

Factors Affecting the Performance of Civil Servant's at Commune level: A survey in Vietnam

Ha Van Hoa

Hanoi University of Home Affairs, Hanoi city, Vietnam

Abstract

Commune -level civil servants are the closest to the people in the public administration in Vietnam. Commune-level civil servants play a very important role in implementing the policies and political objectives of the state at the grassroots level. The operational efficiency of government agencies depends a lot on the qualifications, working capacity, consciousness and service attitude of civil servants. In this study, the author focuses on analyzing the theoretical basis of work consciousness and service attitude of commune-level civil servants - the lowest level of government in Vietnam's three-level government system; The reality check is to identify the current state of consciousness and service attitude of commune-level civil servants in Vietnam. The study was carried out using a qualitative method through secondary data collection, combined with a quantitative method through a survey of 250 people in 5 provinces representing three regions of the country. . Research results have confirmed: Attitude to serve the people has the most important role, has the strongest influence on the working consciousness of civil servants; Next is the sense of work. From the results of this study, the author has more scientific basis to propose some contents that need to be researched and adjusted for managers in order to improve the quality of commune-level civil servants to meet service requirements. people service.

Keywords: Commune-level civil servants; Conscious work; Service attitude; Results of official duty performance; Vietnam.

Introduction

Government agencies in Vietnam include central government and local government at three levels: provincial, district and commune levels. Local governments at each level have a People's Council. The People's Committee is established through democratic elections: the constituency establishes the People's Council, then the People's Council establishes the People's Committee. People's Committee to directly perform the task of managing and administering economic and social activities of the locality.

Currently, Vietnam's local government consists of 63 provincial-level agencies; 705 district-level agencies and 10,604 commune-level agencies (GSO, 2022) operate according to a strict hierarchy. At the commune level, the number of civil servants is generally regulated as 7 titles/commune (01 person/ 01 title). Some localities have complicated management areas, especially with separate regulations with a larger number of civil servants. The management of communal civil servants is carried out in accordance with the provisions of the Law on Cadres and Civil Servants 2008 (VNA, 2008) and according to the general assessment, the contingent of commune-level civil servants is now standardized in terms of professional qualifications. and trained and nurtured. practice to mature in reality. However, there is still a situation where cadres and civil servants work with consciousness, service attitudes are not good, have not yet created the satisfaction of the people in the area, which was discussed at the Conference summarizing the Reform Program. State behavior over time. 2011-2020 (TH Committee, 2021). This reality is posing challenges for managers in improving the quality of civil servants and the performance of local government agencies.

To solve the above problem, it is necessary to have researches on the contents and surveys on issues related to local work, including the content of the working regime and public service at the commune level. With that in mind, the author conducts research, surveys, and assessments of people's knowledge about working consciousness and service regimes of commune-level companies in order to contribute to providing more scientific information for management activities. labor. The scale of the model was determined to include 250 people in 5 provinces representing three regions of Vietnam, namely: Lang Son, Lao Cai (Norland), Quang Binh (Central region), An Giang and Ben Tre (Southern region).

Research overview

Working consciousness and service attitude related to public service ethics of civil servants are confirmed by Vietnamese law and many researchers. Legally, civil servants are defined as public servants of the people, with a sense and attitude of "devoted to serve the people" (VNA, 2008 ; Tung., P.H, 2022). In terms of research, in the process of performing official duties, civil servants must be conscious and responsible for the assigned work in terms of both progress and quality, and must have a spirit of service and creativity. people's satisfaction (Tung., P.H., 2022; Tung., P.H, 2021; Hai, NH, 2014; Trung, NS et al., 2021).

a) Work consciousness (WC)

- WC1. Comply with the provisions of the law in the field of professional activities. This content not only ensures discipline in the performance of official duties, but also ensures that commune-level civil servants do not infringe

upon the people's legitimate rights and interests when handling dossiers. Therefore, ward civil servants must comply with the law during the performance of their assigned professional tasks.

- WC2. Adhere to work procedures. This content is reflected in the fact that commune-level civil servants must comply with the order of performing their assigned tasks to ensure order and discipline, and at the same time ensure professionalism in performing professional tasks as well as activities. of the government.

- WC3. Comply with working time regulations. The commune-level government agency is characterized as an agency serving the people on a regular basis, therefore, in addition to effective operation management, time management still needs to be applied seriously. full. Therefore, commune-level civil servants must comply with the prescribed working time in order to continuously serve the people.

- WC4. Eager to learn, high demands at work. Social problems are constantly arising, complicated developments, associated with people's requirements for government agencies, so each civil servant must constantly self-study with a market-oriented attitude to answer questions. . Only then will the people's affairs be resolved in the best way.

- WC5. Hunt to work. This content is reflected in the fact that commune-level civil servants, as public servants of the people, are ready to work, support and serve the people to solve their requests in the best way.

b) Service attitude of the people (SA)

- SA1. Respect the people. Commune-level civil servants must put the people's interests first, devote themselves to serving the people, be ready to meet the people's lawful requirements, and guide the people wholeheartedly and thoughtfully.

- SA2. Listen to everyone's opinions. Commune-level cadres and civil servants need to know how to listen to people's opinions and reflections in order to grasp the actual situation of thoughts, aspirations and voices of people with government agencies, becoming a direct bridge between the two. The two sides are the link between the people and the government.

- SA3. Polite in communication with people. Commune-level civil servants are people who often directly contact and deal with people's requests, so in the process of solving people's affairs, they must have a polite attitude in communication, suitable for each object of the people. people, in accordance with the concepts and rituals of contemporary society.

- SA4. Be fair in dealing with everyone's requests. The target audience of commune-level civil servants includes many different groups and classes with different levels of awareness and castes. Therefore, commune-level cadres and civil servants must be aware and act fairly to treat all service members in order to create satisfaction for everyone, avoid unnecessary conflicts to ensure their satisfaction. . protect the interests of both parties.

- SA5. Dedicated to serving the people. The Vietnamese state according to the constitution is a state by law, of the people, for the people, for the people; State power belongs to the people, so civil servants have the responsibility to wholeheartedly serve the people, putting the interests of the people above personal interests.

Working consciousness and service attitude have been identified by many Vietnamese researchers and managers as two of the basic criteria to evaluate the results of public service performance of commune-level civil servants (CS). The official performance results are reflected in a number of main contents, including: Ensuring the progress of the assigned work (CS1); Ensuring the quality of performance of assigned work (CS2); Creating people's satisfaction and trust (CS3) (Thu, TT et al, 2013; Trung, N.S. et al, 2020 , Thanh, N.N. et al, 2021; Tung.P.H, 2021).

Table 1. Research scale on working consciousness and service attitude of commune-level civil servants

No	Scale	Encode	Degree evaluation				
			1	2	3	4	5
I	Working awareness of commune-level civil servants	WC					
1	Comply with the provisions of the law in the field of professional activities	WC1					
2	Adhere to working procedures	WC2					
3	Comply with the regulations on working time	WC3					
4	Eager to learn, high demands at work	WC4					
5	Ready to work	WC5					
II	Service attitude of commune-level civil servants	SA					
1	Respect everyone	SA1					
2	Listen to everyone's opinions	SA2					
3	Polite in communication with people	SA3					
4	Fairness in handling everyone's requests	SA4					
5	Dedicated to serving the people	SA5					
III	Results of public service performance of commune-level civil servants	CS					
first	Ensure the progress of the assigned work	CS1					
2	Ensuring the quality of the assigned work	CS2					
3	Create people's satisfaction and trust	CS3					

(Source: Synthesized results of the authors from the literature review)

From the research overview on working consciousness and service attitude of commune-level civil servants, the research scales were determined including: 02 independent variables with 10 observed variables and 01 dependent variable with 03 observed variables. . The author designed a survey consisting of 13 questions and 13 observed variables. All observed variables are measured using 5-level Likert scale: 1 - Completely disagree; 2 - Disagree; 3 - No comments; 4 - Agree; 5 - Totally agree (Table 1). From here, the author builds a research model and research hypothesis, which are:

Research models

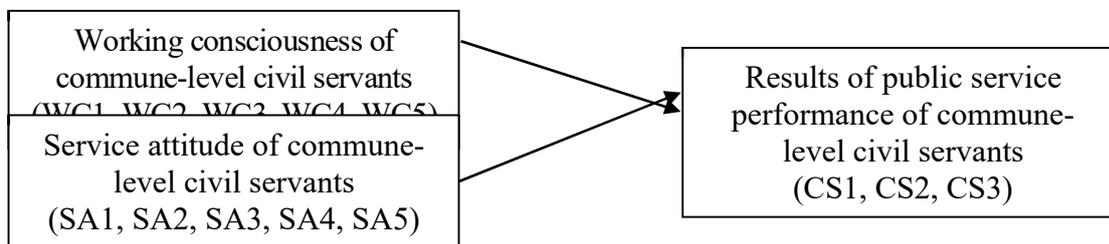


Figure 1. Research model

Research hypothesis

- H1: Work consciousness is correlated with the results of official duty performance of commune-level civil servants.
- H2: Service attitude is correlated with the results of public service performance of commune-level civil servants.

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). . The investigation and survey is carried out in two steps: Preliminary investigation and official investigation.

a) Preliminary survey

The minimum sample size required for factor analysis for the 3-scale and 13-variable model of this study is $N = 13 * 5 = 65$ (Hair, JF et al., 2009) . The author carried out the survey with sample size $N = 250 > 65$ to ensure the reliability of data collection. The questionnaire was designed and completed, the author conducted a preliminary survey in Lang Son province with a sample size of $N = 100$ ethnic groups. Preliminary survey results show that the observed variables are reliable so that they can be used in the official survey on a larger scale.

b) Formal survey

The author conducted an official survey in 5 provinces and cities representing 3 regions of Vietnam: Lang Son, Lao Cai (North), Quang Binh (Central), An Giang, and Ben Tre (South). The survey was carefully conducted only to interviewees who had dealt with commune authorities at least 3 times in the previous 3 years. The survey was conducted with the informed consent of the respondents after the author's preliminary interview. According to survey data, 250/250 people agree to answer, 250/250 valid answer sheet, leading to a valid response rate of 100%. The

majority (80.4%) of survey respondents had more than 5 transactions with local government agencies in the previous 3 years, according to sample characteristics (Table 2).

Table 2. Descriptive statistics of the study sample

			Regularity			Total
			3-5 times	6-10 times	> 10 times	
Sex	male	Quantity	33	85	34	152
		%Gender	21.7%	55.9%	22.4%	
	Female	Quantity	16	44	38	98
		%Gender	16.3%	44.9%	38.8%	
Total		Quantity	49	129	72	250
		%Gender	19.6%	51.6%	28.8%	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.

Results

The author conducts scale testing to determine the reliability of the observed variables in the model. The test results show that all 13 observed variables have reliability when meeting the standard conditions: Cronbach' A lpha > 0.6; Adjusted total item correlation > 0.3 (Huy, LV et al., 2012) (Table 3).

Table 3. Scale test results

No	Scale	Observable variables	Reliability coefficient (Cronbach's Alpha)	The correlation coefficient of the smallest sum variable
first	Working awareness of commune-level civil servants (WC)	WC1, WC2, WC3, WC4, WC5	.765	WC3 = .469
2	Service attitude of commune-level civil servants	SA1, SA2, SA3, SA4, SA5	.760	SA5 = 0.5.32
3	Results of official duty performance of commune-level civil servants (CS)	CS1, CS2, CS3	.716	CS3 = .347

(Source: Author's survey results)

With standard test values, 13 observed variables in the model continue to be used to perform exploratory factor analysis. The author conducts exploratory factor analysis with Varimax rotation to preliminary evaluate the unidimensionality, convergence value, discriminant value of the scales. The results of the analysis are presented in Tables 4 and 5 below.

Table 4. Explanation of Total Variance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measures the appropriateness of sampling.	.803
Bartlett's Test of Sphericity	About Chi-Square
	DF
	Signal.
	2943,206
	78
	.000

Total variance explained

No	Original Eigenvalues			Extract the sum of the squared loads			Total rotation of the squared load		
	Total	% Variance	Accumulation %	Total	% Variance	Accumulation %	Total	% Variance	Accumulation %
1	5.264	40,489	40,489	5.264	40,489	40,489	4.128	31,756	31,756
2	3.206	24.659	65.148	3.206	24.659	65.148	2,902	22,321	54,077
3	1.373	10.563	75.711	1.373	10.563	75.711	2.812	21,634	75.711
4	.915	7.036	82.747						
...						
13	.056	.434	100,000						

Extraction method: Principal component analysis.

(Source: Author's survey results)

Table 5. Rotation component matrix

	Ingredient		
	1	2	3
WC5	.917		
WC1	.875		
WC2	.834		
WC3	.784		
WC4	.798		
SA2		.917	
SA3		.896	
SA4		.847	
SA1		.834	
SA5		.646	
CS1			.883
CS2			.831
CS3			.533
Extraction method: Principal component analysis. Rotation method: Varimax with Kaiser Normalization. one. The rotation converges in 5 iterations.			

(Source: Author's survey results)

In quantitative research, exploratory factor analysis is performed according to the data set through the following values: $0.5 \leq KMO \leq 1$; The Bartlett test has a Sig significance level. <0.05 ; eigenvalue ≥ 1 ; Total explained variance $\geq 50\%$; Loading factor ≥ 0.5 (Huy, LV et al., 2012).

The data in Tables 4 and 5 show that:

- KMO value = $0.803 > 0.5$ confirms that exploratory factor analysis is suitable for the data set
- The Bartlett test has a Sig significance level. = $0.000 < 0.05$ shows that the observed variables have a linear correlation with the representative factor
- Total variance explained with Cumulative % = $75.711\% > 50\%$ shows that 75.711% of the variation of representative factors is explained by observed variables
- All observed variables have Factor Loading > 0.5 , showing that the observed variables have good statistical significance.
- The observed variables are separated into 03 factors corresponding to 03 initial factors with Eigenvalues > 1 , showing that the original research model is kept unchanged, including: 01 dependent variable (CS), 02 independent variables (WC, SA) with a total of 13 observed variables with good statistical significance, multivariable linear regression analysis can be performed to consider the relationship of the independent variables (WC, SA) with dependent variable (CS).

Table 6. Multivariable regression results

Coefficient ^a

Model		Unnormalized coefficient		Standardization coefficient	t	Signal	VIF
		REMOVE	Std. Error	Beta			
1	(Continuity)	.619	.168		3,674	.000	1,000 yen
	Working awareness of commune-level civil servants (WC)	1.164	.051	.998	22.845	.014	1,000 yen
	Service attitude of commune-level civil servants	.335	.045	.326	7,460	.000	1,000 yen

one. Dependent variable: Performance of public duties of commune-level civil servants (CS)
R square adjusted: 0.702
Durbin-Watson: 2.145

(Source: Author's survey results)

The data in Table 6 shows:

- Adjusted R Square = 0.702 confirms the WC factor, SA explains 70.2% of the variation of CS factor in the research model. The multivariate regression model was built to fit the data set
- The variance inflation factor ($VIF = 1,000 < 2$) shows that the regression model does not have multicollinearity.
- Durbin-Watson = 2,145 ($1 < d < 3$) shows that the regression model has no autocorrelation. The regression coefficients of the two independent variables (WC, SA) have statistical significance (Sig. < 0.05), showing that the factors WC, SA are all correlated with CS.
- The unnormalized regression coefficients are all positive, so the factors in the research model have a positive relationship, the hypotheses H1, H2 are accepted.

On the basis of the general regression model $Y = B_0 + B_1 * X_1 + B_2 * X_2 + \dots + B_i * X_i$ (Hair, JF et al., 2009), the multivariate regression model of this study can be determined as follows:

$$CS = 0.619 + 1.164 * WC + 0.335 * SA$$

Based on the standardized regression coefficient, it can be seen that the correlation of the independent variables and the dependent variable is: Service attitude of commune-level civil servants and Working consciousness of commune-level civil servants (WC).

Conclusion

From the above research results, it can be affirmed that: The attitude of serving the people of commune-level civil servants is assessed to a lower level than the working consciousness of commune-level civil servants. It also means that commune level cadres and civil servants need to improve their service attitude to get better and better work results, creating satisfaction and trust of the people. From this conclusion, the author suggests a number of management innovation contents for local leaders, which are: (1) Regularly fostering and training the working sense and attitude to serve the public service. ; (2) Regularly inspecting and evaluating internally in combination with external assessments (evaluating opinions of the people) on the working spirit and service attitude of civil servants to have full and multi-dimensional information. about civil servants in the performance of official duties.

In the operation of commune-level government agencies, when the material conditions and policies are good, but the working consciousness and service attitude of the cadres and civil servants are not good, the operation of the government agencies cannot achieve the effectiveness. fruit. high fruit. When commune-level civil servants are regularly fostered and trained in working sense and service attitude, people will feel more respected, dedicated to serving and trusting in local authorities. This is an important factor to help government agencies promote the power of the people in the management of social development in the locality.

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