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Human Resource Management at Public Non-business units and Digital Transformation

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Abstract

The article presented the Party's guiding views on the digital transformation of public non-business units and digital transformation in human resource management. The Vietnamese government sets specific and clear goals for digital transformation. That goal is to develop Digital Government by 2025, improve efficiency and operational efficiency, 80% of level 4 online public services, provided on various means of access, including mobile devices... To

achieve this goal, public units are one of the important and prioritized areas in digital transformation. The article has shown more than 20 directive documents of the government, the Ministry of Education and Training in promoting digital transformation. Digital transformation plays an important role in human resource management, but it also poses many difficult problems when implemented.

Keywords: Human Resource Management, Digital Technology, Digital Transformation, Public Non-business Unit

1. Introduction

The Party and State have been paying special attention to digital transformation in the context of the Fourth Industrial Revolution. In 2019, the Politburo issued Resolution No. 52-NQ/TW on a number of guidelines and policies to actively participate in the Fourth Industrial Revolution. One of the important guiding views of the Party expressed in the Resolution is: "Proactively and actively participating in the Fourth Industrial Revolution is an objective necessity; is a task of special strategic significance, both urgent and long-term of both the political system and the whole society, closely associated with the process of deep international integration; at the same time, fully and properly aware of the content and nature of the Fourth Industrial Revolution to resolve to renew thinking and action, considering it as a breakthrough solution with appropriate steps and roadmaps as opportunities for Vietnam to make a breakthrough in socio-economic development" (Resolution No. 52-NQ/TW, 2019). Human resource management is the entire activities of organizations, companies, and enterprises in order to develop, train, and use personnel effectively and reasonably. The purpose of human resource management is to create conditions for employees in the company to fully develop their hidden abilities, reduce wasted resources, and increase organizational efficiency. Human resource management is also one of the goals of digital transformation. In particular, public service units and education sectors. Through digital transformation at educational institutions to improve the quality of human resources for society. The goal of the article is to understand the theoretical basis of personnel management regulations, public non-business units, and digital transformation. Assess the views of the Party and the state on digital transformation and the role of digital transformation in human resource management in organizations.

2. Theoretical basis

2.1 Human resource management

An HR is an employee or a whole team of employees. They are employees for an organization, unit agency but are more inclined to mental labor. Personnel in the public service unit include Public Employees and Contract Workers. According to the Law on Public Employees (2010), "Public employees who are Vietnamese citizens may be recruited according to job positions, work at public non-business units under the regime of work contracts, receive salaries from the salary fund of public non-business units in accordance with the provisions of law." (Article 3). Re-contracted labor employees are stipulated in the Labor Code (2019), "An employee is a person who works for the employer as agreed, is paid a salary, and is subject to the management, administration, and supervision of the employer." (Article 3).

For Public Employees, the Law on Public Employees (2010) clearly states the principles in the management of public employees. Accordingly, the management of public officials must: "Ensure the leadership of the Communist Party of Vietnam and the unity of management of the State; Ensure the right to take initiative and uphold responsibilities of heads of public non-business units; The recruitment, employment, management, and evaluation of public employees shall be carried out on the basis of professional title standards, job positions and based on work contracts; To implement gender equality, the State's preferential policies for public employees who are talented people, ethnic minorities, people with merit to the revolution, public employees working in mountainous, border, island, deep-lying, remote areas, ethnic minority areas, areas meeting with extremely difficult socio-economic conditions and other preferential policies of the State for public officials" (article 6).

For contract labor, personnel management activities are stipulated in the provision of the State's policy on labor "Ensuring the legitimate rights and interests of employers, managing labor in accordance with law, democracy, fairness, civilization and enhancing social responsibility." (Labor Code, 2019, article 4). Contract labor management is regulated for both employing organizations and employees. Specifically in Article 5. Rights and obligations of employees, employees have the right to "establish, join and operate in representative organizations of employees, professional organizations and other organizations in accordance with law; request and participate in dialogue, implementation of democratic regulations, collective bargaining with employers and consultations at the workplace to protect their legitimate rights and interests; participate in management according to the employer's regulations" (Labor Law, 2019, article 5). At the same time, employees are also obliged to "Observe labor discipline and labor regulations; obey the management, administration, and supervision of the employer". On the part of the employer, management responsibilities are specified in Article 12 of this Law. Specifically, the employer's labor management responsibilities are: "Preparing, updating, managing and using a paper or electronic labor management book and presenting it at the request of a competent state agency; Declare the use of labor within 30 days from the date of commencement of operation, periodically report changes in labor during operation to the specialized labor agency under the People's Committee of the province and notify the social insurance agency." (Labor Code, 2019).

2.2 Public non-business units

The Law on Public Employees (2010) provides a definition: "A public non-business unit is an organization established by a competent agency of the State, a political organization, a socio-political organization in accordance with the provisions of law, legal status, provision of public services and service of state management." (Article 9). According to Derbyshire (1987), "the public sector is understood as a number of organs operating to regulate human activities so that human beings can live and work together as rationally as possible". For the Michigan Association of Accountants (1990), "public sector means any entity owned by the central, state, or local government and established by law, and those organizations are responsible for presenting annual financial statements to Congress for approval." As

defined by the OECD (2008), "The public sector includes the general state sector plus state-owned companies, including the central bank." According to the United Nations (2008), the public sector includes "government in general and state-owned companies". According to this definition, "general government" is a concept that refers to those state institutions established under constitutional processes that have legislative, judicial and executive powers. Some non-profit organizations also fall under this definition but require specific conditions such as being controlled by the state. Examples include the level of use of state funds, risk bearing, appointment of officials, and legal arrangements. In addition, also in the public sector are state-owned companies such as railways, aviation, public utilities, and finance, which must not only be managed by the government but also decided by the government on general guidelines and policies. The European Federation of Accountants (FEE) has used the United Nations' definition of the public sector to sustainably reinforce its policies applicable to the public sector (ACCA, 2010)^[4]. Similar to the United Nations, the International Monetary Fund (IMF (2001) has defined: "The public sector includes the government as a whole (central agencies, state agencies, local agencies) and state-owned companies (government-managed financial state-owned companies, non-state-owned financial companies, and state-owned monetary management companies such as central banks and state-owned non-monetary financial companies." Based on the Longman Dictionary of Contemporary English (2012), the public sector is understood as all industries or services in a country that are owned and managed by the state, such as education, health, or transportation (cited in Dung, 2016, pp.15-16)^[3].

Thus, from the above definitions, it can be understood that the public sector is a concept used to define a set of state management agencies of the country, public organizations, and non-business units, and the central banking system. This is considered a basic and indispensable component of the economy and social life. Through this sector, the government is primarily responsible for and implements the distribution of public goods and services to all parts of the country. In other words, the public sector is seen as a part or component of the economy that is involved in the provision of basic public goods.

2.3 Digital transformation

The Ministry of Information and Communications [MOIC] website on the national digital transformation program also offers some concepts when talking about digital transformation presented in the document "Digital Transformation Handbook".

Informatization: Informatization, also known as information technology application, is the digitization of existing business processes. Typically, computerization does not alter existing processes or existing operating models. When computerization is at a high level, leading to process changes or changes in operating models, it is called digital transformation (MOIC, 2021, p.21).

Digital technology: In a digital environment: Computing devices communicate with each other using digital signals, represented as binary signals of 0 and 1. Digital technology, in a broad sense, is digital signal processing technology, or information technology. In the context of the Fourth Industrial Revolution: In a narrow sense, it is a higher development, the next development of information

technology, allowing faster computing, more data processing, and larger capacity transmission, at a cheaper cost. In a broad sense, digital technology is one of the main technology groups of the Fourth Industrial Revolution, represented by cloud computing technology, big data, artificial intelligence, blockchain, virtual reality... (MOIC, 2021, p.24).

Artificial Intelligence: In a broad sense, artificial intelligence is the effort of humans to make machines have human intellectual capacities. In a narrower sense, artificial intelligence is to "enhance human intellectual capacity" (MOIC, 2021, p.30).

Internet of Things: If the Internet is a network connecting devices such as computers, and smartphones together to exchange and share data, the Internet of Things is a network that connects everything together to do the same. Thanks to smart sensors and networking, for the first time in human history, inanimate objects, and household items, such as electric fans, microwaves, tree branches, and blades of grass "speak" and communicate with each other and with people. The Internet of Things plays an important role in connecting the physical environment and the digital environment (MOIC, 2021, p.31).

Cloud computing: Cloud computing is a technology that allows computing power to reside in virtual servers, called clouds on the Internet of providers instead of in home computers and offices on the ground, for people to connect and use as services when they need it. Individuals, households, and businesses instead of investing in their own computing servers, like generators, use cloud computing services like grid electricity, use as much as they can pay the cost of going there without having to worry about operation and management (MOIC, 2021, p.32).

3. State objectives and views on digital transformation

To catch up with the development of technology, the Party and the government have issued many important policies, supporting digital transformation in various fields.

3.1 About the Party's position

The XIII Congress determined in the Document of the XIII Party Congress (2021): "To promote research, transfer and vigorous application of achievements of the Fourth Industrial Revolution to all fields of social life, focusing on a number of key and potential sectors and fields, advantages to serve as growth engines in the spirit of catching up, advancing and surpassing in some areas compared to the region and the world" (p.115). The XIII Congress focused on digital transformation in important areas, especially education, and health. Specifically, "promoting the restructuring of service industries based on modern technology, digital technology, developing new types of services, building a service ecosystem in the fields... health, education and training" (p.247). Thus, one of the important requirements for education and training that the XIII Congress emphasized, is information technology and digital technology training. This contributes to the development of the country's human resources to meet development requirements in the context of the Fourth Industrial Revolution and the current deep international integration. The XIII Congress determined: "Promote the construction of e-government, move towards digital government, focusing on developing digital infrastructure to serve state agencies centrally and smoothly; synchronously design, build and put into operation an integrated system, interconnecting large

databases, especially data on population, health, education, insurance, enterprises, land, housing, promptly and effectively serving socio-economic development and people's life. Implement national digital transformation comprehensively to develop the digital economy and build a digital society. Striving to 2030, complete the construction of digital government, rank in the group of 50 leading countries in the world and rank third in the ASEAN region in e-government and digital economy" (p.225).

3.2 About documents and legal corridors of digital transformation activities

In Official Dispatch 4771/BGDĐT-IT in 2023 of the Ministry of Education and Training, there are more than 20 documents of all kinds, guiding the implementation of digital transformation and information technology applications in education. In 2007, the Government issued Decree No. 64/2007/ND-CP on information technology applications in the operations of state agencies. Accordingly, "Application of operational information technology of state agencies: Means the use of information technology in activities of state agencies in order to improve the quality and efficiency in internal operations of state agencies and between state agencies, in transactions of state agencies with organizations and individuals, supporting the promotion of management reform to ensure openness and transparency" (Article 3). This Decree applies to state agencies including ministries, ministerial-level agencies, Government-attached agencies, People's Committees at all levels, and non-business units using the state budget. The Decree emphasized contents such as: Publicity and transparency of information in the network environment; Protection of personal information held by state agencies in the network environment; Digitization of information and data storage; Sharing of digital information; and Increased use of electronic text...

In 2019, the Central Committee issued Resolution No. 52-NQ/TW on a number of guidelines and policies to actively participate in the fourth industrial revolution, emphasizing the urgent need to accelerate the digital transformation process. On that basis, the Prime Minister signed Decision No. 749/QĐ-TTg approving the national digital transformation program to 2025 with orientation to 2030. The perspective in this decision is that awareness plays a decisive role in digital transformation; People are at the center of digital transformation; Institutions and technology are the driving force of digital transformation; Digital platform development is a breakthrough solution to promote digital transformation faster, reduce costs, and increase efficiency; Ensuring network safety and security is the key to successful and sustainable digital transformation, as well as an integral part of digital transformation. All equipment, products, software, information systems, and investment projects on information technology have mandatory components of network safety and security right from design; The participation of the whole political system, synchronous actions at all levels, and the participation of the whole population are factors that ensure the success of digital transformation. In this decision, education and training are 1/8 priority areas, the Prime Minister assigned ministries, sectors in general, and the Ministry of Education and Training in particular to develop digital transformation plans. In response to this requirement, in 2022, the Ministry of Education and Training issued Decision No. 4740/QĐ-

BGDĐT on the set of indicators and criteria for assessing the digital transformation of higher education institutions. The purpose of decision 4740 is to "Promote digital transformation in higher education institutions; Monitor objective, substantive and fair assessment of digital transformation results in higher education institutions; Detect examples and models of digital transformation that do well to replicate and create a movement to implement digital transformation in higher education." (Decision No. 4740/QĐ-BGDĐT, Article 1). The structure of the Index includes 02 groups of component criteria: "Digital transformation in training" and "Digital transformation in higher education institution management". The criterion "Having implemented the human resource management module" is one of the criteria for evaluating digital transformation in the educational institution management group. Therefore, digital transformation in human resource management is both urgent and also a mandatory requirement for educational institutions"

4. The role of digital transformation in human resource management in the public sector

4.1 The role of the public sector

Public sector towards economic development: Currently, the economic development of countries depends quite a lot on the development of basic industries and heavy industries, such as iron, steel, shipping, mining... Because these industries will supply raw materials to small and medium public non-business units. To operate public business units in this field requires a huge amount of capital and this can only be financed by the government's public sector financial system.

Public sector to regional development: Public non-business units in the private sector will often neglect to pay attention to poor or backward areas, but public units are assigned to fulfill their duties in all regions of the country. In this way, the public sector helps to gradually reduce and work towards eliminating imbalances between regions and bringing about overall national development.

The public sector creates jobs: The public sector also needs a part of cadres, civil servants, and public employees to work in large numbers. In addition, the public sector also needs to recruit personnel with a variety of qualifications. This will provide a sizable amount of employment for individuals in society.

Public sector not-for-profit: Organizations in the public sector are operating in many sectors, providing public goods and services to society without consideration of the level of profit that the organization must achieve.

The public sector protects some basic risks in the course of operation: Some professions are specific due to material conditions, infrastructure as well as capital sources, so some sectors require a certain monopoly. At the same time, some basic operational risks will be ensured by the state and the government.

4.2 The role of digital transformation in human resource management

In the era of increasing digitalization, the trend of technology in human resource management is becoming an important factor to improve performance and create an effective working environment. Technology has changed the way we approach and manage HR, from the hiring process to employment contract management, employee training,

and development. In the field of HR, technology is not only a support tool, but also the key to improving productivity, enhancing connection, and providing a great experience for both employees and managers.

Digital transformation and the application of digital technology in the organization's human resource management play an important role and bring many significant benefits.

Increase accuracy and efficiency: Using integrated HR management systems improves accuracy and efficiency in human resource management. Processes from employee information management, record keeping, and salary calculation, to leave management become easier and more accurate. Instead of using traditional paper spreadsheets and records, digital technology helps automate processes and minimize errors.

Increased flexibility and convenience: Digital technology enables remote access and management of HR information through online platforms. Employees can easily update personal information, leave, and job requests from anywhere and on any device. This creates greater flexibility in human resource management and saves time for both employees and managers.

Optimize the hiring process: Digital technology has changed the way we recruit employees. Using online recruitment platforms and automation tools helps speed up and optimize the recruitment process. Digital technology helps automatically filter resumes, interview employees, and collect information efficiently. This helps the public business unit save time and resources and increases its ability to find and attract talented employees.

Create a better employee experience: Digital technology brings a better experience for employees in human resource management. Employees can easily access personal information, and timekeeping, and view work schedules and job requests conveniently through mobile applications. This helps create a flexible work environment that enhances employee satisfaction and commitment.

Enhance data analytics and make smart decisions: Digital technology provides powerful data analysis capabilities, from evaluating employee performance, and forecasting staffing needs, to analyzing trends and insights. As a result, managers can make smart decisions, optimize human resources, and develop HR strategies based on reliable and timely data.

Enhanced information security: Digital technology provides robust security measures to protect employee information. Integrated personnel management systems ensure data security and restrict access to only authorized persons. This helps mitigate risks associated with exposing employee information and protects privacy.

In the context of today's rapid development, the application of publicization in human resource management has become an indispensable element in modern public non-business units. Digital technology optimizes processes, enhances employee performance and satisfaction, and brings great benefits to the development and success of the public business unit.

5. Discussion

Human resource management activities in public non-business units can face many difficulties. Some common difficulties must be mentioned as:

Employee management: Public career units are often faced with managing large numbers of employees, including the process of recruitment, training, retention, and performance evaluation. Managing employees requires focus and patience to ensure that HR processes and policies are implemented efficiently and fairly.

Employee Records Processing: Human resource management involves the management of employee records, including personal information, work history, insurance, and salary. This requires confidentiality and compliance with legal regulations related to the protection of personal information and employee privacy.

Salary and benefits: Salary and benefits management is an important task in human resource management. This includes calculating, processing, and distributing wages, administering health and social insurance plans, as well as managing leave and flexible working regimes.

Legal compliance: Public business entities must comply with regulations and legal regulations related to personnel management, including labor rights, health safety, and protection, and comply with data protection and privacy rules. Maintaining legal compliance requires a deep understanding of relevant regulations and regulations and insight in applying them to the operation of the public business unit.

Information technology: Using information technology in human resource management can bring many benefits, but also pose many challenges. Public service units need to ensure that their HR information systems are efficient, safe, and secure. At the same time, they also need to train employees on the use of technology and solve technical problems they may face.

Thus, human resource management activities of public non-business units face many practical difficulties, from employee management, application processing, salary and benefits, and legal compliance to the use of information technology. To overcome these difficulties, public non-business units need to have clear processes and policies and invest in appropriate human resources and systems to effectively carry out human resource management activities.

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