POLICY TO DEVELOP THE CONTINGENT OF CIVIL SERVANTS AT COMMUNE LEVEL: A SURVEY IN HAI PHONG CITY

POLÍTICA PARA DESENVOLVER O CONTINGENTE DE FUNCIONÁRIOS PÚBLICOS EM NÍVEL MUNICIPAL: UMA PESQUISA NA CIDADE DE HAI PHONG*

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Abstract: In recent years, the City Party Committee, People's Council, and People's Committee of the city have had many policies and solutions to strengthen and improve the quality of the grassroots political system in general and the political system at the grassroots level. Commune level in particular: Party committees and district authorities often pay attention to implementing guidelines and policies of the Central Committee, City Party Committee, People's Council, City People's Committee, propose many solutions to strengthen , innovate and improve the quality and efficiency of the local government's operations; focus on improving the qualifications of commune-level cadres and civil servants, thereby maintaining political stability and socio-economic development at the grassroots level, basically meeting the requirements and tasks in the current situation. The author uses the method of collecting secondary data, and primary data on the contingent of civil servants in Hai Phong city through 6 independent variables: Quantity (SL); Structure (CC); Physical Strength (TL); Knowledge (KT); Skills (KN); Mental strength (TL) affecting the independent variable is the policy of developing the contingent of civil servants at commune level in Hai Phong city (PC). The author uses the linear regression method through the regression equation by E-view software and uses the least squares method (OLS) to determine the regression coefficient. The result is that there are 5 other independent variables all having Sig. ≤ 0.05, so the variables SL, CC, KT, KN, TL are all correlated and statistically significant with the variable HH with the significance and confidence level > 95%. The remaining variation (TH) has Sig. = 0.077 > 0.05 correlation is not close, statistically significant is quite low with dependent variable.

Keywords: Civil servant. Commune. Developing a contingent of civil servants. Hai Phong city.

Resumo: Nos últimos anos, o Comitê do Partido da Cidade, o Conselho Popular e o Comitê Popular da cidade têm tido muitas políticas e soluções para fortalecer e melhorar a qualidade do sistema político de base em geral e do sistema político de base. A nível comunitário, em particular: Os comitês partidários e as autoridades distritais freqüentemente prestam atenção à implementação das diretrizes e políticas do Comitê Central, do Comitê do Partido da Cidade, do Conselho Popular, do Comitê Popular da Cidade, propõem muitas soluções para fortalecer, inovar e melhorar a qualidade e a eficiência das operações do governo local; concentram-se na melhoria das qualificações dos quadros comunitários e dos funcionários públicos, mantendo assim a estabilidade política e o desenvolvimento sócio-econômico em nível de base, atendendo basicamente às exigências e tarefas da situação atual. O autor usa o método de coleta de dados secundários e dados primários sobre o contingente de funcionários públicos na cidade de Hai Phong através de 6 variáveis independentes: Quantidade (SL); Estrutura (CC); Força física (TL); Conhecimento (KT); Habilidades (KN); Força mental (TL)

afetando a variável independente é a política de desenvolvimento do contingente de funcionários públicos a nível comunitário na cidade de Hai Phong (PC). O autor usa o método de regressão linear através da equação de regressão pelo software E-view e usa o método dos mínimos quadrados (OLS) para determinar o coeficiente de regressão. O resultado é que existem 5 outras variáveis independentes, todas com Sig. ≤ 0,05, portanto as variáveis SL, CC, KT, KN, TL estão todas correlacionadas e estatisticamente significantes com a variável HH com o nível de significância e confiança > 95%. A variação restante (TH) tem Sig. = 0,077 > 0,05 correlação não é próxima, estatisticamente significativa é bastante baixa com a variável dependente.

Palavras-chave: Funcionário público. Comuna. Desenvolvimento de um contingente de funcionários públicos. Cidade de Hai Phong.

1.   INTRODUCTION

After nearly 30 years of establishment and development according to the Resolution of the 6th Party Congress, Hai Phong's industrial parks, economic zones, and export processing zones have become the driving force, making important contributions to the economic development of Hai Phong. socio-economic development of Hai Phong city and the provinces of the Northern key economic region, which is the gateway for international integration of Vietnam (Hai Phong PC, 2010). In order to implement the new rural construction program in the city in accordance with regulations, on schedule and in a sustainable manner, truly associated with the direct rights and interests of the people, the city has determined in addition to the investment in building facilities, mobilizing social and community resources... the improvement of the quality of commune-level cadres and civil servants is one of the breakthrough solutions.

In recent years, the City Party Committee, People's Council, and People's Committee of the city have had many policies and solutions to strengthen and improve the quality of the grassroots political system in general and the political system in Vietnam. commune in particular; Party committees and district administrations regularly pay attention to implementing guidelines and policies of the Central Committee, the City Party Committee, the People's Council and the City People's Committee, proposing many solutions to consolidate and innovate. , improve the quality and performance of the local government, focus on improving the qualifications of commune-level cadres and civil servants, thereby maintaining political stability and socio-economic development. at the grassroots level, basically meeting the requirements and tasks in the new situation and building a new countryside.

The Standing Board of the City Party Committee promulgates Resolution No. 13-NQ/TU on renewal and improvement of the operational quality of the grassroots political

system in communes, wards and townships. At the same time, the Project on creating a source of cadres for key positions at the Party Committee and administration levels of communes, wards and townships has been approved with the goal of training 150 students with a centralized formal university degree, achieving average grades. or better, organize training for 15 months to create planning resources for the titles of Party Committee Secretary, Chairman of the commune-level People's Committee.

The Standing Board of the City Party Committee issued Conclusion No. 56-TB/TU on the guidelines, tasks and solutions to improve the quality and performance of the local government in the 2011-2016 period, with a vision to 2020. ; The City People's Committee promulgates an action plan to implement the conclusions of the Standing Board of the City Party Committee, which sets out a number of goals to strive for until 2016, with an orientation to 2020 on the quality of cadres, commune officials.

2. THEORY OVERVIEW

2.1. The concept of the contingent of civil servants

The contingent of "civil servants being Vietnamese citizens, recruited and appointed to ranks, positions and titles corresponding to employment positions in agencies of the Communist Party of Vietnam, the State, political organizations - society at central, provincial and district levels; in agencies or units of the People's Army who are not officers, professional soldiers or defense workers; in agencies and units of the People's Public Security but are not officers, non-commissioned officers serving under the professional regime, public security workers, on payroll and receiving salaries from the state budget" (VNA, 2019)). The activities of civil servants are power-legal activities, aiming to perform the functions and tasks of the state in the process of comprehensive management of all aspects of social life. The activities of the contingent of civil servants are directed towards the goal of "taking the people's happiness and well-being as a striving goal" , serving society more effectively, ensuring the basic characteristics of the rule of law and society. theism of the people, by the people, for the people, all state power belongs to the people .

The contingent of administrative civil servants has the task of organizing the implementation of the law and managing the state in all fields of social life in accordance with the goal of building a socialist rule of law state. The contingent of civil servants is the force operating and organizing the state apparatus, helping the state's activities smoothly from the central to local levels. In Vietnam, state administrative

officials play an important role in maintaining order and discipline and protecting the legitimate rights and interests of organizations and citizens in accordance with the law. Civil servants are "a public servant of the people" (CPV, 2021), responsible for building close relationships with the People, devotedly serving the People, respecting and listening to their opinions and subject to the People's supervision. people. Therefore, the activities of the contingent of civil servants are closely linked with the activities of the State administration with the activities of the political institutions. The activities of civil servants not only reflect the civility level of the administration, but also the superiority of the current political institution. All activities of the contingent of civil servants have a great influence on the prestige of the State administration and the people's trust in the Party. Recognizing the importance of state administrative civil servants in the national renewal process in general and state administrative reform in particular, our Party and State regularly take care of building a contingent of civil servants. The administration is "both pink and professional", considering it as the goal and task of the whole political system and each agency and unit (CPV, 2021). But, in fact, the contingent of civil servants is large but not strong and the quality is not really high. In many localities, in many specific cases taking place, the leadership capacity of officials is still limited, lack of dynamism and initiative in solving work; even, there are places where there is still a lack of democracy, bureaucracy, harassment, and trouble for people (CPV, 2021).

2.2.   Developing the contingent of civil servants and the contingent of civil servants

The realization of the goal of socialist democracy and the people's mastery in the new context is both urgent and long-term work, with a wide scope of impact. The XIII Party Congress mobilized the participation of the entire political system: "The Party leads, the State manages, the Fatherland Front and socio-political organizations act as the core for the people to master. . Party committees, party organizations, organizations in the political system, party members, cadres, civil servants and public employees set an example in practicing democracy, obeying the law, and upholding social ethics. The Party and State promulgate guidelines, guidelines, policies and laws, creating a political and legal foundation, respecting, ensuring and protecting the people's right to mastery" (CPV-2021). This shows that, in any situation, the People are the center, the subject of the renovation, construction and defense of the Fatherland, "all undertakings and policies must really come from the requirements of the people." ,

aspirations, rights and legitimate interests of the people; ... taking the people's happiness and well-being as a goal to strive for, consolidate and strengthen the people's trust in the Party and State country, socialist regime". It was C. Marx and Ph. Engels once asserted that a truly democratic state is one that is "increasingly oriented towards its real basis, to real people, to real people, and to be identified as the cause of the people themselves. people .

Exercising democratic rights in the spirit of the 2011 National Platform for Construction and the 2013 Constitution, ensuring that all power belongs to the people, first of all, administrative reform is needed. new administrative procedures. Reform elements, departments, and human resources for this process. In the process of administrative reform, the decisive factor is the contingent of cadres and civil servants. It is necessary to "focus on building a contingent of cadres and civil servants with sufficient quality, capacity and prestige to serve the people and the development of the country... At the same time, there should be a mechanism for screening and timely replacement. those who fail to fulfill their duties, violate the law, discipline, public service ethics, and professional ethics, are disciplined, and have no credibility among the people" (CPV, 2021). This contingent of civil servants plays an important role in the state administration, the preeminence of socialist society. They are the people who represent the government to solve the people's affairs, so it is necessary to build a contingent of civil servants to meet the requirements of promoting socialist democracy and the people's mastery in the context of socialism.

3. RESEARCH MODEL

Research on human resource development, the author uses 1 dependent variable: Policy on developing the contingent of civil servants at commune level in Hai Phong city to meet the integration requirements in Hai Phong city (PC) measured by 4 observed variables (from PC1 to PC4);

These variables are built from the criteria to evaluate the policy of comprehensively developing commune-level civil servants in Hai Phong city based on the development results in terms of sufficient number and suitable human resource structure. To integrate, improve the quality and capacity of employees according to Benjamin Bloom's ASK model, which has been studied through the DACUM method for job analysis and job analysis.

Using 5-level Likert scale, with descriptive statistical results table using software SPSS.22 and results of testing the reliability of quantitative scales; Structure; Fitness Knowledge; Skill; Mind force; by Cronbach's Alpha coefficient has been shown current.

Table 1 : Variables used in the model

TT	Variable name	Symbol	Expectation sign	Prior research
I	**Dependent variable**			
1	Policy on developing the contingent of civil servants at commune level in Hai Phong city	PC		Benjamin Bloom, (1956); Le Thi Kim Tuyet (2020)
II	**Independent variables**			
1	Number of civil servants	SL	+	Benjamin Bloom (1956); Sarros et al (2005); Le Thi Kim Tuyet (2020).
2	Structure of civil servants	CC	+	
3	The fitness of civil servants	TH	+	
4	Wisdom through knowledge of civil servants	KT	+	
5	Wisdom through the skills of civil servants	KN	+	
6	The spirit of civil servants	TD	+	

Source: Author's compilation

Figure 1: Research model
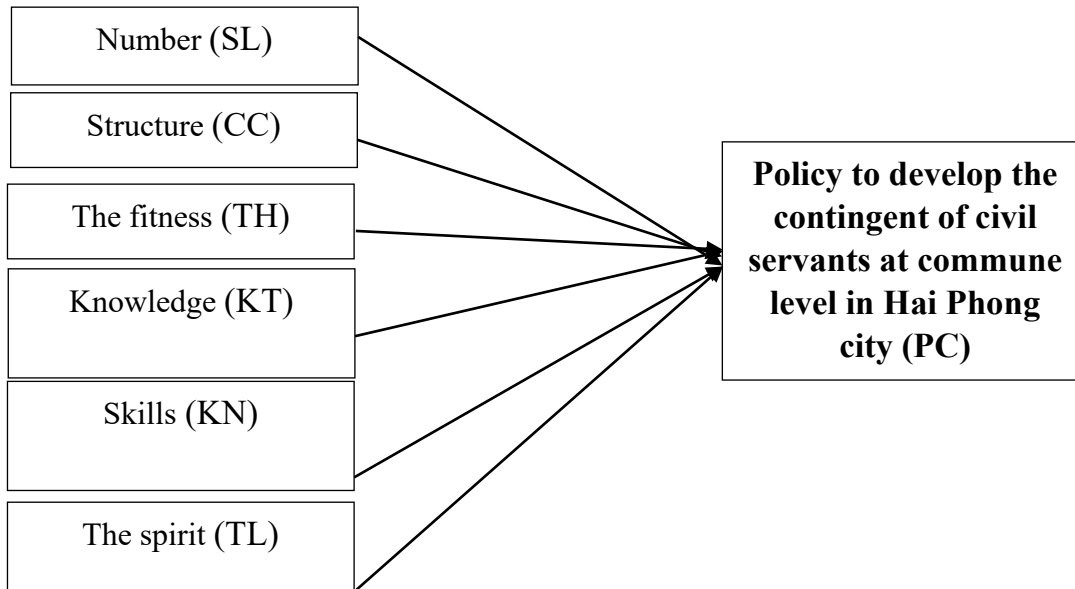
(Source: Author's suggestion)

The research model consists of 5 variables divided into 2 groups (independent variable and dependent variable):

Dependent variable: Policy to develop the contingent of civil servants at commune level in Hai Phong city (PC)

The group of independent variables reflects factors contributing to the development of the contingent of village civil servants in Hai Phong city, including:

SL: Number of civil servants;

CC: Structure of civil servants;

TH: Fitness of civil servants;

KT: Intelligence through knowledge of civil servants;

KN: Intelligence through the skills of civil servants;

TD: The mind of civil servants.

4. BILLION DATABASE AND SURVEY

About the research sample

With the objective of surveying subjects related to the policy of developing the contingent of civil servants at commune level in Hai Phong city, ensuring the criteria for selecting survey enterprises of the topic of the article . Due to the small and known population size, the study sample size was determined using the population given method. The sample size is determined based on: The population and the error.

$$n = \frac{N}{1 + N * e^2}$$

n: Number of research samples

N: Overall quantity

e: Error (using 95% accuracy, error e = 5%)

$$n = \frac{590}{1 + 590 * 0,05^2} = 238$$

Thus, the study required a sample of 238 votes and the author surveyed 280 votes, collecting 265 valid votes .

How to conduct a survey?

Before conducting the official survey, the author conducted a trial survey to check the appropriateness of the questionnaire.

With the research scope of the project being Hai Phong city, however, in the past period, especially from the end of 2019 to the end of 2021, the situation of the Covid-19 epidemic in the city. The situation in Hai Phong is complicated, so the author has used a combination of two different methods to collect survey information, including:

First, collect data through face-to-face interviews: a total of 40 questionnaires are for 4 groups of subjects as follows

6 interviews with leaders at provincial state management agencies;

10 data collection forms for leaders of district-level state management agencies;

11 data collection forms for leaders of commune-level state management agencies;

13 questionnaires directly survey civil servants working in state management agencies.

Second, collect survey data by calling the contact first, then send the survey through with the Google form of the remaining 240 survey questionnaires.

Using Cronbach's Alpha coefficient to test the reliability of the scale

Verification should check the following conditions:

Firstly, the scale must have at least two measurement variables (Iterm);

Second, the value of Cronbach's Alpha coefficient varies from 0 to 1. If the Cronbach's Alpha coefficient reaches a value of 0.6 or more, it can be accepted for reliability. If the value is from 0.7 to close to 0.8, the scale has good reliability and the value is from 0.8 to close to 1, the scale has very good reliability. However, when Cronbach's Alpha coefficient is too large ($\alpha > 0.95$), it shows that there are many variables in the scale that do not have any difference, this phenomenon is called overlap in the scale.

Third, the correlation coefficient of the total variable to perform the test of the satisfactory variables when the correlation coefficient of the total variable is greater than 0.3.

Therefore, the research in the thesis must have three or more measurement variables, will only keep those with Cronbach's Alpha coefficient of 0.6 or higher and the total correlation coefficient greater than 0.3. .

5.   RESULTS AND DISCUSSION

Descriptive statistics of the contingent of civil servants at commune level in Hai Phong city

Hai Phong city currently has 15 district-level administrative units (07 districts and 08 districts, of which 02 island districts are Cat Hai district and Bach Long Vi district; Bach Long Vi district alone has no commune-level administrative units). , 223 commune-level administrative units (70 wards, 143 communes and 10 townships; of which 57 grade 1 units; 140 grade 2 units; 26 grade 3 units) and 2,580 villages and residential groups (1,167 villages and 1,413 residential groups). The population of the city as of December 31, 2016 is 1.96 million people, of which 0.82 million people live in urban areas in 07 districts

(accounting for 42%) and 1.14 million people live in urban areas. rural areas belong to 08 districts (accounting for 58%).

Implement Decision No. 800/QD-TTg dated June 4, 2010 of the Prime Minister approving the national target program on building new rural areas for the period 2010 - 2020 and Decision No. 1600/QD-TTg dated On August 16, 2016, the Prime Minister approved the National Target Program on New Rural Development for the 2016-2020 period, the Standing Board of the City Party Committee issued Resolution No. 06-NQ/TU dated July 16. /2012 on building a new countryside city by 2015, orientation to 2020. The City People's Council issued Resolution No. 09/2012/NQ-HDND dated July 20, 2012 on tasks and solutions. new rural construction in Hai Phong city in the period 2012¬2015, orientation to 2020, Resolution No. 136/2016/NQ-HDND dated August 22, 2016 on adjusting and supplementing a number of mechanisms and policies policy on supporting new rural construction in the 2016-2020 period and Resolution No. 151/2016/NQ-HDND dated December 13, 2016 approving the implementation plan of the national target program on building new rural areas in the period of 2017 2020. The People's Committee of the city has issued decisions approving the implementation plan of the National Target Program on building new rural areas in phases, under which the construction of new rural areas is organized in 139/143 communes in the province. city table (there are 04 communes in Cat Hai district that do not build new rural areas because they are included in the general planning to build Dinh Vu - Cat Hai economic zone).

The total number of commune-level cadres and civil servants of Hai Phong city arranged according to the classification of administrative units is 5,191 people, but in reality there are only 4,607 people (cadres are 2,278 people and civil servants are 2,329 people). 584 people; in which commune officials and civil servants are 3,097 people (1,602 officials and 1,495 civil servants).

About the qualifications of commune-level officials

Professional qualifications: 63% have graduate, university and college degrees; 28% have intermediate level; 9% have elementary qualifications and have not been trained. In which, the qualifications of the commune cadres: 53% have postgraduate, university and college degrees; 35% have intermediate level; 12% have elementary level and have not been trained. Cadres with elementary and untrained qualifications, focusing on the position of President of the Veterans Association, who have joined the army, after being discharged from the army, return to their localities to work in communes, wards, town.

Level of political theory: 1% have bachelor's and advanced degrees; 83% have

intermediate level; 16% have elementary qualifications or have not been trained.

Computer skills: 74% have a certificate of informatics or have received intermediate training in information technology or higher; 26% have not been trained in computer knowledge to serve professional work, mainly the position of Chairman of Veterans Association, Chairman of Farmers' Association and Chairman of Vietnam Fatherland Front Committee; these officials are old, have little conditions to contact and solve work on computer systems.

Foreign language proficiency: most commune-level cadres are trained in English, of which 65% have foreign language certificates in English, a few have university degrees in English; some have other foreign languages (Chinese, Russian...) but the percentage is not significant.

About the qualifications of commune-level civil servants

Professional qualifications: 69.5% have graduate, university and college degrees; 30.5% have intermediate level, meeting the standards according to current regulations. In which, the qualification of commune civil servants: 60.5% have postgraduate, university and college degrees; 39.5% have intermediate level.

Level of political theory: 51% have intermediate level; 49% have elementary degrees or have no training in political theory.

Computer skills: 91% have a certificate in informatics or are trained at intermediate level in information technology or higher; 9% have not been trained in computer knowledge to serve professional work.

Foreign language proficiency: most commune officials have English language certificates, a few have university degrees in English.

's reliability coefficient s Alpha

Researching policy on developing the contingent of civil servants at commune level in Hai Phong city, the author uses 6 independent variables:

Number of civil servants (SL) measured by 2 observed variables (from SL1 to SL2);

Structure of civil servants (CC) measured by 4 observed variables (from CC1 to CC4);

Fitness of civil servants (TH) measured by 3 observed variables (from TH1 to TH3);

Intelligence through knowledge of civil servants (KT) measured by 8 observed variables (from KT1 to KT8);

Intelligence through the skills of civil servants (KN) measured by 8 observed variables (from KN1 to KN8);

Mindfulness of civil servants (TL) measured by 6 observed variables (from TL1 to TL6);

Research on policy on developing the contingent of civil servants at commune level in Hai Phong city assumes 1 dependent variable: Policy on development of communal civil servants in Hai Phong city (PC) measured by 4 observed variables (from PC1 to PC4);

These variables are built from the criteria to evaluate the policy of comprehensively developing commune-level civil servants in Hai Phong city based on the development results in terms of sufficient number and suitable human resource structure. To integrate, improve the quality and capacity of civil servants according to Benjamin Bloom's ASK model, which has been studied through the DACUM method for job analysis and job analysis.

Using 5-level Likert scale, with descriptive statistical results table using software SPSS.25 and results of testing the reliability of quantitative scales; Structure; Fitness Knowledge; Skill; Mind force; by Cronbach's Alpha coefficient has been shown current .

a, Results of the first KMO and Bartlett test

Table 2: Results of KMO and Bartlett's Test
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,919
Bartlett's Test of Sphericity	Approx. Chi-Square	3245,207
	DF	465
	Sig.	,000

KMO = 0.919 satisfies the condition that 0.5≤ KMO ≤ 1, so exploratory factor analysis is appropriate to reality.

Bartlett's test has Sig. = 0.000 ≤ 0.05, so the observed variables are linearly correlated in each factor.

b. Result of the first exploratory factor analysis

Table 3: Results of exploratory factor analysis Total Variance Explained

	Total Variance Explained								
Components	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative e %
1	9,471	30.551	30.551	9,471	30.551	30.551	4.413	14.237	14.237
2	2.383	7,687	38,238	2.383	7,687	38,238	4,250	13.709	27,946
3	2.080	6.709	44,947	2.080	6.709	44,947	3,372	10,878	38.823
4	1,650	5,323	50,270	1,650	5,323	50,270	2.498	8,060	46.883
5	1.268	4.091	54,361	1.268	4.091	54,361	1.863	6,009	52,892
6	1.084	3,496	57.857	1.084	3,496	57.857	1,539	4,965	57.857
7	,876	2,827	60,684						

8	,820	2,644	63,328						
9	,759	2.447	65.775						
10	,693	2.235	68,011						
11	,663	2.140	70,151						
12	,655	2.113	72.264						
13	,641	2.068	74.331						
14	,624	2.013	76,345						
15	,597	1,926	78,271						
16	,592	1,908	80,180						
17	,549	1,770	81,950						
18	,525	1.695	83,645						
19	,498	1.606	85,251						
20	,489	1.576	86.827						
21	,472	1.522	88,349						
22	,451	1.454	89,803						
23	,424	1.369	91,172						
24	,424	1.368	92,539						
25	,385	1.244	93.783						
26	,370	1.193	94,976						
27	,360	1.162	96.137						
28	,339	1.094	97.232						
29	,318	1.024	98.256						
30	,289	,932	99,188						
31	,252	,812	100,000						

Extraction Method: Principal Component Analysis.

Test of extracted variance = 57.857%

Initial Eigenvalues = 1.084 >1

Thus, about 57.86% of the change of each factor is explained by the observed variables in the model.

c. Exploratory factor analysis results

Table 4: Result of exploratory factor analysis Rotated Component Matrixa
Rotated Component Matrix [a]

	Components					
	first	2	3	4	5	6
KT3	,718					
KT1	,707					
KT4	,706					
KT5	,698					
KT2	,668					
KT7	,661					
KT6	,650					
KT8	,631					
KN3		,736				

KN6		,716				
KN8		,689				
KN4		,669				
KN2		,661				
KN7		,655				
KN1		,631				
KN5		,617				
TL5			,739			
TL4			,719			
TL3			,713			
TL1			,690			
TL6			,679			
TL2			,580			
CC4				,775		
CC1				,725		
CC2				,673		
CC3				,673		
TH3					,771	
TH1					,707	
TH2					,623	
SL1						,747
SL2						,746
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 6 iterations.						

Thus, after exploratory factor analysis, there are still 6 observed variables (independent variables) as originally proposed by the author, no Iterm excluded from the total number of initially constructed observed variables.

Regression

Regression equation on policy of developing the contingent of civil servants at commune level in Hai Phong city.

Overall regression model:

$PC = \beta_1 + \beta_2\,SL + \beta_3\,CC + \beta_4\,TH + \beta_5\,KT + \beta_6\,KN + \beta_7\,TL + Ui$

(Ui is a random element)

Dependent variable: Policy to develop the contingent of civil servants at commune level in Hai Phong city (PC)

Independent variable: reflects the factors affecting the development of the contingent of civil servants at commune level in Hai Phong city.

Run the equation using E-view software and use the method of least squares (OLS) to determine the coefficient of regression β_i. On the basis of the results, will proceed to

write equations of factors affecting high-quality human resource development to meet the requirements of international integration of Hai Phong city. Then, the test of the appropriateness of the equation means the test β_i to know whether the independent variable can be explained for the dependent variable or not. Evaluate the suitability of the equation through the coefficient of determination R ^{2} (R Square) to determine the explainability of the equation in practice.

In addition to using Excel software, specialized software for statistical processing SPSS.25, analysis of variance Anova, E-view software, Hausman test..., in the study, a system of diagrams is also used. Figures and statistical tables to illustrate specifically the results of analysis, synthesis, statistics and comparison in the thesis topic.

Among the independent variables, there is a strength variable (TH) with Sig. = 0.077 > 0.05 correlation is not close, statistically significant is quite low with the dependent variable, so fitness has an influence on the policy on development of commune-level civil servants in Hai Phong city. meeting the integration requirements of Hai Phong city in the current period.

All other independent variables have Sig. ≤ 0.05, so the variables SL, CC, KT, KN, TL are all correlated and statistically significant with the variable HH with the significance and confidence level > 95%.

Table 5. Testing of regression coefficients

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		REMOVE	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	,617	,213		2.894	,004					
	SL	,109	,054	,124	2.032	,043	,408	,125	,102	,683	1.463
	CC	,184	,057	,194	3.199	,002	,444	,195	,161	,688	1.453
	th	,100	,056	,107	1,775	,077	,391	,110	,089	,693	1.443
	KT	,113	,067	,108	1.685	,043	,426	,104	,085	,618	1.618
	KN	,158	,066	,153	2.405	,017	,438	,148	,121	,627	1,596
	TL	,138	,064	,133	2.173	,031	,414	,134	,109	,681	1.469

a. Dependent Variable: HH

Table 6. Explanatory level of the model

Model Summary [b]

Model	CHEAP	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,846 [a]	,716	,503	,44976	,346	22.792	6	258	, 000	2.033

a. Predictors: (Constant), TL, SL, TH, CC, KN, KT

b. Dependent Variable: HH

Model interpretation level:

Based on the results of Table 2.11 above, adjusted R ^{2} (Adjusted R Square) = 0.503 (F test, Sig. ≤ 0.05). Thus, 50.3% of the change in the policy on developing the contingent of civil servants at commune level in Hai Phong city to meet the integration requirements is explained by the independent variables that are significant above 99%. .

The fit of the model through the ANOVA test [a] :

Table 7. ANOVA test results [a]
ANOVA [ah]

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	57,736	6	9,623	22.792	, 000 [b]
	Residual	108,924	258	,422		
	Total	166,660	264			
a. Dependent Variable: HH						
b. Predictors: (Constant) TL, SL, TH, CC, KN, KT						

In the Regression regression model, there is Sig. = 0.000 ≤ 0.05. Thus, overall, the independent variables are linearly correlated with the dependent variable, so the linear regression model fits the actual data.

Test for multicollinearity: VIF < 10. Regression model does not have multicollinearity.

Autocorrelation test: Durbin-Watson value (d) = 2,033, 1≤ d ≤ 3, ensuring no residual autocorrelation.

Discuss regression results

$$PC = 0.213 + 0.124\,SL + 0.194\,CC + 0.108\,KT + 0.153\,KN + 0.133\,TL + Ui$$

Testing the significance level of the regression coefficients (βi) with i = 1, 2, 4, 5, 6, we see that the coefficients β_1, β_2, β_4, β_5, β_6 are statistically significant with Sig value. < 5%. In other words, with the resulting Sig reliability. of the coefficients are all less than 5%, that is, the confidence level is above 95%.

β_1 = 0.124 regression coefficient β_1 has a positive sign (+), the number (SL) of civil servants of the organization has a positive impact on the policy of developing commune-level civil servants in Hai Phong city (PC). When the number of human resources increases by 1 point, the development of the contingent of commune-level civil servants in Hai Phong city increases by 0.124 points.

β_2 = 0.194 regression coefficient β_2 has a positive sign (+), the structure (CC) of the organization's civil servants is the factor that has the greatest impact on the policy of developing commune-level civil servants in Hai Phong city (PC). When the human resource structure is

reasonable and increases by 1 point, the development of the contingent of commune-level civil servants in Hai Phong city increases by 0.194 points.

$\beta_4 = 0.108$ regression coefficient β_4 has a positive sign (+), intelligence through knowledge (KT) of civil servants positively affects the policy of developing commune-level civil servants in Hai Phong city (PC). Intelligence through knowledge of human resources has the lowest level of influence among the influencing factors, which is statistically significant, and when the knowledge of civil servants increases by 1 point, it develops the contingent of civil servants at the commune level. Hai Phong city increased by 0.108 points.

$\beta_5 = 0.153$ regression coefficient β_5 has a positive sign (+), intelligence through skills (KN) of the organization's civil servants has the same direction and has the second largest influence (after the public structure factor). organization) to the policy of developing the contingent of civil servants at commune level in Hai Phong city (PC). When human resource skills increase by 1 point, the development of commune-level civil servants in Hai Phong city increases by 0.153 points.

$\beta_6 = 0.133$ regression coefficient β_6 has a positive sign (+), the mentality (TL) of the organization's civil servants has the same direction and has a large influence on the policy of developing the contingent of civil servants at the commune level. Hai Phong city (PC). When the dedication of human resources increases by 1 point, the development of the contingent of commune-level civil servants in Hai Phong city increases by 0.133 points.

Table 8. The degree of influence of the independent variables on the dependent variable

TT	Factor/variable affect	Value βi	Level affect
1	Amount	0.124	4
2	Structure	0.194	1
3	Knowledge	0.108	5
4	Skill	0.153	2
5	Mental strength	0.133	3

Summarizing the level of influence of factors affecting the policy of developing the contingent of civil servants at commune level in Hai Phong city, they are arranged in order from strongest to lowest: (CC) Public structure position; (KN) Intelligence through the skills of civil

servants; (TL) The spirit of civil servants; (SL) Number of civil servants; (KT) Knowledge of civil servants.

6. CONCLUSION

To ensure the policy of developing the contingent of civil servants at commune level in Hai Phong city, the author recommends that state management agencies, managers and policy makers focus on a number of key issues. The following:

Firstly, to ensure enough quantity to meet job requirements, in which, especially, organizations and enterprises need to ensure the structure of human resources by gender, age, and structure of civil servants by seniority. ; structure of civil servants according to titles and qualifications; The structure of civil servants by job position ensures reasonableness and high efficiency.

Second, ensure that employees have the necessary skills according to the job position such as: Skills to apply general knowledge to work; Ability to work independently; Teamwork skill; Professional activity planning skills; Business negotiation skills; Communication and foreign language skills; Skills to work in a multicultural environment, soft skills in English, computer science, skills necessary for international integration such as civil servant skills in a multicultural context, skills necessary for transformation number and requirements of the job.

Third, raise the sense of discipline, administrative discipline; Absolutely follow the rules and working procedures. Improve personal qualities and professional ethics; Build a demanding, proactive and flexible attitude at work; Professional working style; High spirit and responsibility at work.

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