

Training human resources in the public sector meets the requirements of the fourth industrial revolution in Vietnam

Ngo Sy Trung¹, Tran Thi Mai², Le Son Tung³

¹ Hanoi University of Home Affairs, Hanoi City, Vietnam

Phone: +84989302429, Email: ngosytrung01@yahoo.com

² Campus of National Academy of Public Administration in Tay Nguyen,

Dak Lak Province, Vietnam

³ Hanoi University of Home Affairs, Hanoi City, Vietnam

Abstract

Public sector human resources' activities are dominated by political and legal factors since their performance of public duties are aimed at serving the State's political goals, and best meeting the people's legitimate requirements. Therefore, to rationally plan and organize the implementation of human resource policies in the public sector, including training ones, managers need to rely on the characteristics of the public sector. In addition, they need to pay much attention to the changing trends of society, especially to profound changes in the context of the Fourth Industrial Revolution (industry 4.0). In this study, the author focuses on analyzing the issues of human resource training in the public sector meeting the requirements of the 4.0 revolution in Vietnam. Using a qualitative method to collect secondary documents, the author clarifies several contents such as Characteristics of the public sector and its human resources, requirements of the 4.0 revolution for them, and some issues raised for training them in Vietnam in the context of the 4.0 revolution.

Keywords: Public sector, Human resources in the public sector, Revolution 4.0, Vietnam.

1. Introduction

Vietnam's public sector includes agencies and organizations established and operating for common interest, associated with the country's political and social goals regulated by law. These are the ones under the Communist Party of Vietnam, the State of the Socialist Republic of Vietnam, the Vietnam Fatherland Front, and other socio-political organizations. They are set up into a synchronous system according to the central and local government levels. At the local one, such a system includes the provincial level - 63 provinces, the district level - 705 districts, and the commune level - 10,604 communes (GSO 2021).

Their human resources are cadres, civil servants, and public employees elected, recruited, appointed, and received wages from the State budget under the law. Their responsibilities are to perform their official duties and serve the people prescribed by the constitutions. They are, therefore, trained to meet

the requirements of the civil service. However, their professional qualifications, competence, and skills are affected by many factors such as administrative reform, revolution 4.0, international integration, etc. Managers must adjust the policies on human resources training in the public sector under the development reality to maintain high-quality human resources meeting the requirements of the civil service and the people.

This also requires the promotion of research in each country, locality, agency, and organization to contribute to policymaking. In this paper, we choose the human resources training in the public sector in Vietnam in association with one of the movement trends of contemporary society to conduct research, which is to train public sector human resources to meet the requirements of the 4.0 revolution.

2. Characteristics of the public sector and its human resources in Vietnam

The public sector is a historical, political, and legal category governed by socio-political relations, regulated by the law, and beyond the usual theoretical conception. In different countries and historical periods, the concept of the public sector can also be of differences. In modern administrative science, some researchers on administration affirm that the public sector includes agencies and organizations operating under the mode of serving the State, society, and citizens performed by its officials, civil servants, and public employees based on the provisions of law (NAPA 2012). Some others also have a similar approach to the public sector, saying that it includes many agencies and organizations engaged in public sector activities, in which the State is the core (Cuong. TV et al 2016). In Vietnam, the public sector consists of agencies and organizations in the political system (namely Communist Party of Vietnam, Vietnam Fatherland Front, the State of the Socialist Republic of Vietnam, socio-political organizations) and several other organizations and prescribed by the constitution (VNA 2013). It has characteristics suitable to the Vietnamese political regime, as shown below:

- Firstly, public sector activities are under the leadership of the Communist Party of Vietnam. The State plays a central role in the management and administration of all activities in the social life, along with the management participation of the Vietnam Fatherland Front and socio-political organizations. Specifically, (1) the Communist Party of Vietnam leads the State and the whole society by its guidelines, strategies, and programs; (2) The State concretizes the leadership of the Communist Party of Vietnam into legal norms and builds a legal system to manage society; (3) The Vietnam Fatherland Front and socio-political organizations participate in the State management in the form of supervising and criticizing policies, etc.

- Secondly, public sector human resources include cadres and civil servants in agencies under the Communist Party of Vietnam, the Vietnam Fatherland Front, the State, socio-political organizations, and those who work in the non-business units under such agencies and organizations. They are subject to the scope of the law (VNA 2008; VNA 2010). Their activities are associated with the performance of official duties based on the standards of public service ethics and professional qualifications prescribed by the Government (VG 2017), serving the State's political objectives to meet the Government's requirements and the people's legitimate needs, specifically:

(1) Cadres who are Vietnamese citizens are elected, approved, and appointed to hold positions and titles according to terms in agencies under the Communist Party of Vietnam, the State, and socio-political organizations at the central and local level, and are in the payroll and receive salaries from the State budget.

Training human resources in the public sector meets the requirements of the fourth industrial revolution in Vietnam

(2) Civil servants who are Vietnamese citizens are recruited and appointed to ranks, positions, and titles in agencies under the Communist Party of Vietnam, the State, central and local socio-political organizations, and are in the payroll and receive salaries from the State budget.

(3) Civil employees who are Vietnamese citizens are recruited according to employment positions, working at public non-business units under the Communist Party of Vietnam, the State, the Vietnam Fatherland Front, and socio-political organizations. They work under the working contract and receive salaries from the salary fund of public non-business units prescribed by the law.

Thus, the public sector activities and personnel in Vietnam are influenced by political and legal factors (such as being Vietnamese citizens, being elected, recruited... as prescribed by law). Therefore, to rationally plan and organize the implementation of human resource policies in the public sector, including training ones, managers need to rely on the characteristics of the public sector mentioned above in policy formulation and promulgation. In addition, policy making needs to be consistent with the changing trends of society, especially in the context of the 4.0 revolution, so that public sector human resources can always meet the requirements of tasks and serve the people in the best way.

3. Requirements of the 4.0 revolution for public sector human resources

Revolution 4.0 was initiated and officially announced in 2016, with its significance of high-tech manufacturing based on the achievements of artificial intelligence, biotechnology, nanotechnology (Klaus. S 2016). Many experts assess that it will completely change the way people live, work, and interact with each other, reflected in the following aspects: (1) Mass production will gradually be replaced by individual products according to customers' needs, requiring manufacturers to choose appropriate methods and technologies to produce them meeting their needs in terms of form and quality at the lowest cost. (2) The internet connection system plays an important role, has an overwhelming influence on the production process, and determines its results, whereby manufacturers and customers come into contact with each other on a large scale with the flexibility to satisfy the mutual needs. (3) Artificial intelligence is used in many stages of the production process and replaces direct human labor. It reduces production costs and increases labor productivity (Phuong. LQ 2017).

The spirit of Revolution 4.0 is currently covering the world, not only for the manufacturing sector but also for public sector organizations. That means there will be a change in the way of management in the public sector, first of all from the awareness and skills of cadres, civil servants, and public employees. Not only is this an opportunity to improve management efficiency, but it also is a requirement for human resources in this area, namely:

- *Firstly*, public sector human resources must have the ability to grasp the people's needs on policy and analyze, evaluate and synthesize such needs, thereby advising on appropriate policies and management measures to meet their increasingly diverse legal needs.

Human resources in the public sector acting as public servants shall satisfy management requirements and the people's legitimate ones. Therefore, it is their natural responsibility to grasp the needs and aspirations of the people (Hai. NH 2014; Trung. NS 2016). It is inherently done traditionally through the process of contacting and resolving people's requests at the office. However, in the context of the 4.0 revolution, public sector human resources need the right skills to grasp the information and needs of the people quickly and often through supporting tools and their adaptation to scientific and

technological advances applied in management activities. They can, thus, obtain multi-dimensional and objective information to synthesize and research to serve as advice and policymaking for social management.

- *Secondly*, public sector human resources must know how to apply their information technology knowledge and skills in professional and management activities. Regular IT updates will help them master interacting with the people in terms of awareness, culture, ethnicity, religion to satisfy their legitimate needs and innovate their management effectiveness.

Revolution 4.0 will open a new era of modern civil service. The "e-government" will become much more popular. Therefore, the application of information technology is both a basic and a high requirement for public sector human resources. The effectiveness of public sector agencies and organizations is assessed through the fastest and best response to the people's requests. In performing tasks, if public sector human resources have the practical application of information technology, it will be a crucial factor to facilitate agencies and organizations' work. The above requirement has the nature of changing their professional operation mode. Accordingly, they must master information technology to solve their professional work quickly and accurately to meet the people increasing requirements. Besides, their information technology mastering will also help them effectively connect people with State agencies and organizations. Since then, the people's opinions and policy criticisms are transmitted quickly and promptly, meeting the requirements of the social development policy making of such State agencies and organizations.

- *Thirdly*, public sector personnel must have knowledge and skills in international transactions and negotiations in the context of the 4.0 revolution so that they can master in implementing cooperative activities beyond the scope of a locality, a country, an agency, or organization.

In the context of the 4.0 revolution and the current trend of deep international integration, public sector agencies and organizations need to exchange and learn from experiences by other countries and international organizations to successfully formulate and implement their development strategies. Many requirements for public sector human resources have been set in the 4.0 revolution era. Nevertheless, the recruitment and training of such human resources in Vietnam are carried out under the general provisions of the law and have not yet to change much to respond to it. The recruitment of public sector human resources is political and legal. For example, the recruited person must be of Vietnamese nationality, be 18 years of age or older, have a clean background, and be healthy enough to perform the task; They have good political and moral qualities and appropriate degrees and certificates (VNA 2008). The suitability of such type diploma shows that it can be an intermediate, college, or university one regardless of the type of training. However, it does not clearly show the learner's abilities (such as thinking ability, consulting capacity, negotiation ability, foreign languages proficiency, information technology skills, etc meeting job requirements in the context of the 4.0 revolution. According to each agency or organization's plan, the training of public sector human resources is only aimed at achieving professional qualification standards in line with the job position to "contribute to building a contingent of cadres and civil servants, officials with good moral qualities, political courage and capacity to meet the requirements of serving the people and the development of the country" (VG 2017). This is considered an unspecific goal. It can be said that the reality of the 4.0 revolution and the management of cadres, civil servants, and public employees have helped us, the

Training human resources in the public sector meets the requirements of the fourth industrial revolution in Vietnam

authors, have objective observations and scientific judgments to innovate the training of public sector human resources in Vietnam.

4. Some issues for public sector human resource training in Vietnam in the context of the 4.0 revolution

From the characteristics of public sector human resources, the requirements of the 4.0 revolution for them, and specialized training according to the output standards prescribed by law, the content of the human resource training curriculum for this sector needs to be developed to ensure the formation of learners of public service ethics and other necessary skills in line with the job requirements of the public sector in modern society. They shall have their specialized foreign languages proficient enough to meet the work requirements of the public sector in the integration trend, the ability to apply information technology in performing professional tasks, the ability to research, participate in policy decision making, public service ethics, communication skills in performing official duties, etc.,

- Firstly, developing learners' ability to research and advise on policy decisions. Activities by public sector human resources are associated with advising on policymaking and implementation of policies and laws by the State. Policies and laws are effectively implemented when they are scientifically planned and consistent with the actual situation. Therefore, the requirement for them is that they have to demonstrate remarkable research capacity to give timely advice and propose to leaders in making policy decisions to serve as tools for their management and operations along with for the State's management and administration. The public sector human resource training curriculum should be designed in the direction of developing learners' abilities. That means equipping learners with the research and policymaking ability to assist their professional activities after graduation.

- Secondly, developing learners' ability to apply information technology in performing professional tasks. In modern society, where "e-government" is being widely applied in all countries, the internet of things is a condition for the 4.0 revolution is both a basic and a high requirement for public sector human resources. The effectiveness of agencies and organizations in the public sector is assessed through the fastest and best response to the people's requests. In performing their duties, anyone who can usefully employ information technology will be a crucial factor that helps the agency's work be convenient. Therefore, their IT skills are among the essential requirements, which require special attention when developing a training curriculum.

- Thirdly, offering learners with proficient foreign languages courses to meet the work requirements of the public sector in the trend of integration and revolution 4.0. In the context of deep and wide international integration as currently along with the context of the 4.0 revolution, that agencies and organizations in the public sector exchange and learn from experiences from international organizations and other countries requires each cadre, civil servant, and public employee need to have foreign language proficiency as a "key" for integration. In addition, they need to master foreign languages for specific purposes to meet the requirements of researching, summarizing domestic and foreign practical experiences, advising on policymaking for leaders in the implementation of international cooperation activities of the country, localities, agencies, and organizations. Therefore, learners' ability to use specialized foreign languages should be considered among the principal training tasks in public sector human resource training policies.

- Fourthly, sharpening learners' public service ethics. The training curriculum shall improve learners'

sense of compliance with the guidelines and lines by the Party, the policies and laws by the State, and the regulations by agencies and organizations where they work. In addition, it forms a working style and manners suitable to the civil service regime, a right working spirit, and attitude, ready to dedicate and serve the State and society.

The reason why the curriculum should provide the learners with such content is that the activities by agencies and organizations in the public sector are often related to the implementation of the State policies and laws based on the guidelines and lines of the ruling party. Therefore, to ensure that such policies and laws are strictly and consistently implemented, first of all, policy enforcers who are public sector human resources must strictly abide by the guidelines and lines of the ruling party, the policies and laws by the State, and the regulations by agencies and organizations. In addition, the scope of activities by agencies and organizations in the public sector is tremendous, related to all areas of social life. Furthermore, their management tasks are more or less linked to each other and are carried out according to an interconnected mechanism to reduce procedures for the people. If there is congestion or delay at some stage, it will affect the whole process of solving their work and the people's requests. Thus, public sector human resources must have a working style and manner suitable for each job. They must always show a passion and a willingness to perform their work and have a serious working attitude. They must be willing to take on challenging jobs that require energy and dedication. They must dare to take responsibility for the results of their work. On the other hand, one of the characteristics of the rule of law is its service to the people. That is, the State is created by the people and given the right to govern society. So, in the process of performing their duties, public sector personnel must put the common interest above their own, honestly and devotedly serve the people, and be ready to meet the people's lawful requirements. Especially in the current trend of State administrative reform, all countries have set an important goal of "shifting from ruling administration to serving one". Therefore, personnel in public sector agencies and organizations must put the national interest first. They must show the spirit of dedication, serving the goals of the State and their agencies, serving the interests of the community and society, not being bossy and authoritarian in the process of performing their official duties.

- Fifthly, equipping learners with communication and behavior skills in performing official duties. Public sector human resources directly deal with people's requests. To ensure the quality and efficiency of their work, they must have good communication and behavioral skills, such as having a polite and standard attitude in their communications under the concept and etiquette of society and with each object (with the people or their superiors, subordinates, and colleagues). If anyone can communicate and behave well, they will solve their work efficiently, give the people satisfaction, improve their performance of agencies and organizations contributing to the protection of the political system and the State regime. This feature also shows the spirit and attitude of serving the people (also called civil service ethics) of public sector personnel in the current rule of law state. Therefore, the training of public sector personnel must pay attention to the provision of good communication skills and exemplary behavior in the performance of public duties for learners.

Conclusion

In this study, based on analyzing the characteristics of the public sector and its human resources, the requirements of the 4.0 revolution for them, we have suggested some contents that need to be studied to reform the training policy. They are to equip learners with the ability to research and advise on

Training human resources in the public sector meets the requirements
of the fourth industrial revolution in Vietnam

policy decisions, to apply information technology and specialized foreign languages to meet the work requirements in the trend of integration and revolution 4.0, and public service ethics and communication skills in performing their public duties. Although the research findings are narrow in scope, they are meaningful to the author himself and provide valuable information for managers to have a timely synthesis and assessment of current public sector human resource management policies.

References

- [1]. GSO - General Statistics Office (2021). "Administrative Unit". General Statistics Office Website, address <https://www.gso.gov.vn/phuong-phap-thong-ke/danh-muc/don-vi-hanh-chinh/>
- [2]. NAPA - National Academy of Public Administration (2012). "State and Law - Training materials on State administrative management". Science and Technology Publishing House.
- [3]. Klaus. S (2016). "The Fourth industrial revolution". Crown Business, New York.
- [4]. Phuong. LQ (2017). "Promoting Exports in the Context of the Fourth Industrial Revolution". Journal of Economics and Forecasting, No. 28+29.
- [5]. Trung. NS (2016). "Training high-quality human resources for civil service". State Management Review, No.248.
- [6]. Hai. NH (2014). "Developing the contingent of public administrative civil servants at present". State Management Review, No.225.
- [7]. Cuong. TV et al (2016). "Policy to attract high-quality human resources in the public sector in our country today". Labour - Social Publishing House.
- [8]. VNA - Vietnam National Assembly (2008). "Law on Cadres and Civil Servants No. 22/2008/QH12". National Politics Publishing House
- [9]. VNA - Vietnam National Assembly (2010). "Law on Public Employees No.58/2010 / QH12 dated November 15, 2010". National Politics Publishing House.
- [10]. VNA - Vietnam National Assembly (2013). "Constitution of the Socialist Republic of Vietnam". National Politics Publishing House.
- [11]. VG - Vietnam Government (2017). Decree No. 101/2017/ND-CP dated September 1, 2017, on training and retraining cadres, civil servants, and public employees.