The Quality of Professional Civil Servants in the Vietnamese Home Affairs Sector

Ngo Sy Trung
Hanoi University of Home Affairs, Hanoi city, Vietnam

Abstract---In each country, civil servants are identified as the labor force exercising the state power to manage social development, so their quality is often clearly defined with general requirements in line with the characteristics of the civil service and the specific ones of each industry. In Vietnam, the quality standards for civil servants are clearly defined in the Law on Cadres and Civil Servants in 2008, with general provisions applicable to all of them in the state apparatus. Based on this Law, all industries have their regulations on the quality of civil servants by their characteristics. In this study, we focus on analyzing the quality of professional civil servants in the Home Affairs sector according to its standards based on issued legal regulations, including Political quality, Professional qualifications, Working capacity, and Work results. In this study, a qualitative method is employed to collect secondary documents combined with a quantitative one to conduct a direct survey of 500 managers from the Departments of Home Affairs in 12 provinces representing three provinces of Vietnam.

Keywords---civil servants, home affairs, social development, quality civil servants, Vietnam.

Introduction

In Vietnam, the Home Affairs sector includes the people working in agencies under the Ministry of Home Affairs (central level), Departments of Home Affairs (provincial level), and Divisions of Home Affairs (district level) performing the functions of state management in the domains of administrative organizations, state non-business; local governments, administrative boundaries; cadres, civil servants and state employees; associations, non-governmental organizations; Emulation and Reward; religion, etc (VG, 2017). Civil servants in the Home Affairs sector include professional and managerial ones as prescribed by law. Their working quality meets the requirements related to political quality, professional

qualifications, working capacity, and results of assigned professional work (VNA, 2008).

As of 2021, the agencies under the Home Affairs sector include the Ministry of Home Affairs, 63 Departments of Home Affairs, and 705 Divisions of Home Affairs divided by administrative units GSO (2021), with the number of civil servants of over 7000. Of which, there are over 2000 managerial and more than 5000 professional civil servants. According to the general assessment, between 2016 and 2020, Home Affairs civil servants would be considerably enhanced in their quality in the direction of standardization in terms of professional qualifications and practical results of assigned tasks. However, they have yet to meet the task requirements in terms of promoting reform and international integration (Moha, 2020). The above fact has been posing a challenge for managers in agencies in the Home Affairs sector, which is how to ensure civil servants' quality can satisfy the job requirements in the Home Affairs sector in the new situation (Marmot et al., 1991; Reid et al., 1974).

It is essential to conduct more research on the quality of Home Affairs human resources in the current context. As researchers and lecturers in the Home Affairs sector and related professions, we conducted research and survey into the managers' opinions in the Home Affairs sector in 12 provinces representing three areas of Vietnam with a scale of 500 people. The survey results provide objective information for us to draw research conclusions and suggest policies suitable to Vietnam's conditions to help the managers in the Home Affairs sector research and adjust policies appropriately, contributing to improving the quality of civil servants in the Sector (Bell & Gilbert, 1994; Song, 2011).

Literature review

Quality is a fundamental issue that organizations today pay great attention to when evaluating their products and has become a crucial competitive weapon. In the research, the term 'quality' is defined as "the things that create the features and values of a person or an object" (Phe, 2011). This definition is also widely applied in research, production, and management fields, such as human quality; product and service quality; the quality of the topics, projects. In the field of management, the term "quality" is defined as "the totality of characteristics of an entity which give it the ability to satisfy stated needs" (Moste, 1999). This term can be applied in many activities but is the most suitable for management ones by agencies and organizations when they participate in the management process of sectors and domains of competent state agencies (Sjahrir et al., 2013; Sekine et al., 2014).

It is clear that the above views and definitions all refer to the value of people, things and events expressed through inherent characteristics and attributes when placed in specific conditions. For civil servants in the Home Affairs sector, the value of this human resource is determined when they demonstrate their qualities and capabilities to meet the work requirements of the agency, which is researched and analysed by many researchers Thu & Ngan (2013), including:

- QCS1: The quality of civil servants meets the current professional requirements by the Home Affairs agencies.
- QCS2: The quality of civil servants meets the requirements of future professional tasks by the Home Affairs agencies.
- QCS3: The quality of civil servants meets the requirements of administrative reform and integration tasks by the Home Affairs agencies.

The values of civil servants (qualities and capacity) are often clearly defined by the laws in many countries, serving as a basis for state agencies to recruit, employ and manage their civil servants. In Vietnam, civil servants in the Home Affairs sector are prescribed by law and employed to work in the agencies under and directly under the Ministry of Home Affairs, Departments of Home Affairs, and Divisions of Home Affairs. They perform the function of state management in the domains related to the Home Affairs sector; their quality ensures the requirements for political quality, professional qualifications, working capacity, and results of assigned professional work (VNA, 2008). When carrying out the research on the quality of civil servants in the Home Affairs sector, many Vietnamese researchers also mentioned the standards similar to those mentioned above by law, including Political quality, Qualification, Working ability, and Work results (Thai, 2004).

Political quality (PLQ)

Political quality is the most basic standard for all public sector officials and the key and indispensable content and meanings for human resources in the organizations (Thai, 2004; Ha, 2011; Trung & Xuan, 2021). Vietnam's Law on Cadres and Civil Servants in 2008 concretizes this standard to apply to public employees in general, and civil servants in particular, including:

- PLQ1: Strong political ideology. Civil servants strictly abide by the guidelines, lines, and regulations by the Communist Party of Vietnam and the policies, and laws by the State of Vietnam. They put the nation, the people, and the collective's interests above theirs; be honest, incorrupt, a spirit of solidarity, and build a spotless and strong agency/unit.
- PLQ2: Good ethics and lifestyle. Home Affairs civil servants must have a pure and plain lifestyle; show no sign of deterioration in morality and lifestyle; do not let their relatives and acquaintances abuse their positions and powers for their gains.
- PLQ3: Good working style and manners. Home Affairs civil servants must be responsible for their assigned tasks. They shall have a sense of responsibility and coordination in performing their tasks. They shall have the right attitudes, exemplary behaviors, and standard working styles to meet the requirements of the civil service culture. In addition, they shall be dynamic, creative, dare to think, dare to do, flexible in performing their tasks, and have scientific, democratic, and righteous working methods.
- PLQ4: Good sense of discipline. Home Affairs civil servants must comply with the organizations' assignment and strictly implement the regulations and rules by the agencies/ units. They execute their work reporting regime well (reporting fully and honestly; providing accurate and objective

information on contents related to their performance of assigned responsibilities and tasks).

- PLQ5: Consciousness and sense of responsibility to serve the people well. Civil servants must respect, fairly treat, and protect their legitimate rights and interests.

Professional qualifications (PRQ)

Civil servants' professional qualifications in the Home Affairs sector comprise the knowledge, skills, and professions trained and fostered before becoming civil servants. They continue to be re-trained until satisfying the requirements and tasks by agencies and units under the Home Affairs sector at each stage of development. This criterion is clearly shown and easily identifiable based on their diplomas and certificates. It is considered a fundamental condition for them to perform well their assigned tasks. Many researchers affirm that professional qualifications are the main criteria for assessing human resources' professional competence and quality in the organization (Dung, 2011; Ha, 2011). According to the provisions of Vietnamese law VNA (2008), the norms for professional qualifications and knowledge of Home Affairs civil servants are specified under the civil servant rank, including:

- PRQ1: Professional qualifications up to standards under the civil servant rank. Not only is this criterion reflected in their diplomas issued by competent educational institutions, but it also must be promoted to the maximum in each Home Affairs civil servant's professional activities.
- PRQ2: State management knowledge up to standards under the civil servant rank. This criterion is generally prescribed for all civil servants and implemented under the training program specified by the Government as specialists, principal specialists, and senior specialists (VG, 2017). Not only is it reflected in the training certificates granted, but it is also promoted to the maximum in their professional activities.
- PRQ3: Foreign language skills meeting professional work requirements. Civil servants have certain levels of foreign languages proficiency in line with their professional activities. Not only is this knowledge reflected in their certificates or diplomas, but it also needs maximizing in their professional activities in the Home Affairs sector.
- PRQ4: Information technology skills meeting the professional work requirements. Civil servants have the knowledge and skills to apply information technology in their professional activities. Not only are Information technology skills reflected in their certificates or diplomas, but they are also maximized in their professional activities.
- PRQ5: Specialized knowledge and skills meeting the job position requirements. Home Affairs civil servants' specialized knowledge and skills shall be suitable to the defined job position and demonstrated through their professional skills and occupations.

Working capacity (WKC)

Capacity is "the ability to understand and do something thanks to ethical qualities and professional qualifications" (Lan, 2006). This is clearly understood in the domains of human resource management and associated with the criteria for the working capacity of human resources in the organizations. It is the ability to perform assigned tasks (Diem & Quan, 2010; Ha, 2011). For Home Affairs civil servants, their working capacity is prescribed according to their work norms appropriate to their job positions and confirmed through the annual civil servant evaluations VG (2020), including:

- WKC1: Good thinking capacity. Home Affairs civil servants shall have the ability to think, approach, and solve related issues to meet the requirements of professional work according to their job positions.
- WKC2: Good advisory capacity. Home Affairs civil servants shall have good consulting capacity. It is clearly shown by their ability to research, analyse, and evaluate for proposing policy-related issues. In addition, it is also demonstrated by their ability to edit documents that help transform every task from an idea into a specific professional product from which the authorities can decide to implement it.
- WKC3: Good organizational capacity to perform tasks. Civil servants can identify and analyse their professional task performance in a scientific and timely manner; develop a plan to execute the tasks reasonably and feasibly.
- WKC4: Good administrative communication capacity. Home Affairs civil servants can effectively communicate and negotiate their professional tasks, creating satisfaction for every individual and organization when they work with.
- WKC5: Good test and evaluation capacity. Home Affairs civil servants proactively grasp work situations. They detect and promptly correct errors or unreasonable issues to give valuable advice on the formulation and adjustment of policies and plans to achieve high results in performing their professional tasks. Besides, they actively analyse, evaluate, and summarize their performance of the assigned tasks.

Work results (WKR)

Work results are of great interest to many researchers when discussing the quality of civil servants in the public sector Thai (2004); Mai (2016), and stipulated by Vietnamese law. It is among one of the main criteria of the annual civil servant evaluation. It reflects in their assigned work progress, quality, and the people's satisfaction, including:

- WKR1: Work results must be on schedule. Their assigned tasks must be accomplished on time. It is a time requirement for the work results. Therefore, Home Affairs civil servants must ensure that the assigned tasks are completed according to the drawn-up schedule.
- WKR2: Work results must be of quality. Each assigned task must meet quality requirements. It is a crucial requirement, creating the value and characteristics of each product mentioned by many researchers and

managers (Moste, 1999; Phe, 2011). Therefore, civil servants must ensure that their assigned work results are of quality.

- WKR3: Work results must bring the people satisfaction when their requirements are solved. Home Office civil servants' roles and responsibilities are to serve the people. Hence, their work results are reflected in their attitude of serving the people, giving them satisfaction when their demands are satisfied.

Table 1

Summary of the quality scale of Home Affairs civil servants

No	Scales	Encode	Rating levels				
			1	2	3	4	5
I	Political quality	PLQ					
1	Strong political ideology	PLQ1					
2	Good ethics and lifestyle	PLQ2					
3	Good working style and manners	PLQ3					
4	Good sense of discipline	PLQ4					
5	Consciousness and sense of responsibility to serve the people well	PLQ5					
II	Professional qualifications	PRQ					
1	Professional qualifications up to standards under the civil servant rank	PRQ1					
2	State management knowledge up to standards under the civil servant rank	PRQ2					
3	Foreign language skills meeting professional work requirements	PRQ3					
4	Information technology skills meeting the professional work requirements	PRQ4					
5	Specialized knowledge and skills meeting the job position requirements	PRQ5					
III	Working capacity	WKC					
1	Good thinking capacity	WKC1					
2	Good advisory capacity	WKC2					
3	Good organizational capacity to perform tasks	WKC3					
4	Good administrative communication capacity	WKC4					
5	Good test and evaluation capacity	WKC5					
IV	Work results	WKR					
1	Work results must be on schedule	WKR1					
2	Work results must be of quality	WKR2					
3	Work results must bring the people satisfaction when their requirements are solved	WKR3					
V	The quality of professional civil servants in the Vietnamese Home Affairs Sector	QCS					
1	The quality of civil servants meets the current professional requirements by the Home Affairs agencies	QCS1					
2	The quality of civil servants meets the requirements of future professional tasks by the Home Affairs agencies	QCS2					

3	The quality of civil servants meets the requirements of administrative reform and integration tasks by the Home Affairs agencies	QCS3

Source: The authors' synthesized results from the literature review

Through the literature review, 04 independent variables with 18 observed ones and 01 dependent variable with 03 observed ones on the quality of Home Affairs civil servants are identified. Accordingly, the research model and hypothesis are as the following:
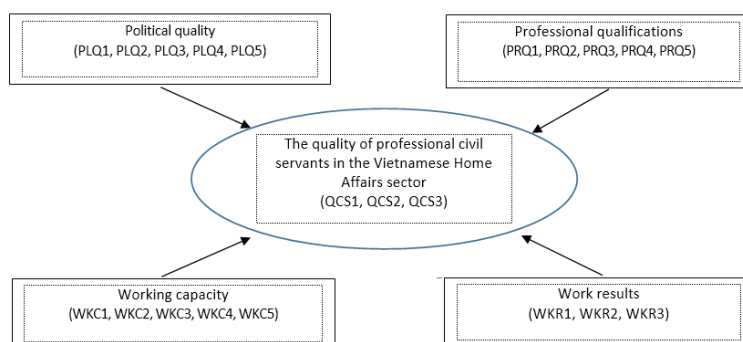
Research model

Figure 1. Research model

Research hypothesis

- H1: Political quality correlates with the quality of Home Affairs civil servants.
- H2: Professional qualifications correlate with the quality of Home Affairs civil servants.
- H3: Working capacity correlates with the quality of Home Affairs civil servants.
- H4: Work results correlate with the quality of Home Affairs civil servants.

Research methods

In this study, secondary data are collected and analyzed from published documents combined with primary ones from the direct investigation, Preliminary and formal surveys (Matei & Matei, 2014; Hansen et al., 2012).

Preliminary survey

From the theoretical framework for studying the quality of Home Affairs civil servants under the model of 04 independent and 01 dependent variables with a total of 21 observed ones, a survey consisting of 21 questions and 21 observed variables were designed (Table 1). All observed ones are measured using a 5-level Likert measure: 1 - Strongly disagree; 2 - Disagree; 3 - No comments; 4 - Agree; 5 - Strongly agree. With 21 observed variables, the minimum sample size needed for

factor analysis is N = 21*5 = 105 (Hai & Ngoc, 2018). In this study, we performed with a sample size of N = 500 > 105, showing high reliability when conducting survey research (Wong, 2021; Suwija et al., 2019). After designing and completing the survey form, we conducted a preliminary survey in the capital of Hanoi with a sample size of N = 120 managers from 30 agencies in the Home Affairs sector (Department of Home Affairs and 29 Divisions of Home Affairs). Its results show that the observed variables are reliable enough to be used in the official survey on a broader scale (Vuong et al., 2012; Clement & Amezaga, 2009).

Official survey

We conducted an official survey in 12 localities representing three regions of Vietnam, including the provinces: Lao Cai, Son La, Nam Dinh, Thai Binh (North), Ha Tinh, Quang Ngai, Binh Dinh, Khanh Hoa (central), Binh Duong, Binh Phuoc, Dong Nai and Kien Giang (south). The survey was carried out in 2021. Its subjects were 500 managers from the Home Affairs agencies (Departments of Home Affairs and Divisions of Home Affairs) who have held managerial positions for three years or more. We conducted a preliminary interview to capture the respondents' standards and distributed the survey based on their consent. The survey results collected 500/500 valid votes, reaching a 100% response rate. The characteristics of the research sample show that the majority of survey respondents are experienced managers (Table 2).

Table 2
Statistics of the study sample

			Length of time in a management position			
			3-5 years	6-10 years	Over 10 years	Total
Gender	Male	Count	92	139	50	281
		%	63.4%	60.2%	40.3%	56.2%
	Female	Count	53	92	74	219
		%	36.6%	39.8%	59.7%	43.8%
Total		Count	145	231	124	500
		%	100.0%	100.0%	100.0%	100.0%

Source: The authors' survey results in 2021

From the collected data, the author performs scale testing, exploratory factor analysis and regression analysis to test the research hypothesis (Tri et al., 2021; Suratao et al., 2021).

Research results
Results of testing the scale

After having collected the data, we carried out testing the scale. Then, we made exploratory factor and regression analyses to test the research hypothesis. The testing of the scale reliability (Cronbach'alpha test) was conducted to remove the garbage variables, avoiding the case that they create a dummy factor when analyzing the exploratory factor. The criteria for satisfying the scale reliability are

Cronbach'alpha > 0.6 and Corrected item-total correlation > 0.3 (Hai & Ngoc 2018). The test results show that two observed variables are not suitable and removed from the scale (Table 3).

Table 3
Results of testing the scale reliability

STT	Scales	Number of observed variables	Reliability coefficients (Cronbach' Alpha)	The correlation coefficient of the smallest total variable (<0.3)	Cronbach's Alpha if Item Deleted
1	Political qualities (PLQ)	05 variables: PLQ1, PLQ2, PLQ3, PLQ4, PLQ5	.813	PLQ2 = .261	PLQ2
2	Professional qualifications (PRQ)	05 variables: PRQ1, PRQ2, PRQ3, PRQ4, PRQ5	.818	PRQ2 = .210	PRQ2
3	Working capacity (WKC)	05 variables: WKC1, WKC2, WKC3, WKC4, WKC5	.922		
4	Work results (WKR)	03 variables: WKR1, WKR2, WKR3	.653		
5	The quality of professional civil servants in the Vietnamese Home Affairs sector (QCS)	03 variables: QCS1, QCS2, QCS3	.847		

Source: The authors' survey results in 2021

Result of exploratory factor analysis

Cronbach alpha test removed the observed variables PLQ2, PRQ2. It shortened the scale to 19 observed ones to ensure the reliability for exploratory factor analysis which aimed at preliminary assessment of unidirectionality, convergent value, the discriminant value of the scales, and grouping factors with Varimax rotation. The condition for exploratory factor analysis to be performed following the data set is values: $0.5 \leq KMO \leq 1$; Bartlett's test with significance level Sig.<0.05; Eigenvalue ≥ 1; Total Variance Explained $\geq 50\%$; $0.3 \leq$ Factor Loading is the minimum condition for the observed variable to retain the sample; $0.5 \leq$ Factor Loading shows good statistical significance (Hai, D.H. et al., 2018). In this study, we determined the $0.5 \leq$ Factor Loading condition. The results show that the exploratory factor analysis is consistent with the data set (Table 4 and Table 5).

Table 4
KMO and Bartlett's test and total variance explained

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.822
Bartlett's Test of Sphericity	Approx. Chi-Square	7309.765
	df	171
	Sig.	.000

Total Variance Explained

Compone nt	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Varian ce	Cumulat ive %	Total	% of Varian ce	Cumulat ive %	Total	% of Varian ce	Cumulati ve %
1	7.080	37.264	37.264	7.080	37.264	37.264	3.755	19.766	19.766
2	2.900	15.261	52.525	2.900	15.261	52.525	3.239	17.046	36.812
3	1.888	9.936	62.461	1.888	9.936	62.461	3.026	15.928	52.740
4	1.372	7.219	69.680	1.372	7.219	69.680	2.418	12.729	65.468
5	1.132	5.957	75.636	1.132	5.957	75.636	1.932	10.168	75.636
6	.888	4.674	80.311						
.....	.....	.....	......						
19	.055	.289	100.000						
Extraction Method: Principal Component Analysis.									

Table 5
Rotated component matrix

Rotated Component Matrixa		Component				
		1	2	3	4	5
Working capacity (WKC)	WKC2	.864				
	WKC4	.861				
	WKC3	.785				
	WKC1	.770				
	WKC5	.729				
Political qualities (PLQ)	PLQ1		.805			
	PLQ5		.798			
	PLQ4		.792			
	PLQ3		.778			
Professional qualifications (PRQ)	PRQ5			.926		
	PRQ4			.877		
	PRQ3			.775		
	PRQ1			.753		
Work results (WKR)	WKR2				.839	
	WKR3				.817	
	WKR1				.805	
The quality of professional civil servants in the Vietnamese Home Affairs sector (QCS)	QCS3					.779
	QCS2					.685
	QCS1					.662

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations

Source: The authors' survey results in 2021

The data from Table 4 and Table 5 with KMO = 0.822 > 0.5 show that exploratory factor analysis is suitable for the data set. Bartlett's test with the Sig level of significance = 0.000 < 0.05 indicates that the observed variables linearly correlate with the representative factor. Total Variance Explained with Cumulative % = 75.636 % > 50% reveals that 75.636% variation of the representative factors is explained by observed variables. All observed variables with the Factor Loading > 0.5 denote that they have good statistical significance. The observed variables were extracted into 05 factors with Eigenvalues > 1, showing that the research model consists of 01 dependent variable (QCS) and 04 independent ones (PLQ, PRQ, WKC, WKR) with a total of 19 variables. Observable ones with good statistical significance can perform multivariable linear regression analysis (Table 6).

Table 6
Research model adjusted by Cronbach' alpha test and exploratory factor analysis

STT	Scales	Observed variables	Number of observed variables
1	Political quality (PLQ)	PLQ1, PLQ3, PLQ4, PLQ5	04
2	Professional qualifications (PRQ)	PRQ1, PRQ3, PRQ4, PRQ5	04
3	Working capacity (WKC)	WKC1, WKC2, WKC3, WKC4, WKC5	05
4	Work results (WKR)	WKR1, WKR2, WKR3	03
5	The quality of professional civil servants in the Vietnamese Home Affairs Sector (QCS)	QCS1, QCS2, QCS3	03

Source: The authors' survey results in 2021

Results of multivariable linear regression analysis

Based on the adjusted research model (Table 6), the regression is carried out to consider the relationship between the independent variables (PLQ, PRQ, WKC, WKR) and the dependent one (QCS). Based on the general regression model Y = Bo + B1*X1 + B2*X2 + … + Bi*Xi (Hai, D.H. et al., 2018), the multivariable linear regression model of this study can be determined as follows:

$$QCS = Bo + B1*PLQ + B2*PRQ + B3*WKC + B4*WKR$$

Table 7
Multivariable linear regression results

Coefficients[a]		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	VIF
1	(Constant)	1.069	.222		4.826	.000	
	Political quality (PLQ)	.011	.047	.011	1.231	.038	1.000
	Professional qualifications (PRQ)	.268	.043	.268	6.270	.000	1.000
	Working capacity (WKC)	.393	.053	.353	7.435	.000	1.000
	Work results (WKR)	.081	.051	.071	1.570	.017	1.000

Dependent Variable: The quality of professional civil servants in the Vietnamese Home Affairs Sector (QCS)
Adjusted R Square: .659
Durbin-Watson: 2.190

Source: The authors' survey results in 2021

It can be seen the regression results in Table 7: Adjusted R Square = .659 shows that the factors PLQ, PRQ, WKC, WKR explain 65.9% of the variation of the QCS in the research model; the built multivariable linear regression model is suitable for the data. The factors with VIF = 1.000 < 2 shows that the regression model does not have multicollinearity. Durbin-Watson = 2,190 (1< d <3) indicates that the regression model does not have autocorrelation. The regression coefficients of four independent variables are statistically significant (Sig. < 0.05), showing that the factors of PLQ, PRQ, WKC, WKR all correlate with the QCS. The unstandardized regression coefficients have positive values so that the ones in the research model have a positive relationship. Thus, the hypotheses H1, H2, H3, H4 are accepted. The regression model of the factors in this study is:

QCS = 1.069 + 0.11*PLQ + 0.268*PRQ + 0.393*WKC + 0.081*WKR

Based on the standardized regression coefficient, it can be seen that the correlation level of the independent variables and the dependent one in descending order is Working capacity (WKC), Professional qualification (PRQ), Working results (WKC), and Political quality (PLQ).

Conclusion

From the above research findings, it can be affirmed that Working Capacity (WKC) has the most influence on the quality of professional civil servants in Vietnamese Home Affairs (QCS), followed by Professional Qualifications (PRQ), Working results (WKC), and Political quality (PLQ) (Nga, 2021; Nasution, 2016). From these findings, we suggest several issues to need studying and adjusting related to the policy on the management of civil servants in the Vietnamese Home Affairs sector, which are:

- Firstly, focus on examining and evaluating the working capacity of civil servants

  The factor that has the most dominant influence on the quality of professional civil servants in the Home Affairs sector (QCS) concluded in this study is working capacity (WKC). Its assessment is carried out every year according to the law with the main form of internal evaluation. Specifically, the civil servants self-assess, and then the agency approves and recognizes the results according to each unit/department. This evaluation method is convenient internally but limited because of the lack of multi-dimensional assessment. Based on the factor loading coefficient (Table 5), the observed variables WKC2 and WKC4 are closely correlated with the representative factor. It represents reliable information for managers of the Home Affairs sector to focus on assessing the advisory capacity, administrative communication capacity of civil servants, combining the form of external and internal assessment, namely:
  - Assessing the advisory capacity of professional civil servants through their advisory products that are issued policies conducted through the collection of opinions from relevant agencies, organizations, and citizens to evaluate the policies by government agencies in the field of the Home Affairs sector.
  - Assessing the administrative communication capacity of professional civil servants by collecting the opinions from agencies, organizations, and citizens when participating in solving work related to the Home Affairs sector.
- Secondly, focus on testing and evaluating the actual professional qualifications to meet the job requirements of civil servants.

  The factor that has the most second dominant influence on the quality of professional civil servants in the Home Affairs sector (QCS) concluded in this study is the professional qualification (PRQ). Not only is it professional qualifications that meet recruitment criteria, but also it is other knowledge and skills that meet the requirements of the job position. Based on the factor loading coefficient (Table 5), the observed variables for PRQ5 and PRQ4 are closely correlated with the representative factor. It is considered reliable information for managers from the Departments of Home Affairs to focus on retraining, testing, and evaluating professional civil servants' knowledge and professional skills every year. They are specialized skills to meet job position requirements and Information technology skills to satisfy professional job ones.

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