BUSINESSES AND CITIZENS’ EVALUATION OF LOCAL CIVIL SERVANTS AND OFFICIALS’ WORKING COMPETENCE IN VIETNAM

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Abstract
Local civil servants and officials work at different government levels, including provincial, district, and commune levels. Their responsibilities are to directly handle the business's and citizens’ requests, and serve and ensure their legal rights and interests as stated in law. The operational efficiency of government agencies depends greatly on the civil servants' and officials’ working competence. Therefore, a true evaluation of civil servants' and officials’ competence is very significant. In this study, a survey of 331 businesses and citizens was carried out (sample size N = 331) for their opinions of local civil servants and officials’ working competence, limited to those working in the fields of natural resources and environment, economics, and investment (two areas with many procedures related to resolving requests from businesses and citizens). The case study was conducted in Tay Ninh province. The main findings reveal that civil servants and officials evaluated meet the requirements of public duty performance in terms of two criteria: general competence and professional competence; however, the latter, which doesn’t fulfill the business's and citizens’ high expectations, is less appreciated than the earlier. From this, appropriate policies are a recommendation for the improvement of local civil servants and officials’ working competence in Vietnam.

Keywords: Working competence; Local; Civil servants; Officials; Vietnam.
1. Introduction

Local authorities in Vietnam are divided into 3 levels including 63 provincial-level units, 705 district–level units, and 10,599 commune-level units (GSO, 2023). Human resources for the local authorities are civil servants and officials. Civil servants work at all three levels of local authority; meanwhile, officials are only at the provincial and district levels.

As regulated in law, Vietnamese officials, who are on the payroll of state management agencies, exercise state power, carry out management activities by each industry and field, and serve the people (businesses, citizens). Civil servants, who are on the payroll of public service agencies, perform their professional activities known as public service to serve businesses and citizens’ needs (VNA, 2008; VNA, 2010). Both civil servants and officials have constitutional standards of qualifications, capacity, ethics, etc., and are responsible for dedicately serving the people (VNA, 2013). Thus, opinions and evaluations of civil servants and officials’ working performance from businesses and citizens are important and meaningful to the management activities of local authorities. In terms of legal aspect, the evaluation of civil servants and officials’ working competence is conducted annually with specific criteria: general competence, professional competence (VG, 2020); internal assessments (self-assessment agency) combined with external assessments when necessary (collecting opinions from businesses and citizens).

Local authorities often combine internal assessments and external assessments when evaluating civil servants' and officials’ working competence. However, it is often a general evaluation with general criteria, not specific evaluations attached with characteristics of each industry or field of work, carried out. Then the assessment results don’t show the true working competence of civil servants and officials in their professional fields. Thus, analysis and evaluations of civil servants and officials’ practical working competence in two fields complex in nature, closely related to the interests of businesses and citizens (natural resources and environment; economic and investment) are the aim of this study. The research was conducted in Tay Ninh province - a locality with economic and social characteristics ranked at an average level, similar to other localities in Vietnam.

2. Literature review

Concerning the linguistic aspect, the term "competence" is defined as someone’s capacity to work well thanks to his moral qualities and professional qualifications (Lan, N., 2006). This approach is agreed upon by researchers in different fields when it comes to civil servants and officials’ working competence. According to Trung, N.S. et al. (2021), it is the working competence expressed through the physical, intellectual, and moral qualities of civil servants and officials. In addition, Ha, T.T. et al. (2023) and Hung, L.D. et al. (2023) emphasize that it is civil servants and officials’ competence to effectively and efficiently perform assigned tasks.

The aforementioned perspective tends to focus on civil servants and officials’ working competence and results, which is much the same as that stated in Vietnamese legal documents.
Accordingly, working competence is regulated into job performance criteria attached to job titles, job positions, and working results assigned to civil servants and officials, specifically:—time progress and quality of work performance and businesses and citizens’ satisfaction (VG, 2020). Therefore, in this study, civil servants' and officials’ working competence is referred to civil servants' and officials’ capacities of well-performing assigned tasks. It is the close relation between working competence and work results that are the basis for the determination of civil servants' and officials’ working competence.

On the basis of Vietnamese law on evaluating civil servants and officials, the study addresses civil servants and officials’ working competence/results on: Civil servants and officials keep resolving processes of requests from businesses and citizens in progress (returning results according to the appointment letter) [WC1]; Civil servants and officials provide high – qualified public service in handling requests from businesses and citizens (public service meets requirements from businesses and citizens, no questions or further requests for civil servants or officials’ unsatisfied answers are raised up) [WC2]; Businesses and citizens satisfy with civil servants and officials’ professional activities in the process of dealing with their requests (businesses and people are respected and fairly treated; administrative procedures are introduced and explained carefully; civil servants and officials’ attitudes, responsibilities and behaviour towards their public duty performance capture in terms of businesses and citizens' requests) [WC3].

In terms of elements that can be called by different names to build up an individual’s working competence, there are two elements commonly known: general competence and professional competence. Trung, N.S. et al. (2020) and Anh, K.Q. et al. (2023) also affirm the two competencies of civil servants and officials, which are basic competence (general competence) and professional competence. Similarly, Son, N.V. et al. (2023) determine that civil servants' and officials’ working competence includes competence according to title standards (general competence) and working performance competence (professional competence). State management and regulations on the general and professional competence of civil servants and officials are also clearly presented in Vietnamese laws (VG, 2020). Thus, it can be seen that research on civil servants and officials’ working competence commonly leans towards general competence and professional competence. In agreement with these perspectives, this paper, hereby, develops a theoretical framework for the general competence and professional competence of civil servants and officials:

a) As to civil servants and officials’ general competence. It is referred to the competence according to the standards of civil servants and officials’ titles. This competence is determined with general standards: Civil servants and officials have the specialized knowledge and related legal documents and strictly obey administrative disciplines and regulations [GC1]; Civil servants and officials actively and responsibly handle request documents from businesses and citizens [GC2]; Civil servants and officials obey standard behaviors, consistent with public service culture and local culture when communicating and resolving requests from businesses and citizens [GC3].
The general competence of civil servants and public officials has been included in policies issued by the state, serving as a basis for recruiting, managing, and evaluating civil servants and officials.

Therefore, the general competence itself influences evaluation as well as is used as a criterion for the annual evaluation of civil servants and officials’ working competence by local public agencies in Vietnam.

Hypothesis 1 (H1): General competence is an evaluation criterion and has an impact on working competence/results, contributing to ensuring civil servants and officials’ working quality.

b) Concerning the professional competence of civil servants and officials. It is commonly known as competence determined based on functions, tasks, and professional activities in the process of public duty performance. This competence is determined with general standards: Civil servants and officials receive, classify and professionally resolve request documents from businesses and citizens in time [PC1]; Civil servants and officials show respect and provide careful, logical, and clear instructions to businesses and citizens in the process of resolving their requests [PC2]; Civil servants and officials speedily and accurately carry out professional activities, proficiently apply information technology and use foreign languages to effectively handle requests from businesses and citizens [PC3].

The professional competence of civil servants and officials is accumulated during their working process and is the factor best reflecting their working results. Competence enables civil servants and officials to well perform their public duties, at the same time, it is considered an influencing factor to civil servants and officials’ practical working competence and an evaluation criterion of local authorities.

Hypothesis 2 (H2): Professional competence is an evaluation criterion and has an impact on working competence/results, contributing to ensuring civil servants and officials’ working quality.

From an overview of related research, the theoretical framework on the working competence of civil servants and officials has been built, including 3 scales: "General competence of civil servants and officials", "Professional competence of civil servants and officials" (02 independent variables) and "working competence/results of civil servants and public officials" (01 dependent variables). These scales include 9 observed variables, which are all defined and serve as the theoretical basis for practical research in this study. The survey paper was designed according to the 9 observed variables and measured with a 5-level Likert scale: 1 - Strongly disagree; 2 - Disagree; 3 - No opinion; 4 - Agree; 5 - Strongly agree (Table 1, Figure 1).
Table 1. Theoretical framework

<table>
<thead>
<tr>
<th>No</th>
<th>Scales</th>
<th>Encode</th>
<th>Rating levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Civil servants and officials’ general competence</td>
<td>GC</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>1</td>
<td>Civil servants and officials have specialized knowledge and related legal documents and strictly obey administrative disciplines and regulations.</td>
<td>GC1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Civil servants and officials actively and responsibly handle request documents from businesses and citizens.</td>
<td>GC2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Civil servants and officials obey standard behaviours, consistent with public service culture and local culture when communicating and resolving requests from businesses and citizens.</td>
<td>GC3</td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>Civil servants and officials’ professional competence</td>
<td>PC</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Civil servants and officials receive, classify, and professionally resolve request documents from businesses and citizens in time.</td>
<td>PC1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Civil servants show respect and provide careful, logical, and clear instructions to businesses and citizens in the process of resolving their requests.</td>
<td>PC2</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Civil servants speedily and accurately carry out professional activities, proficiently apply information technology, and use foreign languages to effectively handle request documents from businesses and citizens.</td>
<td>PC3</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>Civil servants and officials’ working competence/results</td>
<td>WC</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Civil servants and officials keep resolving processes of requests from businesses and citizens in progress (returning results according to the appointment letter).</td>
<td>WC1</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Civil servants and officials provide highly – qualified public service in handling requests from businesses and citizens (public service meets requirements from businesses and citizens, and no questions or further requests for civil servants or officials’ unsatisfied answers are raised).</td>
<td>WC2</td>
<td></td>
</tr>
</tbody>
</table>
Businesses and citizens are satisfied with civil servants and officials’ professional activities in the process of dealing with their requests (businesses and people are respected and fairly treated; administrative procedures are introduced and explained carefully; civil servants and officials’ attitudes, responsibilities, and behavior towards their public duty performance capture in terms of businesses and citizens’ requests).

Source: Compiled by the authors from the literature review

As to the theoretical research framework identified, the study presents a research model including 03 measurement scales. The relationship of the scales (02 independent variables and 01 dependent variables) is expressed by the research hypotheses H1 and H2 (Figure 1).

Research models

![Research Model Diagram]

Figure 1. Research model

3. Methodology

a) Quantitative method

Qualitative research is often used for collecting opinions and viewpoints to have a comprehensive view of an issue and discover its development trend in the future. In this study, the qualitative method is used with interviews and surveys to collect perspectives and suggestions that support a comprehensive theoretical framework on civil servants and officials’ working competence. The findings show a theoretical framework including scales: General competence of civil servants and officials (GC); Professional competence of civil servants and officials (PC); working competence/ results of civil servants and officials (WC) [Table, chart 1].

b) Qualitative method

Qualitative research is conducted by collecting and analyzing data from observations and surveys. In this study, the qualitative method is used to collect and analyze primary data on civil servants and officials’ working competence gathered from direct surveys of 331 businesses and citizens (samplesize N = 331) in Tay Ninh province.
Civil servants and officials are working in the fields of natural resources and environment, economics, and investment (two fields with many procedures related to businesses and citizens’ requests that need to be handled). The survey was designed by the established theoretical framework. After the data collection, regression analysis was conducted to test the relationship between the scales and verify the proposed research hypothesis.

According to the qualitative research, the minimum sample size needed for regression analysis of the model of 3 scales and 9 observed variables in this study is $N = 9 \times 5 = 45$ (Hai, D.H., 2019). The survey of businesses and citizens’ opinions was conducted with a sample size of $N = 331 > 45$ to ensure the reliability of the collected data. The survey results were 331/331 valid answers, reaching a 100% validity rate.

4. Findings

With data collected from the survey of 331 businesses and citizens, Cronbach's Alpha test was performed to identify the reliability of the scales and observed variables in the research model. According to Hai, D.H. et al. (2019), the conditions for scales to be reliable are Cronbach's alpha $> 0.6$; the condition for observed variables to be reliable is Corrected Item-Total Correlation $> 0.3$. The test results show that all of the 3 scales and 9 observed variables in this study are reliable (Table2).

Table 2. Statistical results and scale testing

<table>
<thead>
<tr>
<th>Scales</th>
<th>Observed variables</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Cronbach’ Alpha</th>
<th>Corrected Item- Total Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Civil servants and officials’ general competence (GC)</td>
<td>GC1, GC2, GC3</td>
<td>331</td>
<td>1</td>
<td>5</td>
<td>4.26</td>
<td>.477</td>
<td>.765</td>
<td>GC1 = .614, GC2 = .647, GC3 = .693</td>
</tr>
<tr>
<td>2. Civil servants and officials’ professional competence (PC)</td>
<td>PC1, PC2, PC3</td>
<td>331</td>
<td>1</td>
<td>5</td>
<td>3.85</td>
<td>.531</td>
<td>.667</td>
<td>PC1 = .545, PC2 = .532, PC3 = .518</td>
</tr>
<tr>
<td>3. Civil servants and officials’ working competence/results (WC)</td>
<td>WC1, WC2, WC3</td>
<td>331</td>
<td>1</td>
<td>5</td>
<td>4.06</td>
<td>.613</td>
<td>.701</td>
<td>WC1 = .601, WC2 = .597, WC3 = .603</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td></td>
<td>331</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Authors’ survey results

Table 2 shows observations on the scales "General competence of civil servants and
officials" (CL), "Professional competence of civil servants and officials" (CM), and "working competence/results of civil servants and officials" (NL) are all rated at an average level of Mean > 3.5, statistically significant according to the Likert scale (1-5) to affirm that civil servants and civil servants and officials assessed meet requirements of working competence to perform assigned tasks. Chart 1, Chart 2, and Chart 3 hereby show the results in detail.

Chart 1. Businesses and citizens’ evaluation of civil servants and officials’ general competence

![Chart 1](image_url)

Source: Authors’ survey results

Notes:

GC1: Civil servants and officials have specialized knowledge and related legal documents and strictly obey administrative disciplines and regulations.

GC2: Civil servants and officials actively and responsibly handle request documents from businesses and citizens.

GC3: Civil servants and officials obey standard behaviors, consistent with public service culture and local culture when communicating and resolving requests from businesses and citizens.

Chart 1 shows that the general competence of civil servants and officials is evaluated to meet the requirements with over 90% of "agree" and "strongly agree" answers from the businesses and citizens in terms of 03 evaluation criteria. The response rate of "strongly disagree" and "disagree" from 2.1 – 4.5% shows a low level of dissatisfaction from the businesses and citizens about the general competence of civil servants and citizens, that 4.5% of them regarding "civil servants and officials have the specialized knowledge and related legal documents and strictly obey administrative disciplines and regulations", 2.7% of them dissatisfy regarding of "civil servants and officials actively and responsibly handle request documents from businesses and citizens" and 2.1% of them disappointed regarding of "civil servants and officials obey standard behaviors, consistent with public service culture and local culture when communicating and resolving requests from businesses and citizens". This reveals that there are still a certain number of civil servants and officials causing trouble and harassment to businesses and citizens while performing their duties.
**Chart 2.** Businesses and Citizens’ Evaluation of Civil Servants and Officials’ Professional Competence

![Bar Chart](image)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>No Opinion</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC3</td>
<td>2.42</td>
<td>3.93</td>
<td>12.08</td>
<td>51.36</td>
<td>30.21</td>
</tr>
<tr>
<td>PC2</td>
<td>1.81</td>
<td>3.02</td>
<td>11.78</td>
<td>53.78</td>
<td>29.61</td>
</tr>
<tr>
<td>PC1</td>
<td>0.60</td>
<td>3.93</td>
<td>9.37</td>
<td>54.98</td>
<td>31.12</td>
</tr>
</tbody>
</table>

*Source: Authors’ survey results*

**Notes:**

PC1. Civil servants and officials receive, classify, and professionally resolve request documents from businesses and citizens in time.

PC2. Civil servants show respect and provide careful, logical, and clear instructions to businesses and citizens in the process of resolving their requests.

PC3. Civil servants speedily and accurately carry out operating professional activities, proficiently apply information technology, and use foreign languages to effectively handle requests from businesses and citizens.

Chart 2 shows the opinions of businesses and citizens in terms of 03 evaluation criteria on the professional competence of civil servants and officials.

The data shows over 80% of the businesses and citizens provided an "agree" answer, affirming that the civil servants and officials meet the requirements of professional competence and complete businesses and citizens’ satisfaction in their working performance process; meanwhile, about 4.45% - 6.35% of them think that civil servants and officials do not meet the requirements regarding these three criteria. This result affects the overall assessment of the local business environment.
**Chart 3.** Businesses and citizens’ evaluation of civil servants and officials’ working competence/ results

![Chart 3](chart.png)

**Source: Authors’ survey results**

**Notes:**

WC1: Civil servants and officials keep resolving processes of requests from businesses and citizens in progress (returning results according to the appointment letter).

WC2: Civil servants and officials provide highly-qualified public service in handling requests from businesses and citizens (public service meets requirements from businesses and citizens, and no questions or further requests for civil servants or officials’ unsatisfied answers are raised).

WC3: Businesses and citizens are satisfied with civil servants and officials’ professional activities in the process of dealing with their requests (businesses and people are respected and fairly treated; administrative procedures are introduced and explained carefully; civil servants and officials’ attitudes, responsibilities, and behavior towards their public duty performance capture in terms of businesses and citizens’ requests).

Figure 3 shows the opinions of businesses and citizens on civil servants and officials’ working competence/ results. The data demonstrates that 79,49% of them agree that civil servants and officials returned the results according to the appointment letter, 79,53% of them confirm civil servants and officials provide highly-qualified public service in handling requests from businesses and citizens, 78,77% of them feel satisfied with civil servants and officials’ working performance. However, with 7,11% - 7,92% of "strongly disagree" and "disagree" opinions from businesses and citizens, it can be seen that there are civil servants and officials who do not fulfill the three evaluation criteria, affecting the working results of themselves as well as their organizations.
The survey results (Table 2) confirm that most of the civil servants and officials are capable of completing their assigned tasks. However, the observed variables of the scale "Professional competence of civil servants and officials" (PC) are rated at the lowest level with Mean (PC1) = 3.85, Mean (PC2) = 3.71, Mean (PC3) = 3.59, showing that civil servants and officials’ working competence in reality is still not highly evaluated by businesses and citizens. This is a great influencing factor on local civil servants and officials’ working competence results. All 3 scales and 9 observed variables in the model have standard test values: Cronbach's alpha > 0.6; Corrected Item-Total Correlation > 0.3. These scales continue to be used to perform regression analysis to examine the relationship of the independent variables "General competence of civil servants and officials" (GC), and "Professional competence of civil servants and officials" (PC) with the dependent variable "Working competence/ results of civil servants and officials" (WC) [Table 3].

Table 3. Results from multivariate regression

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>VIF</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B Std. Error Beta</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant) .634 216 .367 3.016 .000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Civil servants and officials' general competence (GC) .393 .055 .367 3.871 .000 1.824</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Civil servants and officials' professional competence (PC) .311 .063 .308 6.732 .000 1.824</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Civil servants and officials’ working competence/results (WC) R Square = .734; Durbin-Watson = 2.002

Source: Authors’ survey results

Table 3 reveals that: R Square = .734, confirming the scales "General competence of civil servants and officials" (GC), and "Professional competence of civil servants and officials" (PC) explained 73.4% of the variation of the scale "Working competence/ results of civil servants and officials" (WC); VIF = 1.824 (1 < VIF < 2), showing that the regression model does not have multicollinearity; Durbin-Watson = 2.002 (1 < d < 3), showing that the regression model does not have autocorrelation. Thus, it can be confirmed that the scales "General Competence of Civil Servants and Officials" (GC), "Professional Competence of civil servants and officials" (PC) are independent and both have impacts on the scale of "Working competence/ results of civil servants and officials" (WC).

The regression coefficients of the two independent variables "General competence of civil servants and officials" (GC), and "Professional competence of civil servants and officials" (PC) are both statistically significant with Sig. = 0.000 (Sig. < 0.05) and has a positive value: B (GC) = 0.393, B (PC) = 0.311.
confirming the positive relationship between the two independent variables "General competence of civil servants and officials" (GC), “Professional competence of civil servants and officials” (PC) and 01 dependent variable “working competence/ results of civil servants and officials” (WC). Hypotheses H1, and H2 are accepted.

Applying the generalized regression model of Hai, D.H. (2019): Y = Bo + B1*X1 + B2*X2 + … + Bi*Xi, the regression model used in this study is determined as follows:

WC = 0.634 + 0.393*GC + 0.311*PC

Based on the unstandardized regression coefficients of the scales as independent variables: B (GC) = 0.393, B (PC) = 0.311, it can be confirmed that there is an increasing degree of correlation of the independent and dependent variables: "Professional competence of civil servants and officials (PC), "General competence of civil servants and officials" (GC), respectively.

5. Conclusion
The analysis and testing results have confirmed:

(1) Local civil servants and officials of Tay Ninh province, Vietnam meet the requirements of working competence to complete their public duties and serve the people. However, there is still a proportion of civil servants and officials who are not capable of satisfying businesses and citizens in the process of performing assigned tasks (7.11% - 7.92% of “strongly disagree” and "disagree", Chart 3). This shows that there are still a certain number of civil servants and officials causing trouble and harassment for businesses and citizens, affecting the overall assessment of the local business environment.

(2) General competence and professional competence are the two factors that directly affect working competence/results which ensure the working quality of civil servants and officials. The initially determined research model is confirmed to be consistent with the theoretical framework and survey data set. However, the professional competence of civil servants and officials is less appreciated, which does not fulfill the high expectations of businesses and citizens.

The findings suggest discussions on improving civil servants and officials’ practical working competence in Tay Ninh province in particular and localities in Vietnam in general, which are: enhancing evaluation activities on civil servants and officials’ working competence and developing effective training plans to improve their practical working skills, coordination skills and working attitudes. It can be specifically explained as follows:

- Firstly, agencies and localities need to review and evaluate to classify civil servants and officials in terms of their working competence/ results in their professional field. From this, training plans are promptly developed to help the ones whose weak working competence/ results supplement and regularly update their professional and technical knowledge and skills. At the same time, a friendly, dynamic, professional, effective working environment with facilities and information technology applications should be created to support civil servants and officials in the implementation process of assigned tasks.
Secondly, training plans should be oriented: (1) qualification training for civil servants and officials to meet requirements of their rank, title, and job positions; (2) knowledge and skills training to improve civil servants and officials’ competence as required in the competence framework on general competence and professional competence of job positions; (3) supplementary training and regular updates of knowledge and skills to support the public duty performance. Along with training programs, agencies and localities must strengthen internal inspection and evaluation combined with external evaluation (opinions of businesses and citizens) on working competence and coordination competence of civil servants and officials so that multi-dimensional and comprehensive information about civil servants and officials’ process of public duty performance is regularly updated.

For implementation of public service, facilities, techniques, and policies are good; however, if civil servants and officials’ working competence is inefficient, then the management activities of agencies and localities cannot be highly effective. If civil servants and officials are regularly trained to improve their working competence and attitudes, high-quality human resources will be developed to serve public duties. Moreover, when businesses and citizens are respected and served wholeheartedly by the high-quality civil servants and officials, more trust will be given to local authorities. This could help local authorities conveniently mobilize resources from the people to serve their local development.

REFERENCES


