HO CHI MINH NATIONAL ACADEMY OF POLITICS

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THE ROLE OF LEADERS AND MANAGERS IN POLICY COMMUNICATION

(A Case Study of Social Insurance Policy in Can Tho City)

SUMMARY OF THE DOCTORAL DISSERTATION

FIELD OF STUDY: SOCIOLOGY

PROGRAM CODE: 9310301

HANOI - 2026

The dissertation was completed at

Ho Chi Minh National Academy of Politics

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The dissertation has been defended before the Academy-level Dissertation Evaluation Council at Ho Chi Minh National Academy of Politics

At 2:00 p.m. on October 1, 2026

The dissertation is available at: The National Library of Vietnam and the Library of Ho Chi Minh National Academy of Politics

INTRODUCTION

1. Rationale for the Study

Policy communication is a process of interaction, dialogue, and feedback among stakeholders throughout the policy cycle. However, much existing research remains technically oriented and has not adequately clarified how social status, social relations, networks, trust, and power structures shape policy awareness, attitudes, and behavior. A sociological approach is therefore needed to explain policy communication as a form of social action.

In Vietnam, policy communication is shifting markedly from one-way transmission toward multidirectional interaction, with greater emphasis on dialogue and citizen participation. In this process, leaders and managers play a pivotal role: they organize implementation, explain and advocate policies, connect stakeholders, receive feedback, and provide policy advice. Yet this role has not been studied comprehensively from a sociological perspective or in relation to status, resources, networks, and social context.

The urgency is particularly evident in social insurance (SI) policy, a pillar of social security with broad impacts, complex mechanisms, and a strong dependence on public trust, awareness, and participation decisions. Despite increasingly ambitious coverage targets, the SI participation rate remains substantially below the required level. The 2024 Law on Social Insurance, effective from July 1, 2025, together with the restructuring of the organizational apparatus and administrative units, further heightens the need to ensure continuity and effectiveness in policy communication.

This issue is especially significant in the Mekong Delta, including Can Tho City, where informal employment is prevalent, population ageing is rapid, income and social-security reserves remain limited, and SI participation is low. Examining the role of leaders and managers in communicating SI policy from a sociological perspective therefore both addresses a theoretical gap and responds to the practical need to narrow the divide between policy and citizens' participation behavior.

The dissertation, entitled "The Role of Leaders and Managers in Policy Communication (A Case Study of Social Insurance Policy in Can Tho City)" is expected to strengthen the scientific foundation and offer policy recommendations for improving the effectiveness of policy communication by leaders and managers.

2. Research Aim and Tasks

2.1. Research aim: Based on an assessment of the current situation and the factors associated with the roles of leaders and managers in communicating social insurance policy in Can Tho City, the dissertation proposes policy recommendations to improve the effectiveness of their SI policy communication in the coming period.

2.2. Research tasks

(1) Review the literature to identify findings that can be inherited and remaining research gaps.

(2) Clarify the theoretical and practical foundations, including working concepts and the theories applied; analyze the practical context of the study area; and develop research instruments for measuring the policy communication roles of leaders and managers.

(3) Synthesize documents and conduct in-depth interviews, sociological surveys, and focus-group discussions to identify the current situation; analyze the factors associated with leaders' and managers' roles in communicating SI policy implementation; and examine the relationship of these roles with citizens' policy awareness and behavior.

(4) Propose policy implications and recommendations to improve the effectiveness of SI policy communication by leaders and managers.

3. Research Focus and Scope

3.1. Research focus: The roles of leaders and managers in social insurance policy communication.

3.2. Study populations: Leaders and managers serving on steering committees for SI policy implementation in Can Tho City; and citizens targeted by SI policy in Can Tho City.

3.3. Scope and study area:

- Content scope: The policy communication roles of leaders and managers in the field of social insurance, with a focus on voluntary SI, examined across five dimensions: (1) awareness and orientation of policy communication; (2) provision of policy information; (3) policy consultation and advocacy; (4) dialogue, support, and resolution of policy-related issues; and (5) policy critique and consultation. The study also examines the relationship of these roles with citizens' SI policy awareness and behavior.

- Geographical scope: The Can Tho City Social Insurance agency, 4 local SI offices, 13 wards, and 12 communes in Can Tho City.

- Research period: 2023-2026.

4. Research Questions, Hypotheses, and Analytical Framework

(1) How do leaders and managers in Can Tho City perform their SI policy communication roles, what methods do they employ, and how are these roles related to one another?

(2) How is the extent to which leaders and managers perform their SI policy communication roles related to citizens' awareness, satisfaction, and SI participation behavior?

(3) How are work position; training and professional development; responsibility for performance targets; changes in duties resulting from organizational restructuring; officials' awareness, attitudes, and working conditions; and local socioeconomic and cultural characteristics related to the performance of SI policy communication roles by leaders and managers?

4.2. Research hypotheses

Hypothesis Group H1: Current performance of policy communication roles by leaders and managers

H1.1. Leaders and managers differ in the extent to which they use various modes of social insurance policy communication, with administrative, face-to-face, and traditional modes used more extensively than digital communication, dialogue, feedback, and consultation.

H1.2. The dimensions of leaders' and managers' roles in social insurance policy communication are positively associated with one another, although the strength of these associations varies. Stronger associations are evident among strategic planning, persuasion, mobilization, and dialogue, whereas information reception, feedback, and the resolution of policy-related issues are more weakly associated with the other role dimensions.

Hypothesis Group H2: Relationships between citizens' participation in SI policy communication and their awareness, satisfaction, and policy behavior

H2.1. Citizens' choice of, and satisfaction with, SI policy information varies by information source and the communication actor's capacity for interaction. Information from local leaders, managers, and professional staff directly implementing the policy tends to be selected and evaluated more highly than indirect information sources.

H2.2. Citizens' participation in SI policy communication activities is positively related to policy awareness and satisfaction, whereas its relationship with SI participation behavior is weaker and may not be clearly observable because policy behavior also depends on multiple socioeconomic and institutional conditions.

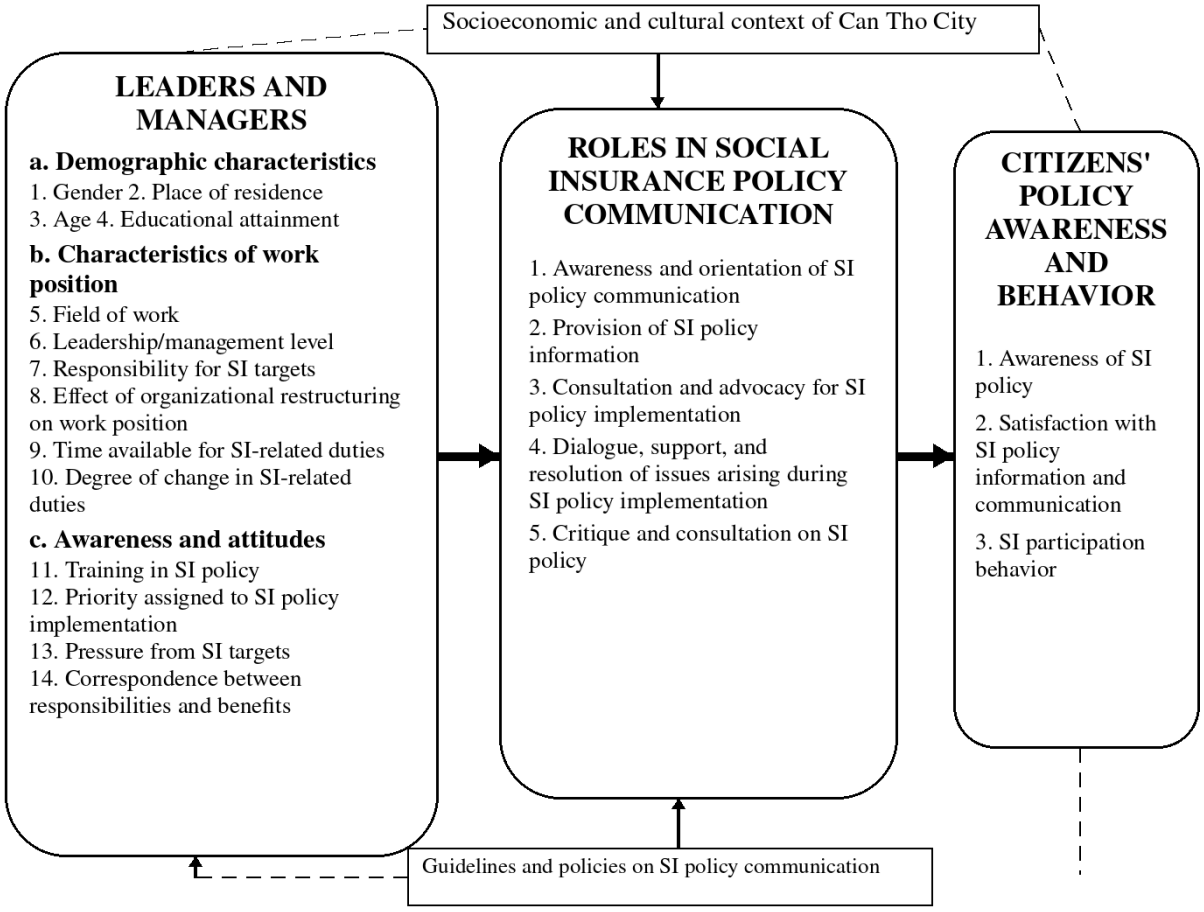
Hypothesis Group H3: Differences and factors associated with the

performance of SI policy communication roles by leaders and managers

H3.1. The extent to which leaders and managers perform SI policy communication roles differs by characteristics of their work position, specifically field of work, management level, and responsibility for SI targets.

H3.2. Training, professional development, and the priority accorded to SI policy are positively related to the performance of communication roles. By contrast, time constraints, changes in duties due to organizational restructuring, intense target pressure, and a mismatch between responsibilities and benefits are negatively related to the performance of interactive roles, especially dialogue, feedback, problem resolution, and policy advising.

4.3. Analytical framework



5. Original Contributions of the Dissertation

i) Policy communication is a structured process of social interaction.

ii) Leaders and managers are central actors in policy communication. Communication is an intrinsic activity linked to the power, responsibility, and implementation capacity of policy actors and thus shapes the effectiveness of

state-society interaction throughout the policy process.

iii) Dual context and role conflict in policy communication: simultaneous implementation of the 2024 Law on Social Insurance and organizational streamlining gives rise to role conflicts and challenges for leaders and managers in communicating policy.

iv) The policy communication roles of leaders and managers are strongly associated with institutional factors, particularly SI implementation targets and the context of organizational restructuring.

v) SI policy communication by leaders and managers has only a weak relationship with the SI participation behavior of policy target groups.

6. Contributions of the Dissertation

6.1. Theoretical contributions

The dissertation approaches policy communication from a sociological perspective, helping to systematize its concepts, theoretical framework, and research instruments; extending the application of theories of role, social structure, and the center-periphery model in the Vietnamese context; clarifying relationships among power, interests, and social interaction; and enriching empirical, multidimensional approaches to the field.

6.2. Practical contributions

The dissertation assesses the current situation, strengths, limitations, associated factors, and trends in leaders' and managers' performance of policy communication roles. It then proposes implications and solutions oriented toward modern public governance that may inform the implementation of SI policy and public policy more broadly.

7. Limitations of the Dissertation

i) The study focuses primarily on leaders and managers within the political system and does not cover business leaders. It also emphasizes voluntary SI communication and does not examine compulsory SI in depth.

ii) The rapid pace of organizational streamlining means that the findings are preliminary, making long-term trends difficult to assess while organizational structures remain unsettled.

8. Structure of the Dissertation

In addition to the Introduction and Conclusion, the dissertation comprises four chapters:

Chapter 1: Literature review on the roles of leaders and managers in social insurance policy communication.

Chapter 2: Theoretical and practical foundations and research methodology for studying the roles of leaders and managers in social insurance policy communication.

Chapter 3: Current performance of social insurance policy communication roles by leaders and managers in Can Tho City.

Chapter 4: Relationships, associated factors, and recommendations for strengthening the roles of leaders and managers in social insurance policy communication.

CHAPTER 1: LITERATURE REVIEW ON THE ROLES OF LEADERS AND MANAGERS IN SOCIAL INSURANCE POLICY COMMUNICATION

1.1. Studies on Policy Communication

1.1.1. Position and substantive scope of the field of policy communication

Policy communication is a process of power-laden interaction between the state and citizens aimed at building institutional credibility and improving policy quality. Studies emphasize its two-way nature, encompassing transmission, reception, and the co-creation of public value. In Vietnam, the concept is broader and includes communicating the Party's guidelines and the State's policies and laws.

1.1.2. Characteristics, functions, roles, classifications, and actors in policy communication

Policy communication is understood as a political, institutional, and multi-actor process with a complex structure that depends on social acceptance. It serves both as a policy instrument and as a mode of policy operation, contributing to transparency, trust, and policy quality while also carrying risks in the shaping of public opinion. Leaders and managers occupy a central position in policy coordination and interaction.

1.2. Studies on the Policy Communication Roles of Leaders and Managers in General and in Social Insurance

1.2.1. Role in developing policy communication plans and strategies

Studies regard policy communication as central to the policy process, with leaders and managers playing a pivotal role in developing and coordinating communication strategies. However, their performance remains constrained by limited capacity and content delivery. This role has not been studied adequately in social insurance, indicating a gap that requires further investigation.

1.2.2. Role in providing policy information

Studies identify information provision and transparency as core roles of leaders and managers, exercised through diverse communication channels and conditioned by audience context. Effectiveness nevertheless remains uneven because of limitations in capacity and institutional mechanisms. In social insurance, information shapes awareness and participation behavior, yet the communication channels linking different levels of leadership and management remain insufficiently understood.

1.2.3. Dialogue, feedback listening, and policy consultation

Studies view policy communication as a dialogical process of social

interaction linked to power and consensus building. Although a shift toward multidirectional models is evident, practical gaps persist because of limited feedback and the continued dominance of top-down communication. In social insurance, communication provides a space for adjusting awareness and behavior, but the intermediary role of leaders and managers in organizing and guiding interaction remains unclear.

1.2.4. Persuasion, explanation, advocacy, and mobilization of policy resources

Research shows that policy communication is moving from a one-way bureaucratic model toward two-way interaction, thereby restructuring state-citizen relations in the direction of transparency and participation. Communication methods are diverse and reflect the distinction between political authority, which relies on persuasion, and administrative authority, which relies on guidance.

Leaders and managers serve as intermediaries in building trust and social consensus. In social insurance, advocacy communication predominates, but these actors' role in constructing trust has not yet been analyzed in depth.

1.2.5. Role in policy critique and advising on policy development and improvement

Studies confirm that policy communication spans the entire policy cycle and that leaders and managers play a central role in information coordination. In practice, however, feedback and participation mechanisms remain limited. In social insurance, the intermediary role of leaders and managers has received insufficient attention, revealing a research gap that should be addressed.

1.2.6. Role conflict in policy communication by leaders and managers

Studies show that policy communication actors operate at the intersection of state and society, reflecting the complexity of power and social roles. Leaders and managers often face role conflict and multidirectional pressure, prompting flexible coping strategies and creating gaps between policy and practice. In social insurance, policy communication is a space for negotiating interests and constructing trust, but actors' mechanisms for managing role conflict remain inadequately understood.

1.3. Studies on the Effects of Leaders' and Managers' Policy Communication Roles in General and in Social Insurance

1.3.1. Effects on citizens' policy awareness

Studies show that access to policy information reflects power relations and

inequalities in information resources, producing a gap between the right to information and actual access. In social insurance, policy communication not only supplies information but also constructs social awareness; however, it remains inconsistent and requires further study.

1.3.2. Effects on citizens' trust and satisfaction

Studies identify information transparency as an important social mechanism for building trust, thereby increasing satisfaction and governance effectiveness and reducing corruption. Trust is tied not only to institutions but also to direct interaction with officials, reflecting the intermediary role of implementers in the policy process. In social insurance, policy communication helps reinforce trust and orient citizens' behavior.

1.3.3. Effects on citizen participation

Studies show that policy communication is an important social mechanism for promoting citizen participation, with dialogue, listening, and trust exerting stronger effects than coercive measures. Participation nevertheless remains constrained by a lack of trust and effective state-citizen interaction. In social insurance, policy communication directly shapes citizens' intentions and participation behavior.

1.4. Studies on Factors Affecting the Policy Communication Roles of Leaders and Managers in General and in Social Insurance

1.4.1. Environmental, institutional, legal, and policy-related factors

Studies show that policy communication operates under conditions of digital transformation and institutional constraint, in which technology, regulations, and organizational structures both expand interaction and limit actors' flexibility. Policy characteristics and social trust also shape communication effectiveness. Despite institutional progress in social insurance, communication continues to face challenges involving trust, participation, and policy sustainability.

1.4.2. Working conditions and work environment of leaders and managers

Studies show that grassroots-level policy communication is strongly shaped by resource scarcity, diverse social needs, and power relations, requiring leaders and managers to adapt policy flexibly in practice. Public scrutiny and organizational transparency simultaneously create accountability pressure and shape both communication methods and the choice of policy communication model.

1.4.3. Capacity- and attitude-related factors among leaders and managers

Studies indicate that the policy communication behavior of leaders and

managers is driven primarily by institutions, capacity, and interest-based motivations rather than demographic factors. Limited capacity and awareness, together with conflicts of interest and role conflict, create gaps between policy and implementation, particularly in social insurance.

1.4.4. Population conditions and the public's reception capacity

Research shows that policy communication is shaped by population conditions and the public's capacity to receive information. Inequalities in resources, education, and culture produce differences in transparency and communication effectiveness. Among disadvantaged groups and in rural areas, limited awareness and established information-access habits reduce participation and policy understanding. In social insurance, low reception capacity and distinctive social characteristics remain major barriers to effective communication and expanded coverage.

1.5. Studies on Solutions for Strengthening the Policy Communication Roles of Leaders and Managers in General and in Social Insurance

Studies suggest that institutions should be improved through decentralization, coordination, and stronger “listening architecture” to increase the flexibility and accountability of leaders and managers. Enhancing communication capacity and the public's ability to receive information, combined with the application of technology, is also essential to improving policy communication. In social insurance, modernizing communication methods and adapting them to social characteristics are important measures for expanding participation.

1.6. Inherited Insights and Research Gaps

1.6.1. Inherited insights

Previous studies have clarified the conceptual foundation and scope of policy communication; affirmed the central role of leaders and managers in information provision, dialogue, and advocacy while identifying role conflict; established communication effects on citizens' awareness, trust, and participation; systematized groups of influential factors ranging from institutions, conditions, and capacity to audience characteristics; and suggested context-sensitive solutions that provide a basis for policy analysis and recommendations.

1.6.2. Research gaps

Research gaps remain in the sociological approach to policy communication, intermediary actors, power relations, resource conditions, role and interest conflicts, influential factors, and local context. These gaps

demonstrate the need for a more comprehensive and multidimensional approach to explaining and analyzing policy communication in practice.

CHAPTER 1 SUMMARY

Chapter 1 systematizes policy communication as a multidimensional social process and clarifies the central yet complex role of leaders and managers in providing information, engaging in dialogue, persuading audiences, and managing role conflict under contextual influences. On this basis, it identifies inherited insights and research gaps and establishes the originality and feasibility of the dissertation's sociological approach.

CHAPTER 2: THEORETICAL AND PRACTICAL FOUNDATIONS AND RESEARCH METHODOLOGY FOR STUDYING THE ROLES OF LEADERS AND MANAGERS IN SOCIAL INSURANCE POLICY COMMUNICATION

2.1. Theoretical Foundations

2.1.1. Working concepts

- Leaders and managers: In this dissertation, are officials within the political system who are responsible for implementing SI policy at the grassroots level, particularly members of SI policy implementation steering committees in the grassroots political system and leaders and managers within the social insurance sector.

- Social insurance policy: A social security policy designed to replace or partially compensate the income of SI participants when their income is reduced or lost because of illness, maternity, occupational accidents or diseases, retirement, or death, on the basis of contributions to the SI fund or guarantees provided by the state budget.

The role of leaders and managers in social insurance policy communication constitutes a multidimensional social role, manifested through activities involving policy awareness and communication orientation; the provision and explanation of information; consultation, advocacy, and the promotion of participation; the reception and resolution of issues arising during policy implementation; and the provision of feedback and policy advice. Through these activities, leaders and managers perform a bridging function, linking the guidelines and policies of the Party and the State with citizens' awareness, attitudes, and behavior, thereby contributing to the effective implementation of social security policies.

2.1.2. Theories Applied to the Study of Leaders' and Managers' Policy Communication Roles

2.1.2.1. Social structure theory: The application of Parsons and Merton shows that policy communication performs both manifest and latent functions that help maintain the system. Blau's approach elucidates power asymmetry, in which top-down communication predominates and widens the gap between policy and practice.

2.1.2.2. Role theory: Applying Linton, Parsons, and Merton demonstrates that policy communication roles comprise rights and obligations attached to status, operate within multi-actor role sets, and may generate conflict. In social insurance, these roles are both norm-governed and adaptable to practical conditions.

2.1.2.3. Social communication theory: The application of Lazarsfeld, Katz, Rogers, Habermas, and Craig indicates that policy communication is a process of interaction, meaning construction, and consensus formation in which leaders and managers mediate and regulate information flows between the "center" and the "periphery." Power asymmetry, however, can restrict feedback from the periphery and undermine the democratic character of the policy process.

2.1.3. Measuring the Social Insurance Policy Communication Roles of Leaders and Managers

2.1.3.1. Social insurance policy communication: Structured along three dimensions - content, target groups, and communication channels - and conceptualized as a multi-actor, multichannel process of social interaction embedded in the implementation context.

2.1.3.2. Social insurance policy communication roles of leaders and managers: The overall set of activities involving awareness and communication orientation; provision of policy information; consultation and advocacy; support and accompaniment; and the reception of feedback and resolution of issues arising during SI policy implementation. These activities connect state guidelines and policies with citizens' awareness and policy implementation behavior.

a) Awareness and orientation of social insurance policy communication: Measured through three groups of indicators - policy awareness (degree of reception and understanding), communication orientation and implementation (planning, coordination, and delivery), and contextual factors.

b) Role in providing social insurance policy information: Measured across participation, target groups, content, forms of communication, and population context.

c) Role in consultation and advocacy for social insurance policy implementation: Measured through target groups, content, forms, and frequency of performance in relation to participation outcomes and local practice.

d) Role in dialogue, support, and resolution of social insurance policy issues: Measured through information reception, understanding of needs and context, policy explanation, and upward feedback.

e) Role in feedback and social insurance policy advising: Measured in two dimensions - feedback reception (actors, channels, content, and frequency) and policy processing and advising (comments, content, forms, information sources, and degree of uptake).

2.1.3.3. Factors Associated with the Social Insurance Policy Communication Roles of Leaders and Managers

a) Demographic factors: Gender, age, educational attainment, and place of residence.

b) Work-position factors: Field and level of leadership or management; responsibility for SI targets; the effect of organizational restructuring; time available for performing duties; and the extent of changes in SI-related duties.

c) Awareness and attitude factors among leaders and managers: Training, implementation priority, target pressure, and the correspondence between responsibilities and benefits.

2.1.3.4. Leaders' and managers' social insurance policy communication roles from the perspective of policy target groups: Awareness, participation, and satisfaction, reflecting policy communication as a process that influences public awareness, behavior, and attitudes.

2.2. Practical Foundations

2.2.1. Ho Chi Minh's thought and the Party's and State's guidelines and policies on the policy communication roles of leaders and managers: Policy communication in Vietnam is shaped by Ho Chi Minh's thought and the institutional relationship in which the Party leads, the State manages, and the People exercise mastery.

2.2.2. Socioeconomic Characteristics of Can Tho City as the Context for Leaders' and Managers' Social Insurance Policy Communication Roles

a) Natural conditions: The diversity of Can Tho's natural conditions differentiates policy needs and reception capacity, requiring communication to be stratified by geographical area, target group, livelihood, and level of risk.

b) Socioeconomic conditions: A large informal workforce, population diversity, rapid ageing, and low SI participation require differentiated communication tailored to target groups and contexts in order to raise awareness, build trust, and promote SI participation.

2.3. Research Methodology

2.3.1. Methodological approach: The study is grounded in dialectical materialism and historical materialism and combines quantitative and qualitative methods.

2.3.2. Sampling Methods and Sample Size

2.3.2.1. Sampling for the qualitative study: Purposive sampling was employed. Data were collected through focus-group discussions, in-depth interviews, and rapid interviews with multiple stakeholder groups to provide a

multidimensional account of SI policy communication activities.

2.3.2.2. Sampling for the quantitative study

a) Sample size and distribution

- Leaders and managers: The survey sample comprised 383 respondents, predominantly men aged 40-49 with college or university qualifications. Respondents were distributed relatively evenly between urban and rural areas and across diverse fields of work, ensuring representation by status and work environment.

- Policy communication target groups: The survey sample comprised 435 persons targeted by SI policy. The occupational structure was weighted toward farmers and self-employed workers, most of whom had no employment contract, reflecting the characteristics of the informal workforce - the principal target group of SI policy communication.

2.3.3. Methods of Data Collection and Analysis

The dissertation combines the following methods: analysis of available documents; small focus-group discussions; in-depth interviews; questionnaire surveys; and data analysis.

CHAPTER 2 SUMMARY

Chapter 2 establishes the theoretical and practical foundations of the study. It systematizes the concepts and policy communication roles of leaders and managers and develops a set of indicators, scales, and an analytical framework grounded in sociological theories of social structure, role, social communication, and the center-periphery model. It also analyzes the institutional-political context and the distinctive features of the study area and combines qualitative and quantitative methods to ensure a comprehensive and objective analysis of the current situation and influential factors.

CHAPTER 3: CURRENT PERFORMANCE OF SOCIAL INSURANCE POLICY COMMUNICATION ROLES BY LEADERS AND MANAGERS IN CAN THO CITY

3.1. Roles in Awareness and Orientation of Social Insurance Policy Communication among Leaders and Managers in Can Tho City

3.1.1. Leaders' and Managers' Awareness of Social Insurance Policy in Can Tho City

a) Policy awareness among leaders and managers: Characterized by a very high level of proactive engagement, driven primarily by work requirements and political and legal responsibilities.

b) Level of SI policy awareness among leaders and managers: Awareness is fairly high; understanding of local conditions is stronger than knowledge of policy content; and awareness remains insufficiently deep and differs across groups.

c) Differences in awareness among groups: SI policy awareness differs significantly by work position, training, responsibility, and working conditions, whereas gender, educational attainment, and target pressure do not produce clear differences.

3.1.2. Orientation of Social Insurance Policy Communication by Leaders and Managers in Can Tho City

a) Description of the current situation: Most localities have stand-alone SI communication plans (67.4%), while some integrate SI communication into general plans (26.6%). Communication follows a multilevel model in which the SI agency occupies the central position and sociopolitical organizations serve as intermediaries. However, leaders' and managers' performance is only fairly strong, remains top-down, and is not yet closely aligned with practical needs.

b) Differences among groups: The planning role differs significantly by target responsibility, training, age, field of work, and work pressure. Those with direct responsibility, relevant training, and high pressure perform better, indicating a tendency to prioritize institutional expectations over personal viewpoints.

3.2. Role in Providing Social Insurance Policy Information by Leaders and Managers in Can Tho City

a) Organization of information provision: Although multiple actors participate in SI communication, activities focus mainly on direction (51.3%) and coordination (46.6%), while content and material design remain limited. This reflects an administrative orientation and dependence on the SI agency.

b) Selection of SI policy communication target groups: Communication is directed mainly toward nonparticipants (approximately 80%) but relies heavily on familiar networks and convenience. This creates a mismatch between planning and implementation and does not adequately support the sustainable retention and expansion of participation.

c) SI policy information provided by leaders and managers: Leaders and managers mainly communicate core content, including benefits, rights and obligations, new provisions of the law, and contribution-benefit levels. Local implementation information receives less attention, indicating a preference for shaping awareness and behavior over supplying contextual information.

d) Selection of information-provision methods by leaders and managers: SI communication occurs mainly through direct and administrative channels. Digital communication remains limited (21.1%), demonstrating that activity is still concentrated within the "proximate periphery" and that the transition toward social communication remains slow.

3.3. Role in Social Insurance Policy Consultation and Advocacy by Leaders and Managers in Can Tho City

3.3.1. Leaders' and Managers' Participation in Organizing Social Insurance Policy Consultation and Advocacy

A total of 89% of leaders and managers participate in SI policy consultation and advocacy, predominantly through direct forms (57.7%), reflecting flexibility, micro-level engagement, and multi-actor coordination in communication implementation.

3.3.2. Target Groups for Social Insurance Policy Consultation and Advocacy

Leaders and managers mainly select target groups within the "proximate periphery" and conduct advocacy flexibly according to perceived interests. This demonstrates the role of social capital but also reveals a short-term orientation, limited networks, and insufficient sustainability.

3.3.3. Content of Policy Consultation and Advocacy

SI consultation and advocacy mainly emphasize direct benefits, but effectiveness is constrained by the gap between the policy's long-term benefits and prevailing socioeconomic conditions, making it difficult to translate awareness into sustained action.

3.3.4. Methods of Social Insurance Policy Consultation and Advocacy

SI advocacy relies primarily on administrative and organizational channels and face-to-face contact. Digital communication and dialogue remain limited, reflecting a top-down model, concentrated informational power, and weak spaces for policy critique and co-creation.

3.3.5. Mean Differences among Groups

Differences in SI consultation and advocacy are associated with work position, training, responsibility, and working conditions. Individual factors show no association, while groups with responsibility and favorable conditions participate more actively.

3.4. Role in Dialogue, Support, and Resolution of Issues Arising during Social Insurance Policy Implementation by Leaders and Managers in Can Tho City

3.4.1. Target Groups for Dialogue and Implementation Support

SI dialogue activities focus mainly on groups within the system and proximate social networks. Businesses, disadvantaged groups, the media, and experts are reached less often. The communication structure therefore remains relatively closed and has limited social diffusion.

3.4.2. Communication Channels for Dialogue, Support, and Resolution of Issues Arising during Social Insurance Policy Implementation

SI dialogue channels are relatively diverse but remain more oriented toward receiving information than providing feedback. Direct interaction predominates, while digital environments are only beginning to expand, indicating that two-way communication remains limited.

3.4.3. Level of Dialogue, Support, and Resolution of Issues Arising during Social Insurance Policy Implementation

The level of SI policy feedback reception remains low and focuses mainly on direct benefits, showing that mechanisms for listening and dialogue are limited and that communication remains predominantly one-way, shaped by performance targets and narrow networks.

3.4.4. Methods Used by Leaders and Managers for Dialogue, Support, and Resolution of Issues Arising during Social Insurance Policy Implementation

Leaders' and managers' policy-response performance is fairly strong and consists mainly of listening, explanation, and acknowledgement. Advising on solutions remains limited; the role is oriented more toward “transmission” than

“co-creation,” and the capacity for policy co-creation has not been fully realized.

3.4.5. Differences among Groups in the Use of Dialogue, Support, and Problem-Resolution Methods in Social Insurance Policy

Differences arise primarily from work position, responsibility, training, and institutional pressure, while individual factors exert little influence. Groups bearing responsibility and receiving training perform these roles more actively.

3.5. Role in Social Insurance Policy Critique and Consultation by Leaders and Managers in Can Tho City

a) Organization of feedback on the draft Law on Social Insurance at the local level

SI policy feedback activities remain fragmented, and only 42% involve consultation with citizens. Procedures lack consistency and depend on professional agencies, restricting the flow of grassroots feedback. Communication therefore remains center-oriented, and voices from the social periphery are not fully reflected.

b) Leaders' and managers' participation in contributing to the development and improvement of policy

Leaders' and managers' participation in SI policy feedback remains limited (approximately one-third participate) and focuses more on implementation targets than on policy design. This reflects a hierarchical administrative communication structure in which behavior is shaped by institutional expectations and interests. Role conflict and interinstitutional tensions, particularly around targets and data, also make policy-feedback communication more strategic than substantively dialogical.

CHAPTER 3 SUMMARY

H1.1 is accepted: SI policy communication roles comprise five dimensions and are multidimensional. H1.2 is also confirmed: performance remains formalistic and one-way, with insufficient dialogue and feedback. Differences by work position and awareness support H3; overall, however, these roles remain in transition, are constrained by institutions, and require stronger interaction.

CHAPTER 4: RELATIONSHIPS, ASSOCIATED FACTORS, AND RECOMMENDATIONS FOR STRENGTHENING THE SOCIAL INSURANCE POLICY COMMUNICATION ROLES OF LEADERS AND MANAGERS

4.1. Relationships among the Social Insurance Policy Communication Roles of Leaders and Managers

4.1.1. Similarities in leaders' and managers' identification of policy communication target groups

The SI communication target structure prioritizes nonparticipants and proximate social networks while giving limited attention to businesses and intermediary actors. Communication remains target-driven, constraining social diffusion and policy dialogue.

4.1.2. Similarities in leaders' and managers' selection of policy communication methods

SI policy communication in Can Tho continues to rely primarily on administrative, one-way, and top-down methods. Digital communication has been added, but interaction, feedback, and dialogue remain limited.

4.1.3. Relationships among levels of performance of leaders' and managers' policy communication roles

SI policy communication roles are positively related, with policy awareness occupying the central position. Information reception and feedback remain weak, indicating limited two-way interaction and the continued dominance of one-way, top-down communication.

4.2. Relationship of Leaders' Policy Communication Roles with Citizens' Policy Awareness and Behavior in Can Tho City

4.2.1. Citizens' participation in policy communication activities

Citizen participation in SI policy communication remains low and consists mainly of passive reception with little feedback. This indicates a mismatch between officials' communication channels and citizens' needs and reflects a gap in policy information flows.

4.2.2. Citizens' level of policy awareness

Citizens' understanding of SI policy remains largely at the level of awareness and has not clearly translated into action. Communication therefore continues to be administrative and one-way, while interaction and critique remain weak.

4.2.3. Citizens' Choice of Information Channels and Satisfaction with Leaders' and Managers' Social Insurance Policy Communication

4.2.3.1. Citizens' choice of information channels

Citizens' preference for seeking SI information from local leaders and managers indicates that these actors function as a “central node” in the policy communication network because of their credibility and capacity for interaction. Choices are nevertheless differentiated by expertise and substantive effectiveness, suggesting that policy communication operates through role structures and social networks rather than primarily through mass-media channels.

4.2.3.2. Citizens' satisfaction with the social insurance policy communication roles of leaders and managers

Citizens' satisfaction with SI policy communication is fairly high (mean scores approximately 2.35-2.88) and is highest for local leaders and managers, reflecting the advantages of direct and personalized channels. Satisfaction with digital channels is lower, indicating that modern communication has not yet met citizens' needs for explanation and practical problem resolution and creating challenges for the digital transformation of policy communication.

4.2.4. Correlations of Participation in Communication with Citizens' Policy Awareness, Satisfaction, and Social Insurance Participation

Participation in communication is strongly correlated with policy awareness and satisfaction but is not associated with SI participation behavior. An awareness-attitude-behavior gap persists. Communication mainly influences awareness and perceptions, whereas behavior is shaped by socioeconomic and institutional factors.

4.3. Factors Associated with the Social Insurance Policy Communication Roles of Leaders and Managers

4.3.1. Correlations between associated factors and levels of performance of social insurance policy communication roles by leaders and managers

The findings show that training and responsibility for performance targets are the two strongest factors associated with policy communication role performance, while demographic factors exert little influence. This indicates that the behavior of leaders and managers is shaped primarily by institutional expectations and capacity, with role tension arising between systemic pressure and individual conditions in communication implementation.

4.3.2. Analysis of Factors Associated with Leaders' and Managers'

Performance of Social Insurance Policy Communication Roles

4.3.2.1. Policy communication training as a factor that strengthens leaders' and managers' communication capacity

4.3.2.2. Responsibility for performance targets as an institutional factor directly affecting leaders' and managers' performance of social insurance policy communication roles

4.3.2.3. Administrative-unit restructuring: The increasingly visible influence of institutions and the organizational apparatus, and the adaptation of leaders and managers

4.3.2.4. Leaders' and managers' attitudes: The latent influence of attitudes, working conditions, and interests

4.3.2.5. Local socioeconomic and cultural conditions as determinants of leaders' and managers' policy communication outcomes

4.4. Recommendations for Strengthening the Social Insurance Policy Communication Roles of Leaders and Managers in Can Tho City

The policy implications center on five pillars: improving institutions, strengthening officials' capacity, creating appropriate incentives, modernizing resources and technology, and improving the sociocultural environment to enhance policy communication effectiveness.

CHAPTER 4 SUMMARY

The findings support H2 and H3: Policy communication roles influence citizens' awareness and satisfaction but have not yet affected their behavior; role performance depends primarily on organizational factors, capacity, attitudes, and context rather than individual characteristics. Because of institutional and implementation constraints, however, communication remains formalistic and insufficiently effective and should be improved through a systems approach.

CONCLUSION

Based on the integrated analysis, the study finds that: (1) the dissertation develops a theoretical framework and conducts field research on SI policy communication roles; (2) these roles constitute a multidimensional structure shaped by institutions, resources, the environment, and social expectations; (3) leaders and managers bridge power and society in this process; (4) they perform five principal roles - orientation, information provision, advocacy, dialogue, and consultation; (5) performance nevertheless remains formalistic, relies on limited networks, and employs traditional methods; (6) its effects are concentrated on awareness and satisfaction, with no clear effect on behavior; (7) roles are differentiated by position, with the SI agency at the center, local authorities performing management functions, and organizations providing support; (8) role performance is influenced by training, targets, organizational arrangements, interests, and socioeconomic context; (9) role conflict and ambiguity reduce effectiveness; and (10) the dissertation consequently proposes improving institutions, strengthening capacity, increasing resources, and promoting interaction in policy communication.

LIST OF THE AUTHOR'S PUBLICATIONS RELATED TO THE DISSERTATION

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2. Nguyễn Yến Nhi (2025), "The Development of Communication Theories and Their Application to Policy Communication in Vietnam", *Political Science Information*, ISSN 5354-1474, No. 08 (48), pp. 47–54.
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