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## CONTENTS

Page

|                                                                                                                                                           |    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <b>Anh, P. T. and Ha, N. T.</b> - Key Factors Affecting The Level Of Rural Households's Income<br>Diversification In Vietnam                              | 3  |
| <b>Dat, P. M. and My, N. T.</b> - Studies on Export Performance in Philippines Based on Factors<br>Influencing Export                                     | 15 |
| <b>Cuong, N. H. and Tung, V. H.</b> - Risk management disclosure by financial listed companies in<br>Vietnam                                              | 25 |
| <b>Hung, T. H.</b> - Solution for Improving the Department's Leader Performance in Hoa Binh Province                                                      | 36 |
| <b>Anh, V. T. K.</b> - Sustainable Development of Vietnamese Industrial Zones: Case Study in Thai Binh<br>Province                                        | 45 |
| <b>Thinh, T. N.</b> - The status and solutions to improve international travel business management in Hanoi<br>city - a multi-disciplinary links approach | 62 |

# SOLUTION FOR IMPROVING THE DEPARTMENT'S LEADER PERFORMANCE IN HOABINH PROVINCE

Ta Huy Hung

Thuongmai University

Email: [tahuyhung.vcu@gmail.com](mailto:tahuyhung.vcu@gmail.com)

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*The public sector plays an important role in promoting the stability and development of each nation's political, economic and social systems. However, many challenges have been investigated in Vietnam public sector. In this scenario, human resources, particularly, leaders in public administration have been confirmed as the key factors which impact on the effectiveness of this area. Thus, human resource management, human resource performance appraisal have attracted by policy-makers, researchers...In this research, author analysed the current situation of performance appraisal for Department leaders in Hoa Binh province through the mixed method (quantitative and qualitative methods). Based on the findings, the author proposes some solutions to enhance the quality of performance appraisal for Department leaders in the future.*

**Keyword:** *Performance appraisal for leaders, department leader in Hoa Binh province*

## 1. Introduction

The public sector plays an important role in promoting the stability and development of each nation's political, economic and social systems. Therefore, enhancing the effectiveness and efficiency of the public administration is an important task that is paid attention by the Party committees and state administrative organizations. In pursuit of enhancing the effectiveness and efficiency of the public administration sector, a number of solutions have been implemented by the Government and Ministries. In particular, improving the quality of public servant is an important solution to create a key change for the public sector to

meet the increasing demand from the people and deal with challenges from within and outside the organization. In human resource management task, leader's performance appraisal is the key point reflects the performance and competencies of the civil servant. Performance appraisal's result is the fundamental factor for succession planning, training and development, and payroll system...

Hoa Binh is the Northwest province with natural characteristics, which has to more than 63% of ethnic minority people. In the provincial development strategy, the Provincial Party Committee has identified administrative reform as a key task to attract

investment and take the province's advantage to accelerate economic development and socio-cultural. Determining the importance of the public sector in the new context, Hoa Binh province has identified ambitious goals for reforming the public administration sector, of which the province's overall goal of 2020 is to set up the provincial administration to become a unified, transparent system, ensuring open and transparent regime and responsibility; civil servants who are qualified and capable to meet the requirements of performing the task of socio-economic development of the province. In order to achieve these goals, human resource management and performance appraisal for leaders has been paid off much attention by Party Committee and People's Committee of Hoa Binh province because the effect of human resource management is much affected by the result of performance appraisal.

Leader's performance appraisal is the important and complex topic in human resource management for the leader in public sector. In this research, author paid much attention to the literature review, the current situation of leader performance appraisal in Hoa Binh province. However, in this research, author can't analysis the factors which effect the performance appraisal.

## 2. Literature review

### 2.1. Leaders' performance appraisal

According to human resource management approach, two sides of human resource evaluation are performance appraisal and competence appraisal in the organization. The performance appraisal is the process to collect and analyse the employee's working process and employee's working result to confirm the employee's performance and employee's competence in the stage (Mai Thanh Lan and Nguyen Thi Minh Nhan, 2016).

### 2.2. Department leader's performance appraisal

Departments belong to the People's Committees; it is the administrative units in local government. The department is the professional organization for support the local government doing their governance function in the province. Departments and sectors that perform well their professional tasks are important for the achievement of local socio-economic development objectives.

Performance appraisal of department's leaders is the process of gathering and analyzing information on the work results of organizations and individual leader to give the assessment about the complete level of organizational performance and individual performance in each stage.

### 2.3. Content of department leader evaluation

#### 2.3.1. Leader evaluation purpose

According to the Civil Servants Law in 2010, civil servants are evaluated to clarify their political qualities, ethics, capabilities, professional qualifications and performance results. The evaluation results will be used as a key factor in arranging, using, training, fostering, rewarding, disciplining for civil servants.

#### 2.3.2. Evaluation content of civil servant

The content of civil servant evaluation is understood as the aspects and components selected in the civil servant assessment. The evaluation contents department leaders in local government have been indicated in Clause 1, Article 28 of the Civil Servants Law; and Article 8 of Decree No. 56/2015 /ND-GD by 2015. According to this regulation, civil servant evaluation includes the following contents:

- i) To abide by the Party's lines, undertakings and policies as well as the State's laws;
- ii) Political qualities, ethics, lifestyles, style, and manner of work;
- iii) Capacity to lead, administer and organize the performance of tasks;

- iv) Responsibility in work;
- v) Performance results of assigned tasks.

These criteria include the performance appraisal, competency evaluation for leader and also leader's behavior in doing their task. Human resource management approach concentrates on the whole aspect of leaders in the evaluation.

#### *2.3.3. By whom are performance appraisal conducted for the department's leader*

People who have been chosen to participate in evaluation process for department leader's impact on the outcome of leader's performance. According to Article 57 (Civil Servants Law), the responsibility of evaluating civil servants is heads of civil servant units and organizations. The heads of civil servant units/organization have been evaluated by the direct managers.

#### *2.3.4. The performance appraisal cycle of leaders of departments*

The appraisal cycle is the closest time to do the performance appraisal for departmental leaders. Under the provisions of Section 2, Article 28, the Law on Civil Servants, the appraisal cycle carried out annually and before the election, ratification, appointment, planning, transfer, training, and fostering. Thus, there are two type of appraisal cycle: (i) the appraisal cycle is annually and (ii) temporary appraisal cycle.

#### *2.3.5. The appraisal results of department's leaders*

The appraisal results of civil servants are one step in the civil servant assessment process to classify civil servant to certain levels of performance. According to Article 29, there is some certain type of civil servant result:

- a) Excellent completion of tasks;
- b) To successfully complete the task;
- c) Complete tasks but with limited competence;
- d) Incomplete to the task.

#### *2.3.6. Use performance appraisal results in human resource management*

According to Item 3, Article 29 on classification and evaluation of civil servants, civil servants belong to the complete tasks but with limited competence level in two years or have two consecutive years, of which one year has been complete tasks but with limited competence level and one year of Incomplete to the task level, the organizations can arrange other jobs for these civil servants. Another case, the civil servants who have Incomplete to the task for two consecutive years, the organizations can fire them.

### **3. Methodology**

In this research, author used mix method for finding the performance appraisal system implemented in Hoa Binh province for department's leaders. The secondary data has been collected by the central government documents, the local government (Hoa Binh province) documents. Besides the government document, author used the journal article with performance appraisal for civil servants, performance appraisal for leaders in public administration. These data have been analyzed in this research with the high validity level. Author also conducted the in-depth interview with panel experts to depth awareness of performance appraisal content in Hoa Binh province. The first group experts are 5 experts who work for the university, the institute with more than 5 experience years in teaching and researching in leadership topic. The second group has been chosen who the civil servants in some department of Ministry are. The contents of an in-depth interview are: (i) the current situation in performance appraisal for department's leaders; (ii) some performance appraisal limitations in government policies; (iii) some guides or solutions for improving the performance appraisal in the next future.

The quantitative has been implemented through the questionnaire survey data. Author conducted the questionnaire survey from July, 2016 to February, 2018. The respondents are Director of Department and Deputy Director of Department. In the survey period, author sent 86 paper questionnaires to them and the response were 74 questionnaires (table 1).

bility perception of the department's heads, civil servants and public employees in performing their assigned functions and tasks.

*Secondly*, the performance appraisal aims to improve the quality and efficiency of the autonomy and self-responsibility in human resource management, administrative management and budgetman-

**Table 1:** *Characteristic of respondent (Department leaders in Hoa Binh province)*

| Criteria                       |                    | No | Ratio (%) |
|--------------------------------|--------------------|----|-----------|
| Gender                         | Male               | 63 | 85.13     |
|                                | Femail             | 11 | 14.87     |
| Age level                      | 30 -40             | 0  | 0         |
|                                | 41 - 50            | 21 | 28.37     |
|                                | 51-60              | 53 | 71.62     |
| Experience in current position | Under 5 years      | 17 | 22.97     |
|                                | 5 to 10 years      | 42 | 56.75     |
|                                | More than 10 years | 15 | 20.28     |
| Degree level                   | Bachelor           | 63 | 85.13     |
|                                | Master             | 11 | 14.87     |
|                                | PhD                | 0  | 0         |

Source: Author (2018)

#### 4. Research result

##### 4.1. Purpose of performance appraisal for department's leader in Hoa Binh province

According to the evaluation regulation promulgated in Decision No. 13/2017/QĐ-UBND, the assessment of the leaders of Hoa Binh province's departments has three main objectives:

*Firstly*, to help the Departments to take the advantages, overcome the weaknesses; To raise the responsi-

agement for state organization as stipulated in the Decree. Decree 130/2005 / ND-CP dated 17 October 2005; Decree No. 117/2013 / ND-CP dated 07 October 2013 of the Government.

*Third*, the performance appraisal results (ranking the level of completion of department's tasks) serve as a basis for the evaluation of emulation, commendation and annual performance appraisal levels for the department's heads. As such, the performance appraisal reg-

ulations clarify the purpose of the performance appraisal level of departments as a basis for performance appraisal the leader of each department.

The current situation of performance appraisal for department's leaders in Hoa Binh province reflect that the result of performance appraisal can be seen as the fundamental evidence for individual emulation and individual training and development

performance appraisal has also been paid attention to the training and retraining activities (Mean: 3,874, SD: 0.894). This reflects the nature of the performance appraisal when they used the results of the assessment as a basis for conducting the leader's planning, appointment and training. The low score of mean value (2.777) for the statement performance appraisal can be seen as the important evidence of

**Table 2:** Survey result of department's leader performance appraisal in Hoa Binh province

| No | Department's leader performance appraisal                              | Mean  | Standard Deviation |
|----|------------------------------------------------------------------------|-------|--------------------|
| 1  | Important evidence of succession planning                              | 3.746 | 1.118              |
| 2  | Important evidence of appointment of department's leader               | 4.132 | 1.034              |
| 3  | Important evidence of department's leadership training and development | 3.874 | 0.894              |
| 4  | Important evidence of implementing salary policies                     | 2.777 | 0.845              |

Source: Author (2018)

Based on this result, author realizes that the People's Committee of Hoa Binh province paid much attention to the performance appraisal, the result of performance appraisal has been used as the important evidence of succession planning in the 2016-2021 period by People's Committee of Hoa Binh. The mean value at 3.746 and standard deviation at 1.118 reflect that although most of the respondents agree with the succession planning based on the performance appraisal, some of the respondents did not agree with this statement. Thus the quite high value of standard deviation has been indicated in table 2.

In addition, within the scope of human resource management, annual performance appraisals are considered as an important evidence for assigning leaders with an average value of 4,132 and a standard deviation of 1.034. The annual leader's per-

payroll, salary because of the salary scale for all civil servants in public administration.

#### **4.2. Evaluation content of the department's leader in Hoa Binh province**

The content of performance appraisal with the Department's leader in Hoa Binh province is mentioned in the evaluation regulations issued in Decision No. 13/2017/QĐ-UBND attached with the performance appraisal criteria include:

Group 1: the key task consists of 02 annual tasks assigned by the People's Committee.

Group 2: General tasks of departments, including:

- The quality of documents advising and proposing to higher levels
- Performance results of state management tasks
- Implement the regulations of the Party, State on building the organization

- Implement regulations on inspection, reception of citizens, settlement of complaints and denunciations.

- Results of administrative reform of the organization

Methodology: Performance appraisal conducted by the rating scale method

#### 4.3. By whom are performance appraisal conducted for the department's leader in Hoa Binh province

There are three level in performance appraisal for department's leader in Hoa Binh province: self- evaluation by each department in Hoa Binh province. After

**Table 3:** Evaluation criteria and maximum points for criteria

| No | Criteria                                                                                                | Maximum score   |
|----|---------------------------------------------------------------------------------------------------------|-----------------|
| 1  | The key task consists of 02 annual tasks per year                                                       | 200/01 per task |
| 2a | The quality of documents advising and proposing to higher levels                                        | 100             |
| 2b | Performance results of state management tasks                                                           | 100             |
| 2c | Implement the regulations of the Party, State on building the organization                              | 100             |
| 2d | Implement regulations on inspection, reception of citizens, settlement of complaints and denunciations. | 100             |
| 2e | Results of administrative reform of the organization                                                    | 200             |

Source: Decision No. 13/2017 / QĐ-UBND

These criteria in Decision No. 13/2017/QĐ-UBND paid much on the department performance which has not focus on the department's leader competence. Moreover, these criteria are difficult to measure. In the survey result, the respondents reflect that performance appraisal criterion are not fit and clear for measuring (Mean: 2.484; SD: 0.868). Based on Decision No. 13/2017/QĐ-UBND, the performance appraisal criteria for the department have been built to follow the function of department. However, the respondents find that the diversity of tasks in their job, the same criteria for all department in performance appraisal have not met with the job requirement.

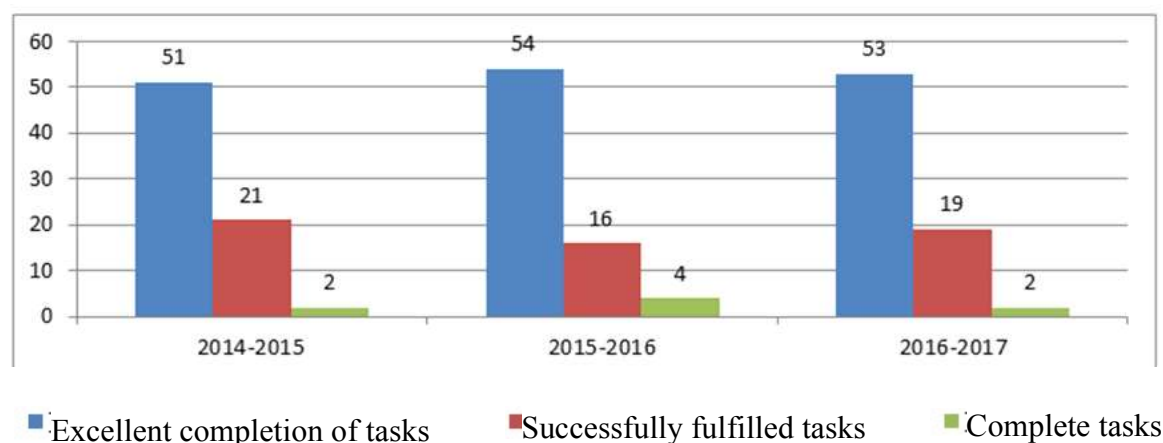
doing the meeting, the document of self-evaluation sends to the Home Department for re-evaluation. After that, the Performance Appraisal Committee has a meeting, re-evaluation. The Committee makes the decision about performance appraisal for each department

#### 4.4. The performance appraisal cycle for the department's leader in Hoa Binh province

In Hoa Binh province, the performance appraisal has been conducted annually. With this performance appraisal cycle, the respondents of the survey reflect the high agreement with the performance appraisal cycle statement. It means the performance appraisal cycle quite accepted by the respondents.



#### 4.5. The performance appraisal result for the department's leader in Hoa Binh province



**Figure 1:** Result of performance appraisal for department's leader in 2014-2016 periods

Figure 1 indicates the high ratio of excellent completion of tasks for department's leader (about 70 percent), a low ratio of complete task level has been seen in figure 1 (2.8 percent) and others are successfully fulfilled tasks. In three years (2014-2016), there were not the incomplete tasks for the department's leaders.

The survey data result indicates the contrast result, the low agreement with the statement: performance appraisal can clarify the competence and performance result of the department's leader (mean: 2.745; SD: 0.745). It also reflects the low agreement with the statement: performance result reflect exact leader's competence (mean: 2.538; SD: 1.032). There is a contradiction between the performance appraisal result from the survey and the official result of the complete task.

#### 5. Some solutions to enhance the performance appraisal for department's leaders in Hoa Binh province

##### 5.1. Solution to completed performance appraisal

Firstly, to add the purpose of performance appraisal leaders of departments in the regulations. Party's Committee and People's Committee should add the purpose of the evaluation regulation to clarify the objectives of the performance appraisal and competence assessment for the department's leader-sin public administration. Suggested purpose of performance appraisal for department's leaders in Hoa Binh province includes: i) Performance appraisal for department's leaders to align the objectives of units and organizations with the objectives of leading officials... ii) Performance appraisal for department's leaders aims to maintain the stability of the organizational system.

*Secondly*, to improve the content of the assessment: Currently, the key tasks are identified as the most critical and important tasks and solutions of the year to help the provincial People's Committee improve the efficiency and effectiveness of state management and socio-economic development. However, author finds the low connection between the local developments strategic with the annual key tasks for the department. Thus, the author proposes that there should be a more strategic task identified by the overall development strategy associated with the tasks of each department. The strategic tasks must be approved by the People's Committee in line with the period of five years. With common tasks: the People's Committee should add the requirement for progress for some criteria. For example, the number of days late of the issuance of the proposed documents, advice as prescribed.

*Thirdly*, the evaluators in performance appraisal: Author proposes the multi-level of evaluators (360-degree method). Based on the 360-degree method, author mentions the evaluators included: Self-evaluation of department's leaders; Direct managers of department's leaders; Assistant evaluation team; The follower in the Department and Performance Appraisal Committee.

### **5.2. Proposed competence evaluation for department leaders.**

In this research, author finds that the regulation of Hoa Binh province has just focused on the performance appraisal without the competence evaluation. However, the leader's competence can be seen as the key point for doing their task. Thus, in the future, author proposes Party's Committee of Hoa Binh province should build the regulation for competency

evaluation for department's leader. This regulation aligns with the competence framework which has been built by the Home Affair Ministry for improving the human resource management.

### **Conclusion**

Performance appraisal plays more and more important role in public administration human resource management. In this research, author analyses the current situation of performance appraisal for department's leaders in Hoa Binh province. The primary data and secondary data have been used in this research. Based on these findings, author proposes some solution to improve the performance appraisal for department leaders in Hoa Binh province and also propose the innovative solution for competence evaluation in the future.

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hoàn thành nhiệm vụ hàng năm đối với các sở, ban, ngành và Ủy ban nhân dân các huyện, thành phố.

7. Quyết định số 13/2017/QĐ-UBND tỉnh Hòa Bình ban hành Quy chế đánh giá, xếp loại mức độ hoàn thành nhiệm vụ hàng năm đối với các sở, ban, ngành và Ủy ban nhân dân các huyện, thành phố.

### Summary

Khu vực hành chính công đóng vai trò quan trọng trong ổn định hệ thống chính trị, thúc đẩy sự phát triển kinh tế, văn hóa, xã hội của quốc gia. Tuy nhiên, khu vực hành chính công ở Việt Nam hiện đang đối mặt với nhiều khó khăn, thách thức. Trong bối cảnh đó, vai trò của nguồn nhân lực, đặc biệt, cán

bộ lãnh đạo trong khu vực hành chính công được khẳng định là nhân tố cốt yếu ảnh hưởng tới tính hiệu lực, hiệu quả đối với mỗi tổ chức trong khu vực hành chính công. Do đó, công tác cán bộ, đặc biệt công tác đánh giá cán bộ lãnh đạo được đặc biệt quan tâm. Trong nghiên cứu này, tác giả phân tích thực trạng công tác đánh giá cán bộ lãnh đạo cấp sở, ngành trong khu vực hành chính công tỉnh Hòa Bình bằng phương pháp nghiên cứu kết hợp giữa định lượng và định tính. Trên cơ sở phân tích thực trạng, tác giả đề xuất những giải pháp nhằm hoàn thiện và đổi mới công tác đánh giá cán bộ lãnh đạo sở, ngành tỉnh Hòa Bình để nâng cao chất lượng công tác cán bộ khu vực công trong những năm tiếp theo.

TA HUY HUNG

#### 1. Personal Profile:

- Name: Ta Huy Hung
- Date of birth: 6<sup>th</sup> June 1986
- Title: Solution for improving the department's leader performance in Hoa Binh province
- Workplace: Human resource management department, Thuongmai University
- Position: Lecturer

#### 2. Major research directions:

Human resource management, Leadership, Leader in public administration...

#### 3. Publications the author has published his works:

- Journal of Economic& Development;
- Journal of Trade Science,
- Organizations and Markets in Emerging Economies (Scopus)