



Factors affecting the development of human resources for leadership and management in the public sector nowadays

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Abstract

The development of human resources for leadership and management in the public sector is an urgent priority to meet the requirements of practical tasks, which require research and evaluation from theoretical and practical perspectives. The leadership and management teams in the public sector are indirect labor. Although they are not directly involved in producing goods, they significantly contribute to the growth of industries, fields, and the country.

Keywords: Human resources, public sector, leadership and management

Introduction

Factors are described as elements that cause or influence the effectiveness of a process. Therefore, the factors affecting the development of human resources for leadership and management in the public sector mentioned in this article are the ones that cause or influence the outcomes of developing a small number of high-quality staff. It is critical to point out what factors influence this activity in order to obtain an in-depth analysis and explanation of the current status of the development of public sector leadership and management. With accurate analysis, policy consultants can present strategic proposals to improve the quality of this activity.

Discussion

Objective factors

Socio-economic conditions

According to historical materialism, the development of an organization and its employees is primarily determined by certain socio-economic conditions in the organizational formation and development stages. Marx states that human beings are the product of the environment that sets the course of their actions. Developing human resources means changing the quantity and quality of human resources in a positive way. One of the prerequisites to achieving that goal is compatibility in socio-economic development. Only when life is economically secure and advanced in all aspects of social life can the strategy for people and their development be successful. With an evolving society, managers' perceptions need to be changed accordingly. As a result, there are many practical policies and material conditions to invest in human resource development. Socio-economic development also enhances individual lives by strengthening their financial capacity to allocate more resources towards learning and well-being, which leads to a remarkable change in the quality of human resources. It also entails population movements from one location to another and gradually closes gaps in qualifications, living conditions, culture, and lifestyle, positively changing the number and quality of the organization's workforce.

Regarding the development of public sector leadership and management, socio-economic development has a direct

impact on the team because the improvement of expertise and professionalism in professional consultation, management, and operation can only be promoted when material life gets better, which makes differences in awareness and conditions of facility investment in developing the team. On the other hand, socio-economic advancement always opens up opportunities and challenges, so leaders and managers must adjust themselves and their organizations to maximize the organization's potential and fulfill their responsibilities in the best way possible. Also, the skills of leaders and managers in the public sector, especially leadership styles, are clearly influenced by certain socio-economic circumstances. The evolving society increases people's intellectual standards and fosters a democratic environment. With this remarkable change, leaders and managers must implement democratic and modern leadership and management methods that are suitable to practical demands. Socio-economic development also adjusts salary scales, reward regimes, and benefits to meet the needs of living and consumption. This is a tremendous drive for leaders and managers to wholeheartedly devote themselves to their work and carry out their duties diligently in line with the regimes and policies they benefit from.

The systems of government documents, policies, and laws

Human resources can only make progress when government documents, policies, and laws are issued in time and synchronously, facilitating the development of all labor, particularly skilled workers. If documents that identify roles, positions, functions, and authority, as well as requirements on qualifications, demeanor, methods, and abilities are more objective and fit the unique nature of the work, leaders and managers in the public sector will make efforts to improve and reach the standards. In particular, policies and regulations on the use and allocation of human resources, including recruitment, attraction, benefits, planning, appointment, rewards, transfer, and rotation of staff, profoundly influence the public sector leadership and management team. These policies strongly motivate and guide them to best fulfill their assigned tasks.

The program of evaluating the leadership and management teams in the public sector

Cadre evaluation is the activity of measuring employee performance and contributions through their outcomes and productivity over a defined time period. This activity is fundamental for organizations to make decisions on personnel, transfers, appointments, rewards, and punishments. Evaluating cadres also drives leaders and managers to complete their tasks well because it helps leaders and managers adjust and improve themselves to satisfy the requirements of the job.

Leadership and management assessment in the public sector is a comprehensive review of all activities, such as organizational and operational capabilities, expertise, behaviors, qualities, and leadership styles. It also evaluates the results and level of work completion and meeting the practical requirements of the unit they are in charge of. For instance, the effectiveness of leadership and management is demonstrated by the outcomes of assessing organizational and management changes in the unit, the actual level of completion and fulfillment of tasks, and the development of the areas in the locality that the unit is responsible for. Accordingly, leadership and management assessment in the public sector is an important factor for leaders and managers to reflect on themselves and the organizational operation objectively. Furthermore, leaders at all levels also have a groundwork to impartially evaluate employees, thereby modifying the framework and organization and enhancing the quality of human resources.

Therefore, evaluation is an indirect way to show the results of developing human resources in general as well as public sector leadership and management in particular.

The leadership and management assessment program in the public sector has also closely followed the regulations on cadre evaluation of the Party, the State, and each locality. At the same time, the evaluation of managers in general and public sector leaders and managers in particular must first be based on staff standards, especially title standards, because the characteristics of leaders and managers in the public sector not only include specialty and expertise, but also leadership and management capacity, strategic vision, persuasion skills, leadership skills, operation skills, etc.

Work environment

According to the approach of public management science, the work environment is classified as a social environment. It is "the combination of human factors and material means to help people work productively, effectively, and efficiently" (Khien BH, Huong LTV, 2013, p.126). Besides material aspects, psychological factors, workplace culture, and the legal environment are equally important. If the cultural-psychological environment is fostered by the relationships between officers and civil servants at work, establishing standards, administrative etiquette, and conflict resolution strategies in the organization, the legal environment will ensure the authority and functions of the organization in compliance with the law, building trust and seriousness in work performance. The work environment impacts positively or negatively individual demands and motivations. "A favorable organizational environment will help employees have positive motivations and innovative ideas, develop their abilities, improve their personalities and workplace skills, and establish collaborative relationships. On the contrary, it will have a negative impact on

individuals, which directly affects how well individuals and organizations perform" (Khien BH, Huong LTV, 2013, p.156).

The work environment also substantially affects the development of leadership and management in the public sector. Leaders and managers in the public sector need a democratic, friendly, and encouraging environment in which they are fully supported to lead and manage the organization effectively. The clear and unified relationship between superiors and subordinates, the alignment of leaders with roles that truly fit their capacity and strengths, the encouragement to promote the competence of leaders and managers, and the support and companionship of individuals within the organization are indispensable factors because the framework, tasks, and positions can be located and controlled by the organization, but the work environment is a decisive factor for leaders and managers to promote the effectiveness of their leadership and management activities.

Subjective factors

Initiative and positive attitude of the leadership and management teams in the public sector

According to the conception of Marxist-Leninist philosophy, humans are biological-social entities. Biological aspects are the unique natural characteristics of each person determined by the structure of the body's anatomy and psychology, primarily the central nervous system. Research has demonstrated that innate biological factors are significantly associated with intelligence, talents, good memory, intuition, the ability to analyze, synthesize, and detect problems, etc. It is fundamental to the development of human capacity in general and leadership and management abilities in particular. The biological factors are the basis for cultivating talents and strengths for the future career each person chooses (e.g., singers, artists, writers, poets, scientists, leaders, and managers). Therefore, individuals may possess distinct capacities due to differences in biological factors even though they live in the same socio-economic and educational conditions. Thus, innate talents depend mainly on human neurophysiological activities.

In the public administration sector, Hudson shows that public sector leaders should focus more on long-term strategies and shaping a creative vision, both of which are crucial elements of a strategic mindset. Given that senior leaders in the public sector are more likely to adopt a strategic mindset, these are also seen as effective leadership traits. Moreover, due to the unique conditions and challenges in the public sector, it is important to identify employees who possess these important traits as an innate biological factor.

However, assessing employees' abilities through biological and inherent factors is one-sided because the biological and natural structure of each person is just a necessary condition, not a sufficient condition for survival and competency development. "Establishing human equality in strength and abilities (physical and mental) is a foolish thing. When it comes to equality, they mean equality in society and social status" (Lenin VI, 2005, p.449). Perfect biological structure doesn't always align with capacity. In fact, many people with ordinary biological structures have outstanding cognitive abilities and efficient practical activities, whereas some inheriting exceptional genes from elite parents have a limited level of intelligence. It proves

that human biological factors are only promoted in an appropriate environment. Psycho-physiological activities and talents are important to form and develop abilities, but they are not the determining factors in the perfection and development of abilities. To promote the role of biological factors, each person must not only proactively absorb scientific knowledge, but also attempt to improve themselves comprehensively.

For the development of public sector leaders and managers, if objective factors are necessary conditions, initiative and a positive attitude of leaders and managers in learning and training are sufficient conditions to ensure improvement of the quality of the team. Only when the leadership and management in the public sector are conscious, proactive, self-aware, and make efforts to practice, improve themselves and satisfy the demands of the current situation will the quality of the team be sustainably enhanced and deliver the best results. President Ho Chi Minh states that "human capacity is not entirely born, but made through consistent work and practice" (Minh HC, 2011, p.280).

Subjects' awareness towards the development of human resources for leadership and management in the public sector

To develop leaders and managers in the public sector, the subjects of this activity must change their perceptions. There is a need for the right awareness of the important roles, positions, and functions of public sector leaders and managers in the state apparatus to establish appropriate guidelines and policies to maximize the team's potential and fulfill the practical needs. The leadership and management program must be considered not only a science but also an art, so it needs long-term and focused investment from a management perspective to unleash the employee's capacity within the organization, helping the organization operate as effectively as possible.

Conclusion

Developing human resources as well as leaders and managers in the public sector plays a decisive role in the effectiveness of state administration. The role of public sector institutions depends heavily on the capacity of leaders and managers. For this reason, it is completely necessary to develop human resources for leadership and management in the public sector in the current situation. It helps enhance abilities, expertise, political theory qualifications, leadership and management skills with the aim of raising quality, changing quantity, and adjusting the structure accordingly. Therefore, exactly identifying the factors of human resource development enormously contributes to increasing the effectiveness of the activity towards the ultimate goal of establishing a professional and effective administration, which becomes the prerequisite for national development.

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