

**HO CHI MINH NATIONAL ACADEMY OF POLITICS**

**TRAN QUANG NINH**

**THE QUALITY OF THE STATE ECONOMIC  
MANAGEMENT WORKFORCE IN NAM DINH  
PROVINCE**

**SUMMARY OF DOCTORAL DISSERTATION  
FIELD: ECONOMIC MANAGEMENT  
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## INTRODUCTION

### 1. The Urgency of the Topic

In any management system, management officials represent the “key link” that determines its success or failure. In every country and locality, these officials not only shape the goals and development plans but also play a critical role in organizing and connecting members to successfully achieve those objectives. The state management cadre is not merely responsible for policy implementation; they are also strategic leaders who decide on economic development approaches, organize, and drive the achievement of established goals. Recognizing the immense role of these officials, in his work *\*Reforming Working Methods\**, President Hồ Chí Minh affirmed, “Officials are the root of all work,” and “The success or failure of everything depends on the quality of the officials.”

Embracing President Hồ Chí Minh’s ideas, our Party and State have always placed a strong emphasis on building a robust cadre team—especially among management officials. This commitment is affirmed by Resolution 26-NQ/TW, dated May 19, 2018, of the Central Committee, which sets forth the requirement to develop a strategic cadre with sufficient quality, competence, and prestige. In response to the demands of international integration and Industry 4.0, Government Resolution No. 76/NQ-CP on the issuance of the Overall Program for State Administrative Reform for the period 2021–2030 further underscores the goal of building a professional, capable, and qualified team of officials and civil servants who can meet the demands of their duties and the country’s development. The new context poses challenges and raises expectations for state management officials, including those in the economic sector. To meet the country’s socio-economic development needs, economic management officials must be highly adaptable, possess advanced professional expertise, and have the ability to anticipate and respond promptly to changes. Moreover, the economic management cadre plays a key role in formulating long-term development strategies for their organizations. Therefore, ensuring the quality of the economic management cadre in alignment with development and economic integration requirements is extremely important—a demand that will grow in tandem with the structure, scale, and growth rate of the economy at both the national and local levels.

Nam Định is a province in the Red River Delta with a moderate scale and diverse socio-economic characteristics, and it is emerging as an economic bright spot in the northern region. Nam Định enjoys a favorable geographic location, with industrial zones that are increasingly developing. Economically, the province is undergoing a strong transformation from an agricultural economy to one driven by industry and services. In 2022, Nam Định’s economy grew by 9.07% compared to 2021. By 2023, the province had 6,200 enterprises, including 29 state-owned enterprises and 6,061 non-state enterprises. While the rapid development of the province creates many opportunities, it also presents significant challenges in economic management. The economic management cadre must always be sufficient in number, well-qualified, high-quality, and flexible enough to adapt to current changes.

In order to meet the province’s economic development requirements, the

Party Committee and the Nam Định Provincial Government have proactively attracted and recruited economic management talent. However, in today's challenging and volatile economic environment, Nam Định's Provincial Competitiveness Index (PCI) ranks only 31st out of 63 provinces. This indicator reveals shortcomings in the province's economic management and administration, as well as limitations within the economic management cadre. Therefore, Nam Định must implement solutions to address these shortcomings, inadequacies, and challenges within its economic management team, thereby creating momentum to drive the province's economic growth.

Up to now, there have been several research works related to the economic state management cadre in the province. However, according to the author's investigation, no scientific study has yet conducted an in-depth examination of ensuring the quality of the economic state management cadre in Nam Định Province from the perspective of economic management. Therefore, the results of this study will provide both a theoretical and practical basis for the effort to ensure the quality of the economic state management cadre in Nam Định Province, thereby contributing to the comprehensive development of the province in the context of international economic integration.

Based on the arguments presented, the researcher has chosen the topic "Quality of the State Management Cadre in Economics in Nam Định Province" as the subject of his doctoral dissertation in the field of Economic Management.

## **2. Research Objectives and Tasks**

### **\* Research Objectives**

The study aims to clarify the current situation and the factors affecting the quality of the economic management cadre in Nam Định Province. Based on this, the study proposes solutions to ensure the quality of the economic management cadre in Nam Định Province, and provides policy recommendations to help Nam Định Province develop a strategy for the future development of its economic management workforce, in line with the requirements for innovation and integration.

### **\* Research Tasks**

- Provide an overview of previous studies on the quality of the economic management cadre.

- Systematize the theoretical and practical foundations regarding the quality of the economic management cadre.

- Develop criteria for evaluating quality and ensuring the quality of the economic management cadre.

- Investigate the current situation of the quality of the economic management cadre in Nam Định Province, identifying the difficulties and challenges in ensuring their quality.

- Clarify the factors affecting the quality of the economic management cadre in Nam Định Province.

- Propose specific solutions to ensure the quality of the economic management cadre, thereby contributing to the improvement of economic management effectiveness in Nam Định Province in the near future.

- Provide specific policy recommendations to help Nam Định Province develop a strategy for the future development of its economic management workforce, in line with the requirements for innovation and integration.

### **3. Research Subject and Scope**

#### + Research Subject

The quality of the state management cadre and ensuring the quality of the economic management workforce from the perspective of economic management science.

#### + Research Scope

##### - *Spatial Scope:*

The quality of the economic management cadre and the measures for ensuring the quality of the state management cadre are studied within the administrative boundaries of Nam Định Province.

##### - Temporal Scope:

The study on the quality of the economic management cadre and ensuring their quality in Nam Định Province covers the period from 2018 to 2022. Specifically:

+ Primary data were collected from March 2022 to November 2022.

+ Secondary data were collected from 2018 to 2022, with some elements supplemented with data up to 2023.

+ The scope for the proposed solutions to ensure the quality of the economic management cadre in Nam Định Province spans from 2025 to 2030.

##### - Content Scope:

The dissertation examines the current situation regarding the quality of the economic management cadre in Nam Định Province, as well as the difficulties and challenges in ensuring their quality on the province's territory. In addition, the study focuses on investigating the factors affecting the quality of the economic management cadre in Nam Định Province; from this analysis, the dissertation aims to identify solutions to ensure the quality of the economic management cadre in Nam Định Province in the current period with a vision extending to 2030.

##### - Management Subject Scope:

The dissertation studies, investigates, and surveys the economic management cadre at the provincial level in Nam Định. Specifically, it focuses on those economic management officials working in agencies under the Nam Định Provincial People's Committee. These agencies are responsible for managing, coordinating, and implementing economic policies in the province, such as the Department of Planning and Investment, the Department of Finance, the Department of Industry and Trade, the Department of Agriculture and Rural Development, the Department of Transport, the Department of Science and Technology, and the Department of Construction (excluding subordinate branches, units, enterprises, and other provincial departments and agencies).

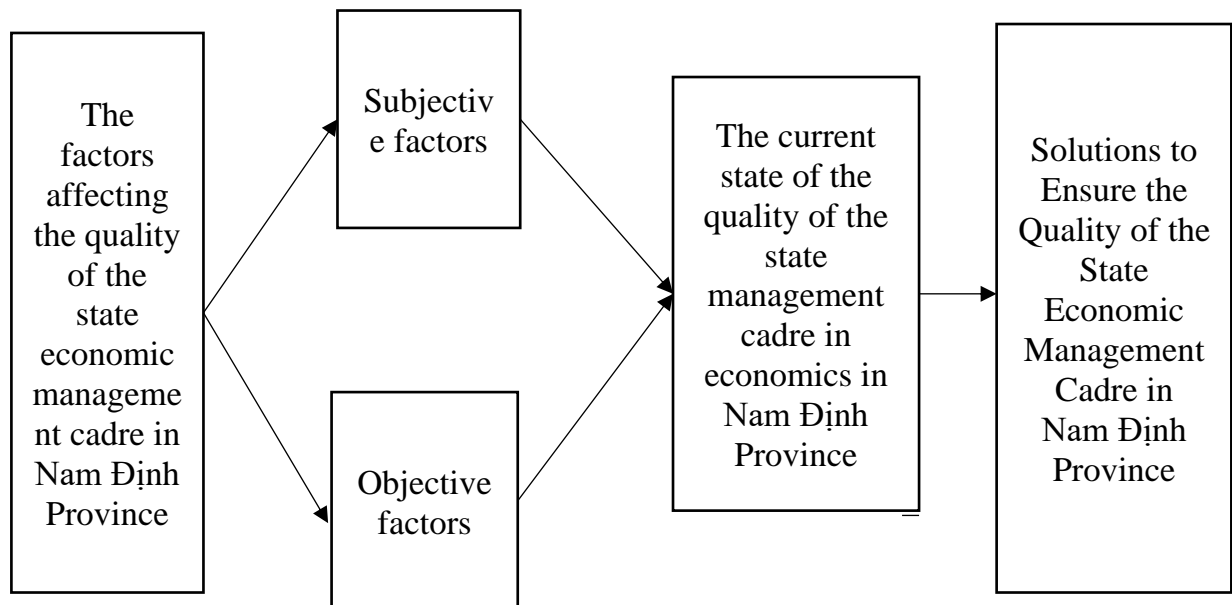
### **4. Theoretical Basis and Research Methods**

#### - Methodological Approach:

The dissertation is completed based on the theoretical foundations of

Marxism–Leninism, Hồ Chí Minh’s thought, and the perspectives of the Communist Party of Vietnam regarding the role and importance of the human factor in overall socio-economic development, particularly in ensuring the quality of state management officials in economics. At the same time, the dissertation selectively builds upon previous research related to its subject, including studies on: the concepts of quality in the economic management cadre; the evaluation criteria for the quality of the economic management cadre in economics; theories of state management and economic development; both international and domestic experiences in ensuring the quality of the economic management cadre in economics; policies and legal documents related to personnel work in Nam Định Province; and data obtained from field investigations and surveys.

#### - Analytical Framework



**Figure 1.1: Theoretical Analytical Framework for the Quality of Provincial-Level State Economic Management Cadres**

#### - Research Methods:

Based on the methodological approach of Marxism–Leninism, the study employs a combination of research methods to obtain comprehensive and objective information on the quality of the economic management cadre in general, as well as the quality of the economic management cadre in Nam Định Province in particular. The specific methods used in the dissertation are:

#### - Data Collection Methods:

First, the method of collecting secondary information: To obtain a comprehensive view of the quality of the economic management cadre, the study gathers, analyzes, and utilizes information from available secondary data sources related to the dissertation’s subject. Secondary data were collected from statistical yearbooks covering the period from 2018 to 2022; documents, plans, official letters, notifications, etc., issued by the Nam Định Provincial People’s Committee from 2018 to 2022; and documents from the Ministry of Home

Affairs, the Central Organizing Committee, and the Nam Định Provincial Department of Home Affairs. In addition, previously collected, processed, and published materials were used, including legal and policy documents; reports and statistics; research results, books, articles, and scientific literature from both domestic and international sources; as well as data from the internet and publicly available databases from reputable sources and well-recognized journals in the field.

Secondly, the method of collecting primary information and data: The study uses a questionnaire designed to gather primary information from the surveyed subjects, namely, the economic management officials in Nam Định Province. The questionnaire is administered using a 5-point Likert scale (comprising: 1, very poor; 2, poor; 3, average; 4, good; 5, very good) for evaluation.

According to George P. McCabe, the average value for the Likert scale for each question is calculated as:  $X_i = (\sum X_i * f_i) / (\sum f_i)$

Where:

$X_i$  is the observed variable on the Likert scale;

$f_i$  is the number of respondents for the value  $X_i$ .

The meaning of each average value on the Likert scale is approximately determined by the interval value, calculated as:

Interval = (Maximum – Minimum) / n = (5 – 1) / 5 = 0.8.

Thus, the average value and the corresponding meaning of the Likert scale are as follows:

Very Poor	Poor	Average	Good	Very Good
1.00–1.80	1.81–2.60	2.61–3.40	3.41–4.20	4.21–5.00

Survey Subjects:

As of 2022, there are 472 individuals (including both management officials and staff) in the agencies of Nam Định Province who participate in state management work in economics. The SloVin (1960) formula is applied to determine the sample size for the survey, specifically as follows:

$$n = N / (1 + N(e)^2)$$

Where: - n is the sample size;  
- N is the total population;  
- e is the standard error (e = 0.05).

Calculating, we obtain:  $n = 472 / (1 + 472(0.05)^2) = 217$ .

Thus, the minimum sample size required for the study is 217 individuals. However, to ensure that the information collected is as complete, accurate, and objective as possible, the researcher conducted a survey of the entire population of 472 state economic management officials at the provincial level in Nam Định. Among these, 153 participants were management officials (from deputy department heads upward) and 319 were specialists. The survey was conducted online using Google Forms, resulting in a total of 472 completed responses.

Data Processing Methods

The first, quantitative Data Processing:

After data collection, the researcher compiles the data using Excel 2010

for processing and statistical analysis of the survey data.

The second, data Analysis and Synthesis Methods:

The researcher employs systematic, generalizing, and synthesizing methods to systematize the theoretical foundation regarding the quality of the economic management cadre in the province, drawing on both domestic and international sources.

The researcher also uses methods of analysis, comparison, and systematization of statistical and field survey data to describe the concepts, theories, and evaluation criteria for the quality and ensuring the quality of the economic management cadre in economics, thereby establishing a theoretical basis for the study.

Furthermore, the researcher applies comparative methods by contrasting the current state of ensuring the quality of the economic management cadre in Nam Định Province with the theoretical framework of the objectives and functions of state management as practiced by the provincial government, as well as with the quality of officials and practical experiences from other localities.

Research Questions

(1) What constitutes the quality of the economic management cadre, and what activities need to be implemented to ensure their quality?

(2) What criteria should be applied to evaluate and ensure the quality of the economic management cadre in economics?

(3) What factors affect the quality of the economic management cadre in economics?

(4) What is the current state of the quality of the economic management cadre in economics in Nam Định Province?

(5) What limitations and challenges does Nam Định face in ensuring the quality of the economic management cadre in economics?

(6) What solutions can be implemented to enhance the quality of the economic management cadre in economics in Nam Định Province?

## **5. New Contributions of the Dissertation**

### ***5.1. Theoretical Contributions:***

The dissertation contributes to clarifying and supplementing the theoretical foundations regarding both the quality and the assurance of quality of the economic management cadre in the province. In doing so, it helps to establish a theoretical framework for researching the effectiveness of managing the economic management cadre in the field of economic management.

Drawing on primary data, the dissertation compiles, analyzes, and develops indicators to evaluate the quality of the economic management cadre based on clear criteria such as professional qualifications, management competence, professional ethics, and the ability to adapt to changes in the economic environment. Simultaneously, the dissertation also proposes criteria for ensuring the quality of the economic management cadre in the province, covering aspects such as the recruitment process, deployment, planning, initial training, evaluation, and the policies for rewarding officials.



### ***5.2. Practical Contributions:***

The dissertation provides comprehensive and detailed practical research findings on the current state and the assurance of quality of the economic management cadre in Nam Định Province during the period 2018–2022.

The survey and research results serve as a practical basis for proposing specific, feasible, and highly applicable solutions. Consequently, the dissertation offers objective scientific grounds to assist the Nam Định Provincial Government in developing more effective policies for cadre development, thereby ensuring the quality of the economic management cadre in Nam Định. This, in turn, contributes to the province's economic development in accordance with current conditions. Moreover, the research findings from the dissertation can be applied not only to Nam Định Province but also to other provinces and cities with similar conditions.

### **6. Structure of the Dissertation**

In addition to the introduction, conclusion, references, and appendices, the content of the dissertation consists of 4 chapters and 14 sections.

## **Chapter 1**

### **OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION TOPIC**

#### **1.1. RESEARCH STUDIES RELATED TO THE TOPIC**

##### **1.1.1. Studies on Building the State Cadre and Civil Servant Workforce and Their Quality**

Authors and Studies on Building and Enhancing the Quality of the Cadre and Civil Servant Workforce. Several notable research studies and dissertations have been conducted on building and enhancing the quality of the cadre and civil servant workforce in Vietnam:

Chu Xuan Khanh (2010): Dissertation titled “Improving the Development of a Professional State Administrative Civil Servant Workforce in Vietnam.”  
 Nguyen Tu Thien (2022): Dissertation titled “Building the Cadre Workforce Under the Management of the Provincial and Municipal Standing Party Committees in the Mekong Delta.”  
 Nguyen Van Hoa (2019): Doctoral dissertation titled “Building the Civil Servant Workforce in Vietnam Today According to Ho Chi Minh's Ideology.”  
 Le Minh Hung: Study titled “Continuing to Innovate, Reorganize the Organizational Apparatus, and Build the Cadre Workforce at All Levels, Especially at the Strategic Level, in the New Era.”  
 Le Minh Son (2018): Study titled “Solutions for Innovating Cadre Work in the Current Period According to the Spirit of the 12th National Congress of the Party.”  
 Hoang Thanh Hien (2021): Doctoral dissertation titled “Improving the Quality of the Propaganda Cadre Workforce in Quang Binh Province in the Current Period.”  
 Nguyen Nguyen Hung (2021): Doctoral dissertation titled “Enhancing the Quality of Key District-Level Cadres in Hanoi.”  
 Do Quang Trung: Study titled “Innovating and Enhancing the Quality of Training and Capacity Building for Cadres and Civil Servants to Meet the

Requirements of Administrative Reform” [29]. Tran Dinh Hoan, former member of the Politburo (9th term): Work titled “Evaluation, Planning, and Rotation of Leadership and Management Cadres During the Period of Industrialization and Modernization.” Cao Khoa Bang: Dissertation titled “The Quality of the Cadre Workforce Under the Management of the Standing Party Committee of Hanoi in the Current Period.” Nguyen Dang Dao: Study titled “The Quality of the State Management Cadre Workforce on Seas and Islands in the Vietnam General Department of Seas and Islands.”

In addition to the aforementioned works, numerous scientific seminars, papers, and specialized reports on building and enhancing the quality of cadres in Vietnam have recently been conducted by ministries, sectors, scientific organizations, and state management agencies.

### **1.1.2. Studies on the Quality of the State Economic Management Workforce**

Research on the quality of the state economic management workforce has gained significant attention, with several notable studies, articles, and reports, including:

Tran Thanh Cuong: Doctoral dissertation titled “The Quality of the State Economic Management Workforce at the City Level in Hanoi.” Nguyen Tu Hoai Son: Doctoral dissertation titled “The Quality of the State Economic Management Workforce in Ninh Binh Province Today.” These studies emphasize that improving the quality of the economic management workforce is a long-term process requiring effort and commitment from all levels and sectors. The proposed solutions in these dissertations are expected to contribute to enhancing the efficiency of economic cadres and establish a solid foundation for the socio-economic development of the country. Le Du Phong and Hoang Van Hoa: In their book “Training Macroeconomic Management Cadres in Vietnam - Current Situation and Solutions,” the authors present several perspectives on building macroeconomic management cadres. They summarize practical training experiences from other countries and offer recommendations on orientation, tasks, and solutions for macroeconomic management training in Vietnam [38]. Vy Van Vu: Doctoral dissertation titled “Planning, Training, and Utilizing Economic Cadres and Civil Servants in Dong Nai Province.”

Bui Duc Hung: Doctoral dissertation titled “Building the Economic Management Workforce in the Ministry of Construction” (2017). Nguyen Van Dong: Doctoral dissertation (2015) that introduces the concepts of “key economic management cadres” in Hoa Binh Province and analyzes the current status of developing the provincial-level cadre team. Dissertation on “Ethics of Leadership and Management Cadres in the Context of the Socialist-Oriented Market Economy in Vietnam Today.”

These studies provide valuable insights into the development and enhancement of the state economic management workforce, offering theoretical foundations and practical recommendations for improving cadre quality in various contexts.

## **1.2 GENERAL EVALUATION OF STUDIES ON THE STATE ECONOMIC MANAGEMENT WORKFORCE**

### **1.2.1. Summary of Existing Research Achievements**

First, previous studies have clarified many important issues related to the development of a state cadre, including civil servants and economic management officials.

Second, these studies have highlighted the necessity of establishing standards and a system of evaluation criteria for ensuring a professional quality state management cadre in economics at the provincial level, in order to meet the demands of industrialization, modernization, and international integration.

Third, the research has also elucidated the factors that directly affect the quality of the cadre, including the recruitment process, training and professional development, and the management and utilization of officials.

### **1.2.2. Research Gaps**

There have been studies on state management officials in economics, as well as on the quality and assurance of the economic management cadre, conducted in different spatial and temporal contexts. However, to date, several specific aspects remain insufficiently addressed:

First, the theoretical basis for the evaluation criteria to ensure the quality of the state management cadre in economics is still inadequate.

Second, the factors affecting the assurance of quality among officials and the solutions for ensuring the quality of the economic management cadre in economics remain unclear.

Third, in Nam Định Province, there is a gap regarding the limitations of the state economic management cadre in the context of new development.

Fourth, the necessary solutions for the actual practice of ensuring the quality of the state economic management cadre in Nam Định Province are yet to be determined.

## **Chapter 2**

### **THEORETICAL AND PRACTICAL FOUNDATIONS OF THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE**

#### **2.1. THE WORKFORCE AND THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE**

##### **2.1.1. Key Concepts**

##### ***2.1.1.1. The Concept of Provincial-Level Officials***

Currently, there are various interpretations and definitions of the term “official.” According to the Vietnamese dictionary, “an official is someone who holds a position in the government or in organizations, often responsible for specific management, leadership, or professional tasks.” This definition is widely used in state agencies. The concept of “official” generally refers to individuals holding important positions within the administrative system or socio-political organizations. Additionally, in common usage, the term “official” is also used to refer to individuals working in government agencies.

In this study, the author uses the term “official” to refer to those who work in government agencies. Thus, provincial-level officials are understood to be those individuals working in provincial government agencies, including both elected and appointed personnel who perform state management functions.

### ***2.1.1.2. The Concept of the Economic Management Cadre at the Provincial Level***

Based on the above definitions, the economic management cadre at the provincial level can be understood as a group of officials working in the provincial government agencies responsible for economic affairs. Their structure and quality correspond to the various job positions within the province’s economic management system. In each province, the organizational structure, tasks, and functions of the agencies and organizations determine the scale of the cadre. Provincial economic management officials primarily engage in providing advice related to the economic management of the province.

### **2.1.2. Roles, Characteristics, and Structure of the Provincial-Level State Economic Management Workforce**

#### ***2.1.2.1. The Role of the Provincial Economic Management Cadre***

Provincial economic management officials are responsible for planning and organizing the implementation of economic policies within the local area, ensuring consistency and effectiveness in management. They also collect data, develop strategic plans, and organize, direct, and supervise economic activities to ensure the sustainable development of the locality. Moreover, provincial economic management officials represent the state in managing state investment capital and resolving economic disputes within the province. In short, economic management officials are the key factor in determining the success of local economic management, ensuring that economic activities are carried out in a transparent, effective, and sustainable manner.

#### ***2.1.2.2. Characteristics of the Provincial Economic Management Cadre***

The provincial state management officials in economics share the common traits of management personnel, such as in-depth economic knowledge, leadership and administrative capabilities, and teamwork skills. In addition, the provincial economic management cadre exhibits the following specific characteristics:

They are responsible for comprehensively managing all economic sectors within the province.

They simultaneously bear two responsibilities: (1) conveying the directives, mechanisms, and laws issued by the Central Government; and (2) concretizing the orientations, policies, mechanisms, and laws of the province for subordinate authorities.

Given that the provincial government is endowed with broad powers in many critical areas, the tasks of the economic management officials at the provincial level are highly complex and demand a high level of competence. Since the provincial government holds substantial authority in urban planning and construction permitting, the cadre must possess an appropriate structure and capability to effectively carry out their duties.

Provincial economic management officials often have to resolve issues

unique to the locality in order to safeguard the interests of both the residents and the province as a whole.

### ***2.1.2.3. The Structure of the Provincial Economic Management Cadre***

Analyzing the structure of provincial-level state economic management officials based on different criteria:

- **By job content and characteristics:** Provincial economic officials can be divided into two main groups: the leadership group and the advisory/consultative specialists.

- **By educational background:**

- **By position:** Provincial economic officials are divided into two groups: those holding leadership and management positions and those not holding such positions.

- **By management field:** Such as industry, agriculture, and services.

## **2.2. QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE**

### **2.2.1. Definition of the Quality of the Provincial-Level State Economic Management Workforce**

The "quality of the provincial-level state economic management workforce" is the synthesis of each cadre's attributes, including professional qualifications, foreign language skills, health, age, and professional ethics. This quality is determined by two factors: the individual attributes of each cadre and the relationship between those attributes and the requirements of the tasks.

### **2.2.2. Criteria for Evaluating the Quality of the Provincial-Level State Economic Management Workforce**

#### ***2.2.2.1. Political Qualities, Ethics, and Lifestyle of the Provincial-Level State Economic Management Workforce***

Political qualities, ethics, and lifestyle reflect an individual's behavior and values within society.

Political qualities pertain to the capability and awareness of participation in political activities.

Ethics represent a system of principles and values in social conduct, including honesty and fairness.

Lifestyle refers to an individual's way of living and interacting, reflecting their perspective on life and social responsibility.

This criterion is specifically expressed through political qualities, ethics, lifestyle, work responsibility, and organizational discipline of economic cadres. It is the foremost standard and a prerequisite for the provincial-level state economic management workforce. To become competent organizers and capable civil servants, individuals must first possess political qualities and ethics. Specifically:

Political qualities: (Details to be specified)

Ethics and lifestyle: (Details to be specified)

Work style and working practices: (Details to be specified)

#### ***2.2.2.2. Competence and Qualifications of the Provincial-Level State Economic Management Workforce***

The criteria for evaluating the provincial-level state economic management

workforce include educational qualifications, professional competence, and knowledge of economic, social, and legal issues.

First, the educational qualifications of provincial-level state economic management cadres are reflected in the degrees and certifications they have attained. The level of education must align with the functions, tasks, and specific job positions of the cadres.

Second, competence is evaluated in various aspects:

Professional competence: Specialized expertise in their field of work.

Leadership, administration, and management skills: The ability to lead, direct, and organize the execution of assigned tasks.

Management and leadership skills: The ability to plan, strategize, and oversee work effectively.

Interpersonal and communication skills: The ability to interact, build relationships, and foster collaboration.

Persuasion skills: The capacity to influence and guide others effectively.

Other skills: Flexibility, adaptability, and innovation in addressing challenges.

Policy formulation competence: The ability to draft, assess, and implement effective economic policies.

Third, work style and methods of the provincial-level state economic management workforce are crucial indicators of their effectiveness and professionalism in fulfilling their duties.

#### ***2.2.2.3. Responsibility in the Work of the Provincial-Level State Economic Management Workforce***

Responsibility in work reflects an individual's awareness and commitment to assigned tasks and duties. This includes completing tasks on time, ensuring quality, and being ready to take accountability for work outcomes. Responsibility enhances work efficiency, fosters trust within the team, and demonstrates respect for colleagues and the organization.

#### ***2.2.2.4. Task Completion Results - Level and Quality of Task Completion by the Provincial-Level State Economic Management Workforce***

The task completion results of the provincial-level state economic management workforce are reflected through their work outcomes, adaptability, and ability to overcome challenges while performing tasks, with a high sense of discipline and fairness in adhering to the law.

This evaluation can be based on the following criteria:

Work results: (Details to be specified)

Administrative efficiency: (Details to be specified)

#### ***2.2.2.5. Commitment of the Provincial-Level State Economic Management Workforce***

Commitment refers to the strong sense of connection an individual feels towards their organization, colleagues, or community. It is demonstrated through loyalty, emotional attachment, and dedication to the workplace or affiliated entity. Employee loyalty and engagement can be measured using the following criteria:

Employee turnover rate: (Details to be specified).

Percentage of employees considering leaving: (Details to be specified).

#### ***2.2.2.6. Health Condition of the Provincial-Level State Economic Management Workforce***

The provincial-level state economic management workforce is required to maintain sufficient health for their work responsibilities. In Vietnam, the Ministry of Health and the Ministry of Defense have established eight criteria for assessing the health status of workers.

In addition to basic criteria like those mentioned above, when evaluating the quality of the economic management workforce at the provincial level as a collective, it is also necessary to consider criteria related to the workforce size and the organizational structure of the economic management apparatus.

### **2.3. ENSURING THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE**

#### **2.3.1. Concept and Objectives of Ensuring Workforce Quality**

The objective of ensuring the quality of the provincial-level state economic management workforce is to enhance the quality of this workforce.

#### **2.3.2. Criteria for Ensuring the Quality of the Provincial-Level State Economic Management Workforce**

Planning the workforce of provincial-level state economic management cadres.

Training and capacity building for the provincial-level state economic management workforce.

Recruitment, assignment, utilization, and rotation of provincial-level state economic management cadres.

Evaluation of the provincial-level state economic management workforce.

Determination of regimes, policies, and incentives for provincial-level economic management cadres.

#### **2.3.3 Factors Affecting the Quality of the Provincial-Level State Economic Management Workforce**

##### ***2.3.3.1. Internal Factors***

Orientation for quality and quality assurance of the provincial-level management workforce.

Development of quality assurance plans.

Implementation of quality assurance plans.

Monitoring and evaluation of quality assurance plan execution.

##### ***2.3.3.2. External Factors***

Natural conditions and socio-economic circumstances of the province.

State and provincial policies for attracting and incentivizing cadres.

Factors related to the individual awareness of the cadres themselves.

### **2.4. EXPERIENCE IN THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE**

#### **2.4.1. Experiences from Provinces in Vietnam**

##### ***2.4.1.1. Experience of Dong Thap Province***

##### ***2.4.1.2. Experience of Quang Ninh Province***

##### ***2.4.1.3. Experience of Hanoi City***

## **2.4.2. Experiences from International Localities**

### **2.4.2.1. Experience of Tokyo, Japan**

### **2.4.2.2. Experience of Singapore City, Singapore**

## **2.4.3. Lessons for Improving the Quality of the State Economic Management Workforce in Nam Dinh Province**

Based on lessons learned from both domestic and international localities, several best practices can be drawn for Nam Định Province in ensuring the quality of its economic state management cadre, as follows:

It is necessary to strengthen the dissemination and promotion of the Party and State’s resolutions and policies to the province’s economic officials, ensuring that all officials fully understand and correctly implement these directives.

Establish and implement a recruitment and training plan aligned with the province’s leadership cadre planning, thereby motivating officials to continuously enhance their capabilities and meet their job requirements.

Strengthen inspection, supervision, and control of authority—especially in personnel management—to tighten discipline and order, and to combat negative phenomena such as office-hopping and power abuse. At the same time, it is essential to implement reasonable decentralization and devolution of power, combined with strict supervision, to both promote innovation and protect transparency in management.

Comprehensively reform personnel work by establishing a job position system and improving the quality of officials, civil servants, and public employees, particularly the leadership at all levels. There should be an emphasis on promoting civil servant ethics, public service discipline, and a spirit of integrity and dedication to serving the people, thereby creating a favorable environment for business development.

Introduce integrated solutions to develop the province’s human resource pool, especially the economic management cadre, ensuring that it meets the socio-economic development requirements of the locality.

Ensure seriousness and effectiveness in evaluating the economic management cadre, so that officials are assessed fairly and accurately, which in turn facilitates the development of appropriate growth plans.

To optimize work efficiency and create harmony between job requirements and officials’ capabilities, task assignments for civil servants should be based on the characteristics of the job position model.

## **Chapter 3**

# **CURRENT STATUS OF THE QUALITY OF THE PROVINCIAL-LEVEL STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE**

## **3.1. OVERVIEW OF NAM DINH PROVINCE**

### **3.1.1. Natural Characteristics**

### **3.1.2. Socio-Economic Characteristics**

## **3.2. CURRENT STATUS OF THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE**



### 3.2.1 Structure and Quantity of the State Economic Management Workforce in Nam Dinh Province

**Table 3.2. Overview of the Number of State Economic Management Cadres in Nam Dinh Province (2018–2022)**

(Unit: People)

Year	2018	2019	2020	2021	2022	Comp. 2019 /2018	Comp. 2020 /2019	Comp. 2021 /2020	Comp. 2022 /2021
Approved Positions	642	611	620	547	557	-31	9	-73	10
Actual Workforce	557	526	535	462	472	-31	9	-73	10
Percentage (%)	86,76	86,09	86,29	84,46	84,74	-0.67	0.2	-1.83	0.28

Source: Nam Dinh Department of Home Affairs

### 3.2.2. Current Status of Political Qualities, Ethics, and Lifestyle of the State Economic Management Workforce in Nam Dinh Province

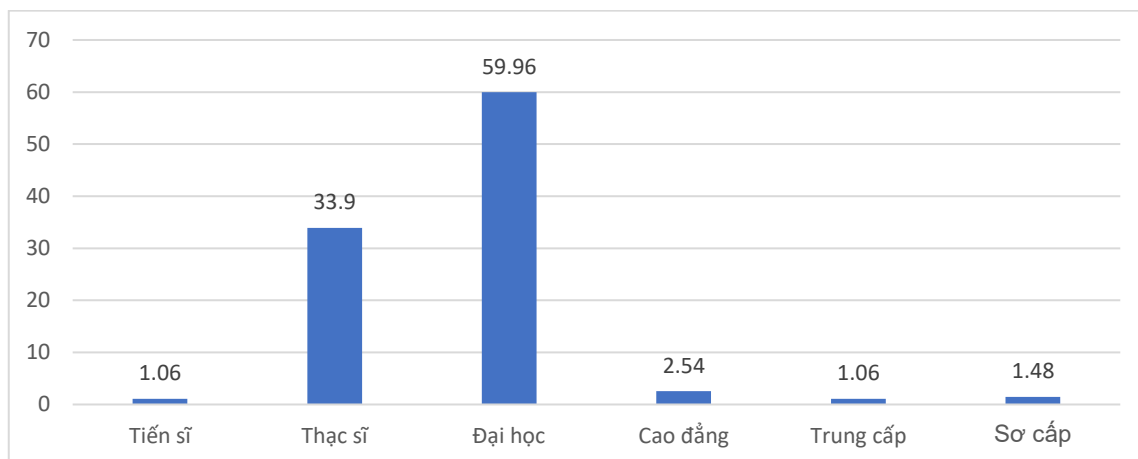
**Table 3.3. Evaluation Results on Political Qualities, Ethics, and Lifestyle of the State Economic Management Workforce in Nam Dinh Province**

(Unit: Percentage)

No.	Content	Evaluation results (%) N= 472					Average Score (Points)
		Very Good	Good	Fair	Average	Poor	
1	Absolute trust in the leadership of the Party	78,60	17,80	1,91	1,69	0,00	4,73
2	Work style and habits	46,19	51,27	1,48	0,00	1,06	4,42
3	Attitude toward serving the people	53,39	45,13	0,42	1,06	0,00	4,51
4	Ethical qualities and lifestyle	56,78	40,68	1,91	0,00	0,64	4,53
5	Responsibility and discipline in work	45,55	51,27	1,48	1,69	0,00	4,41
6	Comply with the flower policy and legal policies of the State	51,91	47,46	0,00	0,00	0,64	4,5
	Average plus score						4,52

(Source: Author's Survey Data)

### 3.2.3. Current Status of Educational Qualifications and Competence of the State Economic Management Workforce in Nam Dinh Province



**Chart 3.1. Educational Qualifications of the State Economic Management Workforce in Nam Dinh Province (2023)**

*(Source: Author's Survey Data)*

**Table 3.4: Number of Economic Cadres by Rank**

Rank	Provincial Level	
	Number	Percentage (%)
Senior Specialists and Equivalent	2	0,42
Principal Specialists and Equivalent	78	16,53
Specialists and Equivalent	372	78,81
Officers and Equivalent	11	2,33
Employees	9	1,91
<b>Total</b>	<b>472</b>	<b>100</b>

*Source: Compiled by the author*

**Table 3.5: Evaluation of the Relevance Between Training Majors and Job Positions of State Economic Management Cadres in Nam Dinh Province (2023)**

No.	Content	Evaluation results (%)					Average Score (Points)
		Very Relevant	Relevant	Neutral	Average	Not Relevant	
1	Current job matches training major	38,04	48,92	10,72	1,61	0,71	4,22
2	Current job matches personal competence	37,97	55,31	4,45	1,38	0,90	4,28
	Average plus score						4,25

*(Source: Author's Survey Data)*

**Table 3.7: Results of Foreign Language and IT Proficiency of State Economic Management Cadres in Nam Dinh Province (2022)**

Proficiency Level	Quantity			
	Foreign language		Information technology	
	Number	Percentage (%)	Number	Percentage (%)
Very Good	24	5,08	25	5,30
Good	72	15,25	342	72,46
Fair	269	56,99	58	12,29
Average	95	20,13	39	8,26
Limited Knowledge	12	2,54	8	1,69

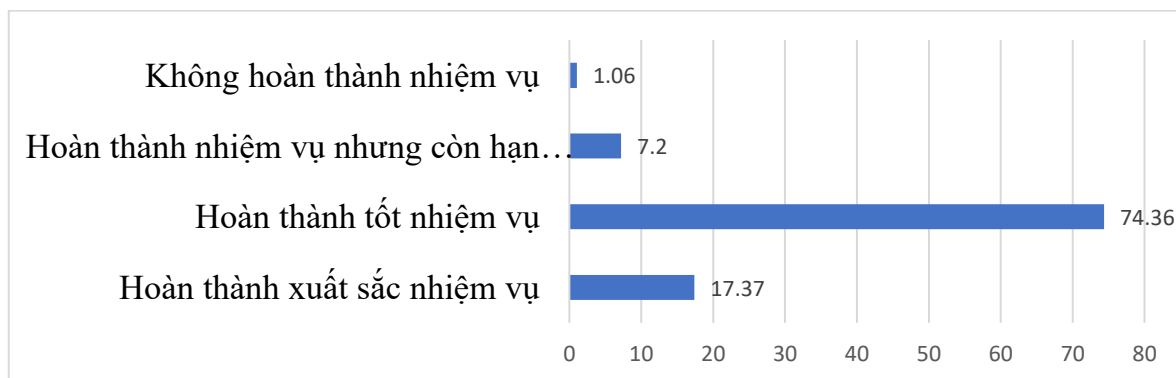
*(Source: Author's Survey Data)*

**Table 3.8: Evaluation Results on Leadership, Operational, and Organizational Competence of State Economic Management Cadres in Nam Dinh Province**

No.	Content	Evaluation results (%)					Average Score (Points)
		Very Good	Good	Fair	Average	Poor	
1	Leadership, administration, and management competence	23,95	71,23	3,92	0,00	0,90	4,17
2	Competence in implementing socio-economic policies	17,23	60,91	19,88	1,08	0,90	3,92
3	Competence in monitoring and supervising policy implementation	18,31	57,74	21,49	2,47	0,00	3,91
4	Problem-solving skills in leadership and management	16,33	63,53	17,04	2,20	0,90	3,92
5	Kỹ năng ứng xử, giao tiếp Interpersonal and communication skills	22,46	64,05	9,60	2,99	0,90	4,04
	<b>Average plus score</b>						3,99

*(Source: Author's Survey Data)*

### **3.2.4 Results of Task Completion - Level and Quality of Task Fulfillment by the State Economic Management Workforce in Nam Dinh Province**



**Chart 2.1: Evaluation Results on Task Completion Levels of the State Economic Management Workforce in Nam Dinh Province (2023)**

*Source: Nam Dinh Department of Home Affairs*

### 3.2.5. Commitment of the State Economic Management Workforce in Nam Dinh Province

**Table 3.9: Evaluation Results on the Commitment of the State Economic Management Workforce in Nam Dinh Province**

No.	Criteria	Evaluation results (%)					Average Score (Points)
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
1	I have great trust in my superiors	41,82	53,96	3,33	0,00	0,90	4,36
2	Under current conditions, I will work long-term at my unit	34,04	55,61	9,45	0,90	0,00	4,23
3	I would leave my unit if offered a better working environment	9,16	14,24	28,92	45,74	1,94	2,83
4	I will not leave even if offered better benefits elsewhere	12,22	30,31	31,46	20,40	5,61	3,23
5	I am always willing to work early and late to complete tasks	39,05	48,43	9,08	3,44	0,00	4,24
6	I am always ready to travel far when required by the agency	23,73	63,79	10,13	0,67	1,68	4,07
7	I am always willing to take on tasks at any time	21,90	60,09	16,33	0,90	0,78	4,01
8	I constantly think of the best solutions to complete my tasks	33,26	63,79	2,06	0,00	0,90	4,29
	Average plus score						3,91

*(Source: Author's Survey Data)*

**Table 3.10: Number of State Economic Management Cadres in Nam Dinh Province Resigning (2018–2022)**

Year	Number of Resignations (People)
2018	1
2019	1
2020	1
2021	2
2022	2

*Source: Statistical Yearbook*

The loyalty and commitment of the state economic management workforce is an essential criterion for evaluating the quality of cadres. According to the data in Table 3.12, the number of economic cadres in Nam Dinh Province resigning has gradually increased over the years. This indicates that the province's human resource management needs to reassess the quality of training processes and prioritize retaining high-quality cadres to ensure long-term organizational development.

### **3.2.6 Health of the State Economic Management Workforce in Nam Dinh Province**

According to the statistics, 96.4% of the state economic management workforce in Nam Dinh Province meets the health criteria of Category A and B as stipulated by economic agencies during recruitment. Only 3.6% of the workforce is classified as having poor physical health. This demonstrates that the economic workforce in Nam Dinh Province fulfills the health requirements, possessing the physical and mental strength necessary to undertake roles in the province's economic management apparatus.

## **3.3. CURRENT STATUS OF ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE**

### **3.3.1. Planning of the State Economic Management Workforce in Nam Dinh Province**

The cadre planning process in Nam Dinh Province has been implemented according to Guideline No. 16-HD/BTCTW dated February 15, 2022, issued by the Central Organization Commission, based on Regulation No. 50-QĐ/TW dated December 27, 2021, issued by the Politburo.

In recent years, Nam Dinh Province's cadre planning process has achieved the set objectives and requirements.

### **3.3.2. Training and Capacity Building for the State Economic Management Workforce in Nam Dinh Province**

Survey results on the quality of political theory training courses show that 89.57% of respondents assessed these courses as relevant to job requirements. However, 10.43% of respondents indicated that the training courses were not aligned with their job requirements.

### **3.3.3. Recruitment and Utilization of the State Economic Management Workforce in Nam Dinh Province**

In Nam Dinh Province, the recruitment of state economic management cadres at the provincial level is primarily conducted through civil service examinations

organized by the Department of Home Affairs. From 2018 to 2022, 32 civil servants were added to the state economic management workforce at the provincial level through examinations, fully complying with current regulations.

### **3.3.4. Evaluation of the State Economic Management Workforce in Nam Dinh Province**

The evaluation of cadres in Nam Dinh Province has seen significant progress, demonstrated by the seriousness in implementation and clear advancements in awareness and execution methods.

### **3.3.5. Benefits and Incentives for the State Economic Management Workforce in Nam Dinh Province**

The policies and regimes for the state economic management workforce in Nam Dinh Province have been implemented effectively. These include:

Ensuring salary increments and allowances for 100% of cadres uniformly across the province. Full implementation of social insurance and health insurance policies for 100% of cadres. Strict adherence to annual commendation regimes and periodic evaluations for teams to ensure both spiritual and material well-being, in line with current State regulations.

**Table 3.14: Evaluation Results on Incentive Policies**

No.	Criteria	Evaluation results (%)					Average Score (Points)
		Very Good	Good	Fair	Average	Poor	
1	Workplace facilities	29,41	47,01	17,12	6,46	0	3,99
2	Welfare policies and benefits	16,14	46,82	29,19	6,35	1,49	3,70
3	Professional environment working	16,22	53,40	24,40	5,98	0	3,80
	Average plus score						3,83

*Source: Survey Results*

## **3.4. THE CURRENT STATE OF FACTORS AFFECTING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT CADRE IN ECONOMICS IN NAM DINH PROVINCE**

### **3.4.1. Subjective Factors**

### **3.4.2. Objective Factors**

## **3.5 GENERAL ASSESSMENT OF ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE**

### **3.5.1. Achievements in Ensuring the Quality of the State Economic Management Workforce in Nam Dinh Province**

A general assessment of the quality of the state economic management workforce in Nam Dinh Province shows that most cadres possess political qualities, ethics, and lifestyles that fully meet the requirements of their assigned tasks.

The cadre planning process has been implemented according to the guidelines of the Central Government, systematically and transparently.

Training and capacity building for the state economic management workforce have received attention from various levels, sectors, and leadership.

Recruitment and utilization of state economic management cadres have been conducted through competitive civil service examinations, ensuring transparency and compliance with current regulations.

Cadre evaluation has been carried out rigorously with clear, transparent, and strict criteria, ensuring fairness and objectivity.

The implementation of policies and benefits for cadres in Nam Dinh Province has generally been completed in accordance with legal regulations.

### **3.5.2 Limitations in Ensuring the Quality of the Economic Management Cadre in Nam Đĩnh Province**

*Regarding Personnel Planning:* The planning, training, appointment, and utilization of officials are not adequate. The planning and utilization of state economic management officials in Nam Đĩnh Province are not truly aligned with local realities and needs.

*Quality of Training and Professional Development:* Although Nam Đĩnh Province has focused on training and developing its economic management officials, the quality of such training does not fully meet practical requirements.

*Regarding Placement and Utilization:* There remain barriers in ensuring a high-quality workforce for certain specialized positions.

*Regarding Evaluation:* Challenges persist as the evaluation criteria do not comprehensively cover the soft skills and creative capacities of the officials.

*Regarding Remuneration:* There are difficulties, such as limited adjustments in the remuneration regime. The incentive and attraction policies are still not sufficiently appealing to highly qualified professionals.

*Regarding the Cadre Themselves:* Currently, some state economic management officials in Nam Đĩnh Province lack solid political determination, political awareness, and ideology, which negatively affects the implementation of the province's strategies and directives for economic development.

*Legal and Policy Environment:* Another issue is that the legal framework and policies regarding state economic management officials in economics in Nam Đĩnh Province are not yet consistent and coherent.

### **3.5.3 Causes of Limitations**

#### **3.5.3.1 Objective Causes**

First, an outdated management mindset.

Second, difficulties in budget allocation.

Third, the influence of natural conditions and socio-economic factors.

Fourth, the quality of training and professional development does not fully meet practical needs.

Fifth, health care for the economic management cadre is not sufficiently prioritized.

Sixth, the legal and policy environment is not yet harmonized.

#### **3.5.3.2 Subjective Causes**

The criteria for evaluating the quality of state economic management officials in economics are not clearly defined.

The self-driven commitment among some economic officials in the province to improve their qualifications, capabilities, and to cultivate professional qualities and ethics is not high.

## **CHAPTER 4: SOLUTIONS FOR ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE**

### **4.1 PERSPECTIVES AND DIRECTIONS FOR ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE BY 2030**

**4.1.1. Direction for Planning the State Economic Management Workforce in Nam Dinh Province**

**4.1.2. Direction for Training and Capacity Building for the State Economic Management Workforce in Nam Dinh Province**

**4.1.3. Direction for Recruitment and Utilization of the State Economic Management Workforce in Nam Dinh Province**

**4.1.4. Direction for Evaluating the State Economic Management Workforce in Nam Dinh Province**

**4.1.5. Direction for Policies and Benefits for the State Economic Management Workforce in Nam Dinh Province**

**4.1.6. Synchronization and Innovation in Developing the State Economic Management Workforce in Nam Dinh Province**

### **4.2. SOLUTIONS FOR ENSURING THE QUALITY OF THE STATE ECONOMIC MANAGEMENT WORKFORCE IN NAM DINH PROVINCE**

**4.2.1. Innovate and improve the planning, recruitment, and utilization of state economic management officials in Nam Đĩnh Province.**

**4.2.2. Strengthen professional training and political theory to renew the development mindset and ensure the quality of the state economic management cadre in Nam Đĩnh Province.**

**4.2.3. Enhance the effectiveness of the deployment and utilization of the state economic management officials in Nam Đĩnh Province.**

**4.2.4. Innovate and strengthen the management, inspection, supervision, and evaluation of the state economic management officials in Nam Đĩnh Province.**

**4.2.5. Increase cooperation, collaborative training, and review and reform of the incentive policies for the state economic management cadre in Nam Đĩnh Province.**

**4.2.6. Apply information technology in ensuring the quality of the state economic management cadre in Nam Đĩnh Province.**

### **4.3 RECOMMENDATIONS**

To the State

To Nam Dinh Province

To Relevant Agencies and Departments



## CONCLUSION

Affirming the viewpoint that “Officials are the root of all work” and “The success or failure of everything depends on the quality of officials,” the dissertation “The Quality of the Economic Management Cadre in Nam Định Province” employs a combination of qualitative and quantitative research methods to clarify several issues related to ensuring the quality of the state economic management cadre in Nam Định Province. Specifically:

### **Regarding the Urgency of the Study:**

The global economy is currently facing fluctuations due to the impacts of globalization and international integration, the Fourth Industrial Revolution, climate change, the prolonged negative effects of the COVID-19 pandemic, and international trade volatility. These fluctuations have led to increasingly complex local economic management issues that require high-quality officials. Therefore, ensuring the quality of the economic management cadre to meet current demands has become more important than ever.

Nam Định Province, with its favorable conditions and great potential, is emerging as a bright spot in the region during its development and deep integration process. However, alongside these advantages, Nam Định faces many challenges regarding its economic structure, investment attraction, and the improvement of its business environment. In order to drive the province’s economic development, the quality of the economic management cadre plays a crucial role in planning, governing, and implementing sustainable economic development policies. Ensuring the quality of the state economic management cadre will help Nam Định Province capitalize on development opportunities, while simultaneously addressing challenges, ensuring effective management, and meeting the demands of the new development context.

### **Regarding the Research Findings:**

The dissertation “Ensuring the Quality of the Economic Management Cadre in Nam Định Province” focuses on examining and evaluating the current situation and on proposing solutions to ensure the quality of the economic management cadre in the local economic sector. The research findings indicate that the economic management cadre in Nam Định Province has achieved many noteworthy results, such as: a strong political resolve that upholds the Party’s guidelines, objectives, principles, and innovative perspectives; a high level of qualification among the economic management officials; and a strong sense of responsibility in carrying out their assigned tasks, among others.

However, despite these achievements, the economic management cadre in Nam Định Province still faces several limitations. For instance, some economic officials lack strong political resolve, exhibit poor ethics and lifestyles, and have unsystematic work practices; a small group of officials demonstrate inadequate ethical conduct, reflecting a lack of commitment to cultivating moral character and personal integrity; some economic officials still work in an

unscientific manner; certain officials require further enhancement of their educational qualifications, professional expertise, and work capabilities; and some state economic management officials are not sufficiently committed to their organizations, showing a tendency to leave. These shortcomings indicate that ensuring the quality of the economic management cadre in Nam Định is facing many challenges. To improve the quality of the economic management cadre in the province, concrete and integrated solutions are needed across various areas—such as planning, recruitment, placement, training and development, supervision and evaluation, and incentive policies—to drive improvement.

### **Regarding the Research Solutions**

Based on the analysis of both the positive aspects and the shortcomings of ensuring the quality of the economic management cadre in Nam Định Province presented in this study, the dissertation proposes several recommendations for officials, for the province, and for the State in ensuring the quality of the economic management cadre in Nam Định Province as follows: (1) Innovate and improve the planning, recruitment, and utilization of the economic management cadre in Nam Định Province; (2) Strengthen professional training and political theory to renew the development mindset and ensure the quality of the economic management cadre in Nam Định Province; (3) Enhance the effectiveness of the deployment and utilization of the economic management cadre in Nam Định Province; (4) Innovate and strengthen the management, inspection, supervision, and evaluation of the economic management cadre in Nam Định Province; (5) Increase cooperation, collaborative training, and review and reform of the incentive policies for the economic management cadre in Nam Định Province; (6) Apply technology in ensuring the quality of the economic management cadre in Nam Định Province.

### **Regarding Research Limitations**

By analyzing the strengths and weaknesses in the face of the challenges currently confronting Nam Định Province, the dissertation offers feasible recommendations for ensuring the quality of the economic management cadre in Nam Định and in other localities with similar characteristics. However, despite the results achieved, the dissertation still has several limitations, such as: (1) It does not delve deeply into the study of each economic sector within Nam Định Province; (2) The research is limited, having not surveyed all subjects impacted by state economic management; (3) Some of the proposed solutions remain theoretical and have not been specifically implemented in practice; (4) It does not thoroughly investigate cultural factors such as local habits and social structure. These limitations not only represent gaps but also serve as suggestions for future research on the quality of the economic management cadre in the province.

## **LIST OF PUBLISHED SCIENTIFIC WORKS RELATED TO THE DISSERTATION TOPIC**

1. Tran Quang Ninh (2024), “*The Current Situation and Key Solutions to Improve the Quality of Cadres and Civil Servants in Nam Dinh Province Today,*” Journal of Economics and Forecasting, available at: <https://kinhtevadubao.vn/thuc-trang-va-mot-so-giai-phap-chu-yeu-nang-cao-chat-luong-doi-ngu-can-bo-cong-chuc-o-tinh-nam-dinh-hien-nay-28532.html>.
2. Tran Quang Ninh (2024), “*Experiences of Some Asian Countries in Improving the Quality of State Management Cadres and Lessons for Vietnam Today,*” Journal of Economics and Forecasting, available at: <https://kinhtevadubao.vn/kinh-nghiem-mot-so-nuoc-chau-a-ve-nang-cao-chat-luong-doi-ngu-can-bo-cong-chuc-quan-ly-nha-nuoc-va-bai-hoc-cho-viet-nam-hien-nay-28496.html>.
3. Tran Quang Ninh (2023), “*Developing the State Economic Management Workforce in Nam Dinh Province,*” Asia-Pacific Economic Journal, (12), pp. 74-76.
4. Tran Quang Ninh (2023), “*Improving the quality of state management officials in Nam Dinh province's economy*”, Finance Magazine, (813), pp. 104-106.
5. Tran Quang Ninh (2022), “*The trend of remote work in the post- Covid-19 Digital transformation era*”, Proceedings the fifth international conference on sustainable economic development and business management in the context of globalisation, (SEDBM-5).