.

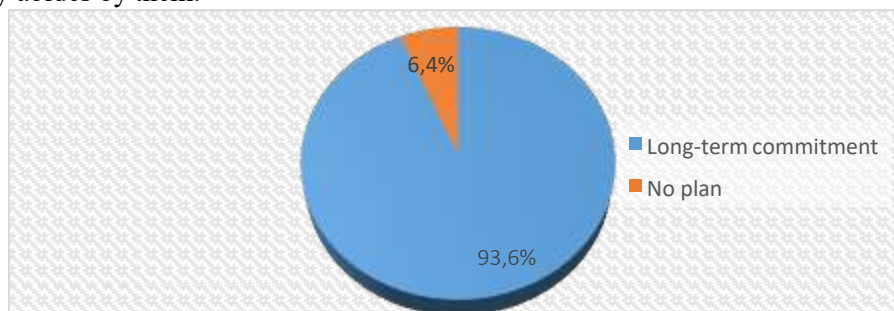


Figure 5. Intention of officials and employees towards work at Tay Ninh CIHQ

Source: Authors' survey (2021)

Secondly, the Center implements the regulations on salary and bonus well according to the regulations of the State and the guidance and direction of the Ministry of Health. In which, monthly salary is always paid to employees on time, ensuring the right time in regular raise and ahead-of-time raise of the salary in accordance with the decision of the Ministry of Health.

Thirdly, the social welfare regime is very well implemented by the Center. Officials and employees have received the legitimate rights they are entitled. In addition to the compulsory welfare regime such as health insurance, social insurance, which allow them to take holidays and leave in accordance with regulations, the Center also implements an additional voluntary welfare regime.

Fourthly, the Center always creates favorable conditions for all officials and employees to have the

opportunity to be trained for the improvements of their professional qualifications and skills. Therefore, they can be able to meet the requirements of the job much perfectly. Also, employees have their opportunities for career advancement.

Fifth, the Center has created good working environment and conditions for all officials and employees: Facilities are fully equipped; People work with fun in a comfortable working atmosphere; People care and help each other successfully complete the assigned tasks towards the common goals.

Sixth, the Center always focuses on and well implements activities such as health care, sports, sightseeing, visiting tours for all officials and employees in addition to financial stimulus measures. This stimulates employees' working morals.

Through the survey, 46.8% and 53.2% of officials and employees feel very satisfied and satisfied with the HRM process at Tay Ninh CIHQ. Thus, the management here has partly encouraged their working spirit. Although there are still certain difficulties, especially in the continuity of the virus spreading, it can be well acknowledged that the HRM of the Center has had encouraging results.

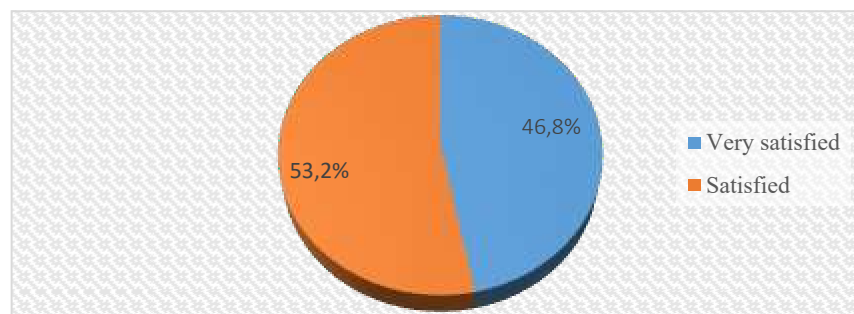


Figure 6: Assessment of the management of officers at Tay Ninh CIHQ

Source: Authors' survey (2021)

CONCLUSION:

Human resources are one of the critical and decisive factors in determining the success of an organization. In order to achieve the goals which have been set by the organization, the effectiveness of the work performed by the employees should be accurately measured and appraised. To do that, it is necessary to bring into full play the working capacity of everyone in the organization. Solidarity is one of the most important solutions to promote the ability of employees, improve their engagement and dedication for the organization. Recognizing that, Tay Ninh CIHQ has paid great attention to management work to encourage the working spirit of officials and employees, thereby helping them to be more enthusiastic, highly committed and whole-hearted at work, even in the most severe time of the pandemic.

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CONFLICT OFINTEREST:

The authors declare that there have been no conflicts of interests towards the present study.

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