



## Improving the quality of the Public employee team at VNPT Hanoi

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### Abstract

The public employee's team is the most important asset of an organization, a public sector agency, this is reflected in several aspects such as the cost of human resources can be considered an investment, The benefits generated by human resources in an organization are substantial. The public employee's team in an organization is both the goal and the driving force for the organization's activities. The staff is the basic element constituting the organization and is the condition for the organization's existence and development. Therefore, an organization is assessed as strong or weak, development or lag depends largely on the quality of its staff. VNPT Hanoi has always been a pioneer in the application of science and technology in the fields of telecommunications and information technology, continuously renovating the organization, and applying advanced, flexible, and non-stop management forms to improve the quality of services, production, and business to best meet the needs of customers in the capital in particular and the whole country in general. Therefore, the article analyzes the current situation and proposes solutions to improve the quality of human resources at VNPT Hanoi in the coming time.

**Keywords:** Quality; Public employees team; VNPT Hanoi.

### Introduction

On December 6, 2007, the Board of Directors of Vietnam Posts and Telecommunications Group issued Decision No. 625/QĐ-TCCB/HĐQT on the official establishment of Hanoi Telecommunications. Accordingly, Hanoi Telecommunications is an enterprise separated from Hanoi Post Office. After more than half a century of establishment and development, since January 1, 2008, Hanoi Post Office has officially been divided into 2 new legal entities, namely Hanoi Post

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Office and Ha Noi Telecommunications. Interior. This is the result of the organizational renewal process at the Vietnam Posts and Telecommunications Group by the State's policy on organizing the group model and separating post and telecommunications, to create favorable conditions for postal business telecommunications, develop together, promptly adapt to the competitive and integrated environment.

In the current period, when Vietnam is increasingly asserting its position in the world when the linkages and exchanges between Vietnam and other countries in the world are increasingly tightened, Hanoi Telecommunications becoming an important link between Vietnam and international friends. Moreover, Capital Telecommunications is also an indispensable emotional bridge between the people of Hanoi and people from all over the country. Today, Hanoi Telecommunications is more and more aware of its important tasks in business and service. Looking back at the growth of telecommunications subscribers on the Hanoi Telecommunications network over the past 5 years, it can be seen that the efforts of all Hanoi telecommunications staff and employees.

Today, Hanoi Telecommunications is gradually growing and developing sustainably. The achievements in the first years of the official establishment have proved to Hanoi Telecom's staff that they have inherited and promoted the great achievements of the Capital Post Office. In the coming time, with that good tradition, with that solid potential, with the strength of creativity, and solidarity, the Hanoi telecommunications staff is determined to build the Thua Thien Hue telecommunications network modern and sustainable development. Stemming from that fact, the author has chosen the topic of the article: "Improving the quality of the public employee's team at VNPT Hanoi".

## **Theoretical basis**

### ***2.1. The concept of the public employee's team***

The concept of public employees is defined in Article 2 of the 2010 Law on Officials promulgated by the National Assembly of the Socialist Republic of Vietnam.

From the provisions in the above legal documents, we can understand the concept of public employees through the following specific contents:

Officials are Vietnamese citizens through the recruitment process according to a certain process to enter specific job positions.

The working place is working in public non-business units under the management of the State;

The working contract regime of public employees is according to the latest provisions in Article 2 of the Law amending and supplementing several articles in the Law on cadres and civil servants and the Law on Public Employees approved by the National Assembly of the Socialist Republic of Vietnam promulgated in 2019 (with amendments and supplements to Article 25 of the 2010 Law on Public Employees), effective from July 1, 2020, is a fixed-term working contract.

## ***2.2. The concept of quality of public employees team***

Quality of public employees is a collection of factors reflecting the personal quality of each employee through three groups of physical strength - mental strength - mental strength with different factors such as:

Physical fitness is expressed in health indicators in terms of health such as blood pressure index, blood sugar index; blood cholesterol levels, triglyceride levels, hormone levels secreted by the pituitary gland, body mass index - BMI, and blood C-reactive protein index (CPR). According to Japanese professor Georges Ohsawa (1893 - 1966), a healthy person does not feel tired; knows how to eat well; has a good night's sleep; has persistent memory; cheerful countenance; judging and acts quickly, gracefully, and finally, kensho (seeing the nature of life, people, and the universe, and then attaining kensho, living with wisdom and compassion). Among the above criteria, some criteria can be applied in assessing the quality of public health, such as no fatigue, persistent memory, cheerful face, and quick action. There are many other signs to recognize personal health such as a rosy face; loud, clear voice(1); smooth hair; moderate body. Or do not suffer from frequent insomnia, headaches, depression, digestive disorders, or memory impairment.

Intelligence is expressed through qualifications, capacity, and work skills. Qualifications include the following aspects: professional, professional (beginner, intermediate, college, university, master, doctoral); political theory (beginner, intermediate, advanced); state management (according to the programs of senior specialists, key specialists, specialists, and officers); informatics (intermediate or

higher, certificates A, B, C); foreign languages (intermediate or higher, certificates A, B, C). Competence includes thinking capacity and execution capacity. Thinking capacity is divided into different levels such as: knowing, understanding, analyzing, synthesizing, evaluating, criticizing, and creating; the capacity to execute and comply with the requirements and standards of the ranks of officers, specialists, key specialists, and senior specialists. Working skills include communication, time management, job analysis, planning, assignment and coordination, teamwork, and meeting management. In addition, civil servants hold leadership and management positions. Managers also need to have leadership and management capabilities and skills; to gather and unite civil servants.

Mindfulness is mainly expressed through attitude and responsibility at work. Attitudes and responsibilities all have in common that the psychological state (internal, subjective) of civil servants can be positive or negative, but in any state, it must be expressed externally (objectively, external) by specific behaviors and actions such as words, deeds, gestures... Not only are they similar in the above aspects, but there are also common influencing factors between attitude and responsibility, thereby creating a positive or negative state in the words, deeds, and gestures of civil servants. These factors are divided into two groups including: (i) material such as salary, bonus, and working equipment; (ii) spirit such as reward, attention, and timely encouragement of colleagues and leaders. If the attitude favors the psychological state of the subject, the responsibility shows legality. The public employees may have a negative attitude but still have to perform their assigned work and if they do it wrong, wrong, or unsuccessful, they will be held accountable. This is the difference between attitude and responsibility, showing that in practice, in the management and use of civil servants, increasing the application of measures to improve responsibility needs to go hand in hand with education, persuasion, and encouragement to raise the level of responsibility high attitude, professional positivity of civil servants. If responsibility represents legality, subject to a lot of legal influence, the attitude is influenced and influenced by the psychology and temperament of each person. This is a point to pay attention to when assessing the current situation and proposing solutions to improve the quality of civil servants.

## **Research Methods**

Information and secondary data are collected from annual reports of the Human Resources Department - VNPT Hanoi.

Collecting and processing primary data from surveys and direct interviews with all 150 public employees and employees of VNPT Hanoi through an online survey designed by the author using the social survey method. Conference, period January to March 2023, location at VNPT Headquarters Hanoi. Because VNPT Hanoi's employees are mainly in the age group of 21 to 50 years old, mainly male, and have primary education or higher. Therefore, to serve the most accurate and effective survey and assessment, and based on those data, to propose measures to improve the quality of the public employee team at VNPT Hanoi, The author sent a questionnaire to staff with the following criteria: Gender; Age; Position title; Qualification; Specialized training; English level; information technology.

Interviews were conducted to get different views on the quality of the staff and employees. Besides, the interviews also found limitations in improving the quality of the public employee team at VNPT Hanoi. The interview results are also used to design the survey questionnaire.

## **Research results**

### ***4.1. Sample Descriptive Statistics***

#### ***4.1.1. Number of officers of VNPT Hanoi***

In terms of numbers, the staff and employees of VNPT Hanoi before restructuring the production and business organization model are as follows: in 2019 the total number of employees is over 4,000; in 2020 the total number of employees named in the salary book is 4,114 people; By the end of 2021, when the business block has not been separated from VNPT Hanoi, the total number of employees will be 3,950 people (the number of employees decreased because VNPT Hanoi has a mechanism to resolve regimes and policies for employees to terminate their contracts. labor contract before the retirement age In the first 6 months of 2021, VNPT Hanoi's human resources decreased to 2,680 people, divided into 2 blocks: The labor division

manages 268 people, accounting for 10% of the total employee's direct labor of 2,412 people (VNPT in 2020, 2021, 2022).

#### 4.1.2. Structure of officials and employees of VNPT Hanoi

Labor structure by age:

**Table 1.** Human resource structure by age of VNPT Hanoi as of June 30, 2022

No	Targets	Unit	Age			
			< 30	30 - 39	40 - 50	Above 50
1	Number quantity	People	614	1 . 327	651	88
2	Billion rate	%	23	50	24	3

(Source: Human Resources Department, VNPT Hanoi, 2022)

The age group under 30 years old accounts for only 23% and from 30-39 years old accounts for 50%. This is the workforce that gives businesses great vitality, new enthusiasm, a dynamic working atmosphere, professional and youthful style and accounts for a total of 73%, this is one of the advantages of the company. VNPT Hanoi in the present and the following years. While 40 years old and older accounted for 44.5% (with 25.5% from 40-50 years old, 19% over 50 years old). This force has quite good experience through operation and working at the Enterprise for a long time and is mainly a manager, playing a key role in all activities of VNPT Hanoi. It can be said that the current labor structure of VNPT Hanoi is relatively but not uniform. In the long run, this workforce needs to be promoted and supplemented.

#### 4.1.3. Structure of officials and employees by gender

**Table 2.** Labor structure by gender of VNPT Hanoi

According to gender count	Number quantity (People)	Ratio (%)
Male	2.185	81.53
Female	495	18.47
Total	2.680	100

(Source: Human Resources Department, VNPT Hanoi, 2022)

The proportion of male employees (81.53%) in the total number of employees of VNPT Hanoi accounts for a high proportion compared to the proportion of female employees (18.47%). The reason is that the job characteristics of the telecommunications and information technology industries are often very hard, need good health to endure, and work for a long time, under high work pressure. Team leader, team leader, mechanic, cable worker. Therefore, these jobs are only suitable for men. Besides, technical workers and engineers with higher qualifications such as network operating engineers, information technology engineers, etc. These are considered difficult professions and are often trained in universities with a higher percentage of males attending, females are often very few because they often study light economics and art majors. Therefore, the number of women in VNPT Hanoi mainly does light office work such as Finance and Accounting Department, General Administration Department, receptionist, and service staff.

#### ***4.2. Activities to improve the quality of the public employee team at VNPT Hanoi***

##### *4.2.1. Requires a health certificate when recruiting*

According to survey results at VNPT Hanoi, out of 150 respondents, 97.3% of respondents completely agree with VNPT Hanoi's request for a health certificate when recruiting. Only 0.7% disagreed and 2% answered neutral, no opinion. Thus, the input on human physical strength is almost unanimously agreed upon by VNPT Hanoi and the workers.

##### *4.2.2. Current health suitable for work*

VNPT Hanoi needs a workforce with good health to match the characteristics and nature of the job. However, according to the survey results at VNPT Hanoi, out of 150 people asked about the compatibility between work and health, only 8.7% answered completely agree, 30% answered in agreement, with 28.6% neutral opinion and 32.7% disagree; There is no such thing as a complete objection.

Thus, there are still quite several workers whose health is not suitable for the work they undertake. The reason for this mismatch is that VNPT Hanoi resources are quite old, so when arranging job positions, it is often preferred to arrange experienced people, so they often work continuously. Due to subjective opinions of employees.

*4.2.3. Periodic health check and medical examination by the requirements of the job*

According to the survey results at VNPT Hanoi, out of 150 respondents, 8.7% strongly agree and 55.3% agree. Meanwhile, up to 20% of the respondents said they disagreed and 16.7% answered in doubt.

Although in recent years VNPT Hanoi has paid more attention to health care issues for employees such as periodic health checkups, drug distribution, etc. However, this work needs to be done. VNPT Hanoi is more concerned because the results achieved are still not high. The low results may be due to the following reasons: VNPT Hanoi has only stopped at periodic health checks, has not carried out regularly and fully, and has not paid much attention to medical activities. Periodic health check-up time is usually fixed, but at that time, there are still several employees who are on business trips or working outside the network, so they do not receive this medical examination and treatment service, invisible content, they lose their rights.

#### *4.2.4. Ethical qualities of human resources*

The work of criticism and self-criticism, dare to do dare to endure is a job that is always highly appreciated by our Party and State. Through this work, I will show the qualities and ethics of employees, will show honesty, and frankness, dare to acknowledge and criticize, and not cover up the bad and bad things of employees others, and oneself to achieve self-improvement. If doing this job well, VNPT Hanoi will have a team of really quality human resources.

#### *4.2.5. Survey results on ethical qualities of officials and employees at VNPT Hanoi*

*Criticism and self-criticism:* According to the survey results at VNPT Hanoi, out of 150 people asked about criticism and self-criticism, 4.7% completely agreed, and 23.3% answered yes. However, there are still some major shortcomings, officials and employees are still unaware or they do not dare to express their opinions for fear of affecting their rights and positions, specifically, 49.3% of respondents gave neutral opinions, 20% disagreed and 2.7% strongly disagreed.

*Enthusiasm and daring to take responsibility:* According to the survey results, surveying 150 people at VNPT Hanoi about their enthusiasm and daring to take responsibility for their actions, the results showed that 8.7% completely agree and 28% agree that they are enthusiastic and dare to take responsibility for their actions 56% give a neutral opinion. This affirms that they are people who do not have a sense of responsibility, or that they do not care about their work, which will be the basis for VNPT Hanoi to review the quality of workers and take remedial measures 7.3% objected, which shows that the workers in VNPT Hanoi do not have the right



awareness of this issue or they are irresponsible with their work and the vast majority are employees in positions low, with few benefits. This is the force that VNPT Hanoi needs to take measures to change and correct promptly.

#### ***4.3. Competency of the public employee team at VNPT Hanoi***

Surveyed 150 employees of VNPT Hanoi, and the results were as follows:

##### *4.3.1. Arrange work by Expertise*

According to the results of a survey and survey of 150 people at VNPT Hanoi, 8.7% answered that their training expertise is not suitable for the task they are undertaking, 56% of the respondents answered the answer is suitable and 23.3% answered that is completely suitable, the rest 12% answer is neutral, temporarily suitable. Thus, the number of employees who are assigned suitable and completely suitable jobs with their expertise is quite high (accounting for 79.3%). It proves that the majority of employees are working by their abilities, the work they are doing is attractive and many of them can complete the assigned work well. However, there are still people majoring in social, and technical, who take up jobs in positions of expertise in economics, etc. Specifically, 8.7% of respondents disagree.

##### *4.3.2. Improve professional qualifications to meet the job*

According to the survey results at VNPT Hanoi, out of 150 respondents, a total of 92.7% of respondents completely agree and agree that it is necessary to improve their professional qualifications to be able to meet the requirements. job requirements in the new conditions, this is a fairly high rate, only 7.3% answered neutrally, did not have an accurate assessment of the need to improve professional qualifications or not, and there was no professional staff. Any set of employees who oppose the training to improve their professional qualifications to be able to meet the job requirements in the new conditions. Thus, although the human resources of the enterprise are qualified, they still want to improve and further improve their professional capacity, skills, and expertise.

##### *4.3.3. Participate in training courses on modern management knowledge in the market economy*

The survey results at VNPT Hanoi show that the requirements for improving the knowledge and qualifications of officials and employees only stop at their expertise, but have not gone as far as in management knowledge, this number accounted for 25.3% of the 150 respondents, and 36.7% did not comment, meaning they don't care about this. Regarding management knowledge, which is mainly

required by business managers, this proportion only accounts for 29.3%. Through this, it can be seen that business managers are well aware of the limitations and weaknesses of their current qualifications.

#### *4.3.4. Areas that need to be improved to improve work efficiency:*

At VNPT Hanoi, 74% out of 150 respondents completely agree and agree, they can recognize their weaknesses and raise the need to improve those weaknesses, there are 15, 3% answered neutral, they don't know if they can recognize the weak areas that need improvement, and 10.7% completely oppose, oppose, they can't recognize the weak points they're inferior.

#### *4.3.5. Self-study, research*

Employees realize their weaknesses and need to be improved, but VNPT Hanoi is not always able to support and meet them. Therefore, the spirit of self-study and self-research to improve and improve work efficiency in VNPT Hanoi is quite concerned by the workers themselves, although the number is still not high, specifically in the 150 surveyed people. survey at VNPT Hanoi, up to 36.7% of respondents completely agree and agree that they spend time studying and researching on their own; 51.3% do not identify exactly whether they take the time to improve their level or not, and 12% of the respondents confirm that they do not self-study or self-improve.

### **Conclusion and discussion**

Developing VNPT Hanoi to become a leading provider of Post and Telecommunication services and information technology and other services for the Post and Telecommunication industry in Vietnam and the most prestigious in Vietnam and the region. In the region, it is necessary to have synchronous solutions to improve the quality of officials and employees at VNPT Hanoi as follows:

*Firstly*, to ensure health when recruiting, the plan ensures that 100% of employees when recruited must have a medical certificate from a reputable hospital for medical examination and treatment quality if they meet the health requirements. New health workers are arranged to work to ensure the input of young and healthy human resources.

*Secondly*, Promote the implementation of “Investment in people” and the movement of “Staffers without borders” by regularly organizing short-term professional/management courses at home and abroad to update and advance professional/management skills. First, it is necessary to radically change the dependency, the subsidized ideology of the centrally planned economy, then

implement a program of job orientation and employee development, creating conditions for new employees to find new employees. understand VNPT Hanoi and be aware of its position and role. Developing human resources with the policy of “Investing in people” to respond to the growth in the scale of operations and the development of the network, gradually participating more, dominating the market in the region, specifically: Create conditions for staff to participate in training courses to improve professional qualifications, foreign languages, soft skills courses (such as: communication skills, situation forecasting arising situations, working in groups, working independently) to meet the increasing requirements of the work and the requirements of customers; Continue to maintain good relationships with external units so that staff have the opportunity to practice and learn management experience at your units; Sending employees to practice outside the network of VNPT Hanoi to work in other areas; Continuing to focus on training in high-tech fields such as training: System design and integration, in-depth programming skills, etc techniques for deployment, installation, maintenance and service maintenance, etc. train replacement positions for foreigners and continue to recruit personnel with professional qualifications and good foreign languages to promptly supplement human resources for VNPT Hanoi.

*Third*, develop policies to encourage and support training for each industry, each group of titles, especially to be able to replace foreigners. VNPT Hanoi has to spend a lot of money on hiring experts every year and is not active in production and business. Specifically, in 2012, enterprises had to hire 04 foreign experts for the title of system integrator with a rental price 10 to 15 times higher than the average salary of a current employee, along with many Other preferential regimes such as private car transportation, luxury accommodation, etc. Therefore, to reduce the cost of hiring experts and gradually take the initiative in work, as well as create advantages over competitors, the goal of the company. VNPT Hanoi is that by 2025, the staff of VNPT Hanoi will completely replace the positions that currently still have to hire foreigners. To do this, VNPT Hanoi must focus on sending workers for training not only in the country but also abroad by building and developing human resources according to international and regional standards, paying special attention to the recruitment and appointment of staff to develop services abroad.

*Fourth*, Increase training costs for staff. In recent years, every year VNPT Hanoi invests about 4,288 billion VND, equivalent to 16% of the salary fund for general training for the whole of VNPT Hanoi. Thus, the investment rate for the

training of VNPT Hanoi is currently relatively low, only about 1.6 million VND/person-year. Therefore, the funding to support training for employees needs to increase by about 10% of the salary fund for general training for the whole of VNPT Hanoi (this funding is partly deducted from the salary fund and partly from the salary fund). from corporate profits). In 2017, the investment rate for staff training was about 1.76 million VND/person-year, and each subsequent year needs to increase by about 10% compared to the previous year.

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