

## Eastern Politicians' Viewpoints on Talent and Issue of Developing Talented Civil Servants in Vietnam

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### ABSTRACT

In every era, talent is a special human resource, directly affecting the breakthrough development of the country, locality and each organization. Therefore, competition for talent is an objective reality; leaders and managers often consider talent as an important strategy and policy to gain development advantages for each country, locality and organization. In fact, this issue can be implemented more conveniently in the private sector associated with the autonomy of each organization; but it is a difficult issue for public sector organizations due to the influence of political and legal factors. In this study, the author analyzes the views on talent of some Eastern politicians, including President Ho Chi Minh - Leader of Vietnam, and Chairman Mao Zedong - Leader of China. Based on the analysis of the content of Ho Chi Minh and Mao Zedong's views on talent, the author builds a theoretical framework for research on the development of talented civil servants, including a 3-scale model in the direction of assessing the correlation of the independent scales/variables "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS) and the dependent scale/variable "Developing talented civil servants" (DCS). The author conducts a survey of 510 leaders of 170 local government agencies at the commune level representing three regions of Vietnam, including Lang Son province (North), Nghe An province (Central), Tay Ninh province (South). From the analyzed survey results, the author draws research conclusions and discusses policy issues to develop talented civil servants in Vietnam in the trend of social change with the development of digital technology and digital society today.

**Keywords:** Talent; Talented Civil Servants; Outstanding Capacity; Policy for Capacity Development; Vietnam.

### INTRODUCTION

Vietnam and China have many similarities in politics, culture and society. This similarity is most clearly and long-standing in the aspect of ideology, which many studies call the Eastern ideology. In the modern 20th century, Vietnam and China both experienced democratic and national liberation revolutions and two typical politicians were honored as leaders of the two peoples of Vietnam and China, namely Ho Chi Minh and Mao Zedong. That is affirmed in the political aspect, that the political lines and development strategies of Vietnam and China are built on the basis of the ideology of leaders Ho Chi Minh and Mao Zedong.

In studying the thoughts of Ho Chi Minh and Mao Zedong, many contemporary researchers and politicians emphasize the viewpoint on talent and talent development. This is one of the fundamental and core issues in the

ideological system of Ho Chi Minh and Mao Zedong throughout the revolutionary struggle for national liberation. Many scientific comments, assessments and conclusions have been established that the viewpoint on talent and talent development of Ho Chi Minh and Mao Zedong is an important content, with profound theoretical and practical significance, directly affecting the human development strategy in general and civil servant management in particular of Vietnam and China; it is highly valued by the contemporary generations of leaders of the two countries to build a team of talented civil servants for the civil service.

Ho Chi Minh and Mao Zedong not only demonstrated their roles as leaders of Vietnam and China, but their progressive and timeless thoughts are typical of the Eastern system of views and ideologies, including views on talent and talent development. This issue has always attracted the attention of many researchers and managers; especially in the trend of social change with the development of digital technology and digital society today, implementing policies to attract talent in the public sector is more difficult in competition with the private sector. This is also an issue that the author is interested in in his research..

### **Eastern Politicians' Viewpoints on Talent**

Talent is a term often used formally and refers to a person with special qualities, abilities, and talents in a specific field or many fields; often having the ability to perform work excellently, making significant contributions to the organization or society. Historically, countries and peoples have attached great importance to the development of talent and emphasized the role of the elite human resources, especially related to the prosperity of the country and people; identifying the development of talent as an important strategy and policy for their development. Through the study of many documents studying the views of Eastern politicians on talent, the author found that the prominent view is that talent must be a person with both morality and talent. This is most clearly expressed in the thoughts of two typical politicians: Ho Chi Minh (leader of Vietnam) and Mao Zedong (leader of China).

Ho Chi Minh affirmed both moral and talent factors when discussing talents, but emphasized the moral factor - morality determines talent, that having talent without morality is useless; having morality without talent makes it difficult to do anything. According to Ho Chi Minh, talented people are the most enthusiastic, intelligent, patriotic, determined, and courageous people; talented, moral, and can do things that are useful for the country and the people (Hung, L.Q., 2025). Thus, leader Ho Chi Minh identified talented people as those who fully possess both moral and talent factors; that is, people with good moral qualities, knowledge, outstanding talent, special achievements, and must wholeheartedly serve the country and the people. The emphasis on ethical factors is clearly explained, that when ethical factors are promoted, then the individual's talent factor is transformed into social value (Vuong, D., 2010).

As soon as the Democratic Republic of Vietnam was founded in 1945, leader Ho Chi Minh advocated searching for and discovering talents among the people, because according to him, talents appear in all classes of people; and the people are the force with great power, among the people there are many talented and virtuous people, when the country is in danger they are willing to devote their efforts to the people, to the country, so it is necessary to know how to search for and discover talents among the people to attract and use them. At the same time, according to leader Ho Chi Minh, using talents must be extremely skillful to achieve the highest efficiency: Talents - whoever has the ability to do something, put them in that job; need to know how to recognize and evaluate talents based on their talents, strengths, strengths and passions to arrange and assign appropriate work, if not used skillfully, it will easily cause talents to not be able to fully develop their abilities and intelligence and gradually stunt their talents.

With the view that human resources are a special resource, attracting and using human resources has always been a concern of leader Ho Chi Minh, but the basic and core issue is still that people must have both ethics and talent. This point of view is expressed throughout the entire process of revolutionary activities and leadership of the country of leader Ho Chi Minh. Before passing away, Ho Chi Minh still devoted an important content in his will to discuss the issue of ethics and required each party member and cadre to truly imbue revolutionary ethics: The Party must pay attention to educating revolutionary ethics for youth union members, training them to become successors to build socialism that is both red and expert (GN, 2014).

Chinese leader Mao Zedong also had a similar view to Vietnamese leader Ho Chi Minh when discussing human resources, that using people must be based on moral qualities and talent (PP, 1991). This is the viewpoint of action that Mao Zedong set for the Communist Party of China since 1938 when building the cadre policy for the Chinese revolution. According to Mao Zedong's explanation, morality is expressed in the aspect that individuals must have the spirit of resolutely following the Party's guidelines and obeying the Party's discipline, having close ties with the people, being active in work and not seeking personal gain; talent is expressed in the aspect that individuals have the ability to work independently, have creativity and innovation in work to contribute to the organization and society.

In addition to the content of morality and talent when discussing talents, Mao Zedong emphasized the importance of making good use of talented people, especially those from the working class and peasantry, and

attached great importance to the role of the masses in the revolution and national construction. Specifically, Mao Zedong always emphasized the role of the working class and peasantry in the revolution, and believed that those from these two classes were the main force in the cause of building socialism. At the same time, Mao Zedong believed that the masses were a great creative force, playing a decisive role in all revolutionary activities and national construction; therefore, it was necessary to maximize the intelligence and creativity of the masses.

It can be seen that Mao Zedong's views on talents are quite comprehensive, including the importance of using talented people and promoting the role of the masses; this ideology has a profound influence on the process of revolution and construction in China. Mao Zedong believes that talented people are the key factor determining the success of the revolutionary cause and the construction of the country, so it is necessary to have a strategy to cultivate, use and maximize their abilities. He requires having the right policies to attract and retain talented people, creating conditions for them to develop and contribute to the common cause of the nation.

Thus, Ho Chi Minh and Mao Zedong's concept of talent includes both moral and talent factors. Morality is explained in terms of political qualities, political ideals, good political attitudes: Firm and steadfast political stance; compliance with state laws, compliance with organizational discipline... Talent is explained as the level and practical working capacity of an individual: Having knowledge, skills and the ability to flexibly apply to perform assigned work with high results... This viewpoint has great value and significance for human resource management of organizations in the two countries of Vietnam and China. Accordingly, in the practice of civil servant management in Vietnam, the law stipulates the recruitment of people with sufficient moral and talented factors to perform public duties (VNA, 2008); regulations on the assessment of civil servants are also based on criteria of morality and talent, demonstrated through practical work results (VG, 2020). Specifically, ethical standards include: Loyalty to the country, service to the state, service to the people, compliance with the law, compliance with the organization's regulations; talent standards include: Professional qualifications, working capacity meeting title standards, meeting job position requirements... Based on those standards, this study builds the scale "Developing talented civil servants" (DCS) with the following contents: Civil servants are loyal to the country, serve the state, serve the people, comply with the law, comply with the organization's regulations (DCS1); The company has professional qualifications, the ability to operate specialized architecture to ensure progress and quality of assigned work (DCS2); Civil servants have the ability to work independently, the ability to innovate and be creative to achieve work efficiency (DCS3).

In Vietnam and China, the views on talent of Ho Chi Minh and Mao Zedong continue to be exploited and applied by many researchers and managers in research and management. Hoa, T.V. et al. (2008) and Dao, T.D. (2010) studied in the context of Chinese society and affirmed the factors of morality and talent - outstanding capacity of individuals, demonstrated by individuals and recognized by organizations. Some Vietnamese researchers also affirmed morality and talent when discussing talent and analyzing talent in relation to specific circumstances and jobs: Outstanding capacity of individuals in each specific field, helping individuals work creatively and complete their work well (Tham, H.B., 2006). And in the context of digital technology development and digital society today, talent is expressed in digital knowledge, skills, the ability to acquire and absorb digital knowledge, and digital skills (Hang, V.T.M., 2023). In the current practice of public service in Vietnam, the development of e-government and digital government is being implemented and is a development trend in the future. The requirement for digital knowledge and digital skills is necessary content and a criterion for developing talented civil servants. To develop talented civil servants, in addition to the proactive learning and training of civil servants to maintain and develop their outstanding capacity (talent), organizations must create opportunities through policies to promote civil servants' talents. The above studies also explain the outstanding capacity and policies to promote civil servants' talents.

- Firstly, the scale "Civil servants' outstanding capacity" (CSO) is interpreted to imply contents related to the ability to acquire knowledge, adaptability and professionalism of civil servants: Civil servants acquire new knowledge, adapt to new technology development trends and work effectively in the digital environment (CSO1); Civil servants work creatively, flexibly apply knowledge and professional skills and achieve personal and organizational work efficiency (CSO2); Civil servants are ready to take on work, have a professional style and serve the state and the people (CSO3).

- Second, the "Policy for civil servants' capacity development" (PCS) scale is interpreted to imply contents related to organizational behavior: The organization creates a professional working environment for civil servants; creates a mechanism for civil servants to participate in and discuss strategies with leaders (PCS1); The organization creates preferential mechanisms for modern equipment and facilities for civil servants to develop their talents; incentives for special resources for civil servants to develop their research and strategic consulting capacity (PCS2); The organization creates a mechanism for civil servants to conveniently access important information to research and propose initiatives, and advise on strategies and policies with leaders (PCS3).

The above research contents and scales demonstrate the viewpoint of developing talented civil servants in the direction of combining the initiative of the subject and the support of the organization. These are also contents of

theoretical and practical significance and inherit and develop the viewpoint of talent of Ho Chi Minh and Mao Zedong. The author continues to develop these research contents and scales to build a theoretical model of developing talented civil servants. The research viewpoint is established that civil servants proactively study and practice to promote their talents; organize and implement policies to promote the capacity of civil servants to always maintain and develop talented civil servants for the civil service. With that meaning, the research hypothesis is set out, that is: *Civil servants' outstanding capacity (H1), Policy for civil servants' capacity development (H2) have a direct impact on Developing talented civil servants for the civil service*.

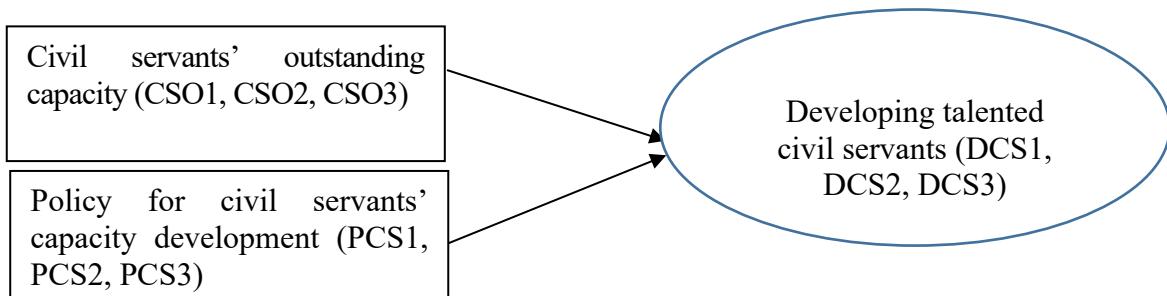
Based on the research content of Ho Chi Minh and Mao Zedong's views on talent, the author builds a theoretical framework with a research model on Developing talented civil servants for the civil service, including 3 scales: "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS), "Developing talented civil servants" (DCS). The above scales include 9 observed variables, designed by the author into 9 questions in the survey form and measured by a 5-level Likert scale: 1 - Strongly disagree; 2 - Disagree; 3 - No opinion; 4 - Agree; 5 - Strongly agree (Table 1, Figure 1).

**Table 1.** Theoretical framework

| STT       | Scales  | Encode     | Rating levels |   |   |   |   |
|-----------|---|------------|---------------|---|---|---|---|
|           |   |            | 1             | 2 | 3 | 4 | 5 |
| <b>I</b>  | <b>Civil servants' outstanding capacity</b>   | <b>CSO</b> |               |   |   |   |   |
| 1         | Civil servants acquire new knowledge, adapt to new technology development trends and work effectively in the digital environment  | CSO1       |               |   |   |   |   |
| 2         | Civil servants work creatively, flexibly apply knowledge and professional skills and achieve personal and organizational work efficiency  | CSO2       |               |   |   |   |   |
| 3         | Civil servants are ready to take on work, have a professional style and serve the state and the people  | CSO3       |               |   |   |   |   |
| <b>II</b> | <b>Policy for civil servants' capacity development</b>  | <b>PCS</b> |               |   |   |   |   |
| 4         | The organization creates a professional working environment for civil servants; creates a mechanism for civil servants to participate in and discuss strategies with leaders  | PCS1       |               |   |   |   |   |
| 5         | The organization creates preferential mechanisms for modern equipment and facilities for civil servants to develop their talents; incentives for special resources for civil servants to develop their research and strategic consulting capacity | PCS2       |               |   |   |   |   |
| 6         | The organization creates a mechanism for civil servants to conveniently access important information to research and propose initiatives, and advise on strategies and policies with leaders  | PCS3       |               |   |   |   |   |
| <b>IV</b> | <b>Developing talented civil servants</b>   | <b>DCS</b> |               |   |   |   |   |
| 7         | Civil servants are loyal to the country, serve the state, serve the people, comply with the law, comply with the organization's regulations   | DCS1       |               |   |   |   |   |
| 8         | The company has professional qualifications, the ability to operate specialized architecture to ensure progress and quality of assigned work  | DCS2       |               |   |   |   |   |
| 9         | Civil servants have the ability to work independently, the ability to innovate and be creative to achieve work efficiency   | DCS3       |               |   |   |   |   |

Source: Compiled by the author through the review

## RESEARCH MODEL



**Figure 1.** Research Model

## RESEARCH METHODS

This study uses a combination of qualitative and quantitative methods. Firstly, the qualitative method is implemented through collecting and analyzing secondary data to build a theoretical model with 3 scales: "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS), "Developing talented civil servants" (DCS) (Table 1, Figure 1). Secondly, the quantitative method is implemented through a survey of 510 leaders of 170 local government agencies at the commune level representing three regions of Vietnam, including Lang Son province (North), Nghe An province (Central), Tay Ninh province (South). The survey is conducted in two steps: Preliminary survey and official survey.

- Preliminary survey: This study uses exploratory factor analysis to test the theoretical model; the minimum sample size required for the research model of 3 scales, 9 observed variables, is  $N = 9*5 = 45$  (Hair, J.F. et al., 2009). The author conducted a preliminary survey in Lang Son province with a sample size of  $N = 170$  leaders of commune-level government agencies ( $N > 45$ ). The results of the preliminary survey in Lang Son province show that the scales and observed variables are reliable enough to be used in an official survey on a larger scale.

- Official survey: The official survey was conducted with a sample size of  $N = 510$  leaders of commune-level government agencies of 3 commune-level localities as mentioned above:  $N > 45$ , ensuring reliability when conducting survey research. The survey was conducted selectively based on preliminary interviews and consent of respondents, resulting in 510/510 valid ballots, achieving a response rate of 100%.

## RESEARCH RESULTS AND DISCUSSION

From the results of collecting and filtering survey data, the author statistically tested the reliability of the scales and observed variables in the theoretical model. According to Hair, J.F. et al. (2009), the scale ensures reliability when reaching Cronbach's alpha value  $> 0.6$ ; observed variables are reliable when reaching Corrected Item-Total Correlation value  $> 0.3$ . The statistical and testing results show that all 3 scales and 9 observed variables are reliable enough to conduct further analysis, shown in Table 2 below.

**Table 2.** Statistical results and testing results of the scale

| Scales   | Observed variables | N   | Min | Max | Mean | Std. Deviation | Cronbach's Alpha | Corrected Item-Total Correlation |
|--|--------------------|-----|-----|-----|------|----------------|------------------|----------------------------------|
| 1. Civil servants' outstanding capacity (CSO)            | CSO1               | 510 | 1   | 5   | 3.90 | .678           | .658             | CSO1 = .354                      |
|  | CSO2               | 510 | 1   | 5   | 3.93 | .656           |                  | CSO2 = .428                      |
|  | CSO3               | 510 | 1   | 5   | 4.01 | .597           |                  | CSO3 = .511                      |
| 2. Policy for civil servants' capacity development (PCS) | PCS1               | 510 | 1   | 5   | 4.11 | .577           | .695             | PCS1 = .591                      |
|  | PCS2               | 510 | 1   | 5   | 4.15 | .561           |                  | PCS2 = .602                      |
|  | PCS3               | 510 | 1   | 5   | 4.13 | .495           |                  | PCS3 = .614                      |
| 3. Developing talented civil servants (DCS)              | DCS1               | 510 | 1   | 5   | 4.10 | .572           | .677             | DCS1 = .616                      |
|  | DCS2               | 510 | 1   | 5   | 4.07 | .554           |                  | DCS2 = .544                      |
|  | DCS3               | 510 | 1   | 5   | 4.11 | .568           |                  | DCS3 = .498                      |
| Valid N (listwise)                                       |                    | 510 |     |     |      |                |                  |                                  |

Source: Author's survey results

Data in Table 2 shows that observations on the scales "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS), "Developing talented civil servants" (DCS) are all rated at an average level of Mean  $\geq 3.90$ , statistically significant according to the determined Likert scale (1-5). Commune-level government leaders all affirm to a certain extent the development of talented civil servants in the locality; affirm to a certain extent the outstanding capacity of civil servants and the policy to promote the capacity of civil servants. Accordingly, civil servants are able to acquire new knowledge, adapt to new technological development trends and work effectively in the digital environment; are able to work creatively, flexibly apply knowledge, professional skills and achieve personal and organizational work efficiency; are ready to undertake work, have a professional style and serve the state and serve the people. And agencies and organizations create a professional working environment for civil servants; create mechanisms for civil servants to participate in and discuss strategies with leaders; create preferential mechanisms for modern equipment and facilities for civil servants to develop their talents; provide preferential treatment for special resources for civil servants to develop their research and strategic advisory capacity; create mechanisms for civil servants to conveniently access important information to research and propose initiatives, and advise on strategies and policies with leaders. All of these factors are conditions to

help localities achieve the goal of developing talented civil servants to build a team of civil servants who are loyal to the country, serve the state, serve the people, comply with the law, and comply with the organization's regulations; have professional qualifications, the ability to apply professional knowledge to ensure the progress and quality of assigned work; have the ability to work independently, the ability to innovate and be creative to achieve work efficiency.

Among the above scales, the observed variables of the "Civil servants' outstanding capacity" (CSO) scale were assessed at a lower level with Mean (CSO1) = 3.90, Mean (CSO2) = 3.93, Mean (CSO3) = 4.01, showing that many civil servants have not demonstrated their outstanding capacity to innovate and innovate in the working process. In particular, the lowest is the observed variable Mean (CSO1) = 3.90, showing that many civil servants are limited in their ability to acquire new knowledge, adapt to new technology development trends and work effectively in the digital environment. This also partly stems from the fact that there is still a rate of about 30% of civil servants of advanced age (over 45 years old), with limited knowledge and skills in applying new technology. To overcome this limitation, each civil servant needs to proactively update and supplement digital knowledge and skills, and develop digital capacity; Each agency and locality needs to implement a regular and appropriate training policy to update and supplement digital knowledge and skills for civil servants.

The observations and analysis from the survey data (Table 2) also contribute to reflecting the actual capacity of Vietnamese local civil servants, the limitations are clearly shown in digital knowledge and digital skills, and the ability to work in the digital environment; this has also been pointed out by many recent studies. According to Hoan, D.K. (2024), many Vietnamese local civil servants still lack digital knowledge and skills and need to be trained to equip, update, and supplement digital knowledge and skills to become digital civil servants, performing well in the digital environment; many civil servants have not proactively updated and supplemented digital knowledge and skills to develop digital capacity; training policies are still not effective in encouraging civil servants to proactively study, update, and supplement digital knowledge and skills to serve professional work in the digital environment. Dung, N.T.T. et al. (2025) asserted that the digital knowledge and skills of many local civil servants in Vietnam do not meet the requirements of their job positions, and they are not proficient in interacting in the digital environment to solve assigned tasks to ensure progress and quality.

The scales and observed variables with standard test values are the basis for continued use in exploratory factor analysis. The author analyzed exploratory factors with Varimax rotation to preliminarily assess the unidimensionality, convergent value, and discriminant value of the scales to have more basis for drawing research conclusions about the suitability of the initial theoretical model. The results of exploratory factor analysis are shown in Table 3 and Table 4 below.

**Table 3.** Total Variance Explained

| KMO and Bartlett's Test                          |  |                    |  |          |
|--|--|--------------------|--|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. |  |                    |  | .753     |
| Bartlett's Test of Sphericity                    |  | Approx. Chi-Square |  | 2036.057 |
|  |  | df                 |  | 36       |
|  |  | Sig.               |  | .000     |

Total Variance Explained

| Component | Initial Eigenvalues |               |              | Extraction Sums of Squared Loadings |               |              | Rotation Sums of Squared Loadings |               |              |
|-----------|---------------------|---------------|--------------|-------------------------------------|---------------|--------------|-----------------------------------|---------------|--------------|
|           | Total               | % of Variance | Cumulative % | Total                               | % of Variance | Cumulative % | Total                             | % of Variance | Cumulative % |
| 1         | 3.581               | 39.789        | 39.789       | 3.581                               | 39.789        | 39.789       | 2.766                             | 30.734        | 30.734       |
| 2         | 2.838               | 31.532        | 71.320       | 2.838                               | 31.532        | 71.320       | 2.698                             | 29.979        | 60.713       |
| 3         | 1.109               | 12.327        | 83.647       | 1.109                               | 12.327        | 83.647       | 2.064                             | 22.934        | 83.647       |
| 4         | .489                | 5.428         | 89.075       |                                     |               |              |                                   |               |              |
| 5         | .427                | 4.750         | 93.825       |                                     |               |              |                                   |               |              |
| 6         | .198                | 2.196         | 96.021       |                                     |               |              |                                   |               |              |
| 7         | .173                | 1.921         | 97.943       |                                     |               |              |                                   |               |              |
| 8         | .130                | 1.440         | 99.383       |                                     |               |              |                                   |               |              |
| 9         | .056                | .617          | 100.000      |                                     |               |              |                                   |               |              |

Extraction Method: Principal Component Analysis.

Source: Author's survey results

**Table 4.** Rotated Component Matrix

| Scales   | Observed variables | Rotated Component Matrix <sup>a</sup> |      |      |
|--|--------------------|---------------------------------------|------|------|
|  |                    | Component                             |      |      |
|  |                    | 1                                     | 2    | 3    |
| 1. Civil servants' outstanding capacity (CSO)            | CSO1               | .751                                  |      |      |
|  | CSO2               | .759                                  |      |      |
|  | CSO3               | .776                                  |      |      |
| 2. Policy for civil servants' capacity development (PCS) | PCS1               |                                       | .802 |      |
|  | PCS2               |                                       | .791 |      |
|  | PCS3               |                                       | .795 |      |
| 3. Developing talented civil servants (DCS)              | DCS1               |                                       |      | .789 |
|  | DCS2               |                                       |      | .773 |
|  | DCS3               |                                       |      | .785 |

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.  
 a. Rotation converged in 6 iterations.

Source: Author's survey results

In quantitative research, according to Hair, J.F. et al. (2009), exploratory factor analysis was performed in accordance with the data set through the values:  $0.5 \leq KMO \leq 1$ ; Bartlett's test has an observed significance level  $Sig. < 0.05$ ; Eigenvalue  $\geq 1$ ; Total Variance Explained  $\geq 50\%$ ; Factor Loading  $\geq 0.5$ . The data in Table 3 and Table 4 show that:

- $KMO = 0.753 > 0.5$ , confirming that exploratory factor analysis is appropriate for the data set; Bartlett's test has an observed significance level of  $Sig. = 0.000 < 0.05$ , showing that the observed variables have a linear correlation with the representative factor. Total Variance Explained with Cumulative % = 83.647%  $> 50\%$  (Table 3), showing that 83.647% of the variation of the representative factors is explained by the observed variables; the observed variables all have Factor Loading  $> 0.5$  (Table 4), showing that the observed variables have good statistical significance. The theoretical research model initially proposed is consistent with the survey research practice.
- The observed variables were extracted into 03 factors corresponding to the 03 initial factors with Eigenvalues  $> 1$  (Table 3), continuing to confirm the suitability of the initial research model. And the initial research model was kept intact, including: 02 independent variables "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS) and 01 dependent variable "Developing talented civil servants" (DCS) with 9 observed variables with good statistical significance, which can perform multivariate linear regression analysis to examine the relationship of variables in the model. The results of the regression analysis are shown in Table 5, which is the basis for the author to draw research conclusions.

**Table 5.** Multivariate regression results

| Coefficients <sup>a</sup> |   | Unstandardized Coefficients |            |      | Standardized Coefficients |      |        |      |  |
|---------------------------|---|-----------------------------|------------|------|---------------------------|------|--------|------|--|
| Model                     |   | B                           | Std. Error | Beta | t                         | Sig. | VIF    |      |  |
|                           |   | (Constant)                  | 1.048      | .534 |                           |      | 11.942 | .000 |  |
| 1                         | Civil servants' outstanding capacity (CSO)            | .561                        | .314       | .423 | 9.625                     | .000 | 1.813  |      |  |
|                           | Policy for civil servants' capacity development (PCS) | .422                        | .280       | .389 | 8.851                     | .000 | 1.842  |      |  |

a. Dependent Variable: Developing talented civil servants (DCS)  
 R Square: 0.736; Durbin-Watson: 2.104

Source: Author's survey results

The data in Table 5 shows that:

- $R^2 = 0.736$ , confirming that the scales "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS) explain 73.6% of the variation in the scale "Developing talented civil servants" (DCS); VIF values = 1.813 and VIF = 1.842 ( $1 < VIF < 2$ ), showing that the regression model does not have multicollinearity; Durbin-Watson = 2.104 ( $1 < d < 3$ ), showing that the regression model does not have autocorrelation, confirming that the scales "Civil servants' outstanding capacity"

(CSO), "Policy for civil servants' capacity development" (PCS) are independent and have the same impact on the scale "Developing talented civil servants" (DCS), confirming the suitability of the theoretical research model with the survey data set.

- The regression coefficients of the two independent variables "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS) are both statistically significant  $\text{Sig.} = 0.000$  ( $\text{Sig.} < 0.05$ ) and have positive values:  $B(\text{CSO}) = 0.561$ ,  $B(\text{PCS}) = 0.422$ , confirming the positive relationship between the two independent variables "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS) and 01 dependent variable "Developing talented civil servants" (DCS); hypotheses H1, H2 are accepted; the initial research model continues to be confirmed to be appropriate.

Based on the generalized regression model of Hair, J.F. et al. (2009):  $Y = Bo + B1*X1 + B2*X2 + \dots + Bi*Xi + e$ , the author determined the multivariate regression model of this study as follows:  $DCS = 1.048 + 0.561*\text{CSO} + 0.422*\text{PCS}$

Based on the regression coefficient (B), it can be seen that the correlation level of the independent variables and the dependent variable in ascending order is: "Civil servants' outstanding capacity" (CSO), "Policy for civil servants' capacity development" (PCS). That contributes to further confirming the results of empirical research in Vietnam, that many civil servants are limited in their ability to absorb new knowledge, adapt to new technology development trends and work effectively in the digital environment. This also partly stems from the fact that there is still a rate of about 30% of civil servants of advanced age (over 45 years old), with limited knowledge and skills in applying new technology. To overcome this limitation, each civil servant needs to proactively update and supplement digital knowledge and skills, and develop digital capacity; each agency and locality needs to implement a regular and appropriate training policy to update and supplement digital knowledge and skills for civil servants.

From the above research conclusions, the author discusses the solution that local authorities need to synchronously implement training policies and encourage training to promptly equip, update, and supplement digital knowledge and skills for civil servants. That is because Vietnam is in the early stages of developing a digital society, building and operating a digital government, but this issue will be a development trend in the near future. Therefore, it is necessary to prepare digital human resources for the civil service in a synchronous manner so that state agencies can successfully build and operate a digital government in the shortest time. The content of the solution is explained as follows: (1) Identify training needs and organize training to promptly equip, update, and supplement digital knowledge and skills for civil servants; (2) Develop standards for digital knowledge and digital skills to recruit and evaluate civil servants annually; (3) Encourage civil servants to self-train digital knowledge and skills according to needs to proficiently handle work in the digital environment.

The above research results have theoretical significance based on inheriting the views of Eastern politicians on talent to build and implement policies to develop talented civil servants. At the same time, the research conclusions also have practical significance associated with the context of rapidly developing digital technology and its application to build, operate and develop digital government in Vietnam.

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