



PROCEEDINGS

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FACTORS AFFECT THE QUALITY OF UNION CADRES IN QUANG TRI TOWN, QUANG TRI PROVINCE

Dao Thi Cam Nhung, Phan Nguyen Khanh Long

SUMMARY: *In order to propose solutions related to improving the quality of union officials scientifically, the research conducted a survey, assesses and analyses elements that influence the quality of union cadres in Quang Tri town, Quang Tri Province. The data in this study was collected from 159 survey questionnaires of local union officials by means of convenience and non-probability sampling. After using exploratory factor analysis and multivariate regression analysis, the result shows that the group of factors concerning policies for union cadres account up to 51.53% of the change in the quality of union cadres variable. Therefore, Quang Tri town needs to focus first on the group of policy factors, in particular, that include policies on planning, election, use, evaluation, training and fostering of union officials.*

Keywords: *Quality, Ho Chi Minh Communist Youth Union cadre (HCYU), influencing factor*

1. INTRODUCTION

Improving the quality of the HCYU cadre team plays a significant role in consolidating HCYU Work and Youth Movements to meet the development demand of the youth. The establishment of the HCYU cadre team is one of the most important step to maintain the development of the organization. The 4th conference of the Central Executive Committee of the HCYU (khóa XI) emphasized that the improvement of the quality of the HCYU cadre team is a primary, urgent, regular, constant and long-term mission, which is a decisive factor influencing the development of the HCYU organization. Simultaneously, this conference also claimed "HCYU cadre work is an integral part of cadre work of the Communist Party of Viet Nam, HCYU cadres are human resources of the political system". In accordance with this spirit, in recent years, the Quang Tri Town's HCYU has always paid great attention to training and fostering activities through numerous forms to strengthen the quality of cadre team, establish and develop the HCYU organization. However, according to a survey in 2022, the number of local HCYU cadres that are trained for professional certificates only accounted for 35.7% and 42.8%; the score for the criteria, namely "Experienced HCYU cadres that usually creatively apply measures to HCYU works" was under the expectation. Therefore, this research was conducted to survey, evaluate and analyze some possible factors influencing the quality of HCYU cadres in Quang Tri Town, Quang Tri Province.

2. RESEARCH OVERVIEW

2.1. Theoretical background

Definitions and factors affecting the quality of the HCYU cadre team:

The quality of the HCYU cadre team: the quality of each HCYU cadre represented through political qualities, moral qualities, the competence, and the ability to fulfill the given tasks of every single HCYU cadre. This team is built up as a comprehensive overview with the sufficient number of HCYU cadres, appropriate structure as well as the capacity to meet all the HCYU's requirements regarding functional activities. HCYU cadres will be assessed based on some criteria, including strength, mentality, intellect, and the structure of the HCYU cadre team.

- Strength: The health status of HCYU cadres in terms of both physical and mental health. It is necessary to ensure there is a balance between external and internal health conditions

- Intellect: The HCYU cadres' critical thinking skill and the ability to aware of intellectuality as well as knowledge. This criterion comprises educational level, professional level, political reasoning level và tiêu chí về lý luận và nghiệp vụ Đoàn.

- Mental power: The good ethical values and moral qualities represented through

different activities, such as complying with the awareness of organizing labor discipline, respecting professional relationships, being responsible for the work, having professional ethics, etc. (Trong & Sam, 2003). The evaluation of mental power is based on several criteria, including the morality and qualities of the HCYU cadres, such as a sense of responsibility towards work, discipline compliance awareness, willingness to progress, great working competence, and abilities to propose creative ideas.

- The structure of the HCYU cadre team: According to Le Cong Nghia (2021) One of the most critical factors of the HCYU cadre team as officials need the structural synchronization. The synchronization in terms of structure requires there is the equivalence between gender ratio, ages, sectors, and job titles of the HCYU cadres, which is represented through the structure of the ratio of the number of cadres compared to the number of Youth Union members and youth, the gender structure of the cadres, the age structure of the cadres, and the structure of the their positions.

With time, physical strength may decline; Intellectual capacity can change: it will either increase due to training, fostering, accumulation or decrease due to not updating new knowledge and new trends, thereby becoming outdated. In addition, mental power can change from stage to stage, from moment to moment. Which elements that affect these factors needs to be determined to help managers make immediately adjustments. To determine the factors that affect the quality of the HCYU cadres, it is necessary to study the quality of the HCYU cadres in a systematic approach, placing the team of the HCYU cadres in a binding relationship with the organization and the influence of the environment in which the organization exists. The quality of the HCYU cadre team not only depends on the quality of each individual but is also influenced by factors inside and outside the Youth Union organization.

Conducting qualitative research on factors affecting the quality of the HCYU cadre team through interviews with a number of leaders working in the field of organizing local cadres showed that most of the interviewees classified people into 2 groups of influencing factors include: groups of factors inside the HCYU organization and group of factors outside the HCYU organization.

- External factors of the HCYU organization

Objective factors affecting the improvement of the quality of the HCYU cadres such as socio-economic development, healthcare, education and training; international integration, law; social security policy; policies to develop cadres; the support of the political system, citizens and serving subjects to the organization's management field or family circumstances. Education and training system for the HCYU cadres: the influence of the education and training system for cadres includes the stages of general education, vocational education, professional education, specialized education, and HCYU-related education. This is the most important factor affecting the improvement of the quality of the HCYU cadres because of the quality of thinking, professional quality, level of political reasoning, and the ability to flexibly apply operational methods of the HCYU cadres which is formed during the process of education and training.

- Internal factors of the HCYU organization

Firstly, policies on planning the HCYU cadres: Policies on planning have a strong impact on improving the quality of the HCYU cadres, contributing to creating smooth coordination in the implementation cycle. Planning policies answer organization' questions such as: What is the purpose of improving the quality of the HCYU cadres, What specific target group does this activity aim at, and Is human resources consistent with the strategy?, and Do human resources meet demands in terms of quality? If we do not plan cadres well, we will not be able to have a sufficient number of cadres, and there will be a situation that it is not until congresses that we look for cadres. When there is no preparation, the quality of HCYU cadres will not be good as expected.

Second, the policy on election of the HCYU cadres: An election policy that is

conducted seriously with accurate standards according to a scientific process will ensure that the organization has a team of high-quality cadres, contributing to the success of the HCYU organization. On the contrary, an election policy that is not strict, not close to reality, conducted simply, arbitrarily, without seriousness, not following principles and standards, etc. will elect a team of cadres who are not strong enough in terms of quality, capacity, qualifications, limitations in political and ethical qualities, causing work stagnation, sometimes even causing disunity, negativity, internal division, and organization disorder, and wasting resources.

Third, policies on the arrangement and use of Youth Union cadres. Arranging and using cadres is a factor that plays an important role in human resource management in general and in improving the quality of cadres in particular. Choosing the appropriate person who truly has the heart, vision, talent, and political qualifications and assigning suitable responsibilities will not only promote the quality and strengths of officials but also have a strong impact, creating consensus and total admiration for the departments and cadres under their authority. If mobilizing, rotating, promoting, and appointing officials, following the correct process and not taking it personally are implemented effectively, it will create a favorable environment for cadres to promote their qualifications, abilities, and strengths. Thus, in order to promote the effective use of the cadres in the Union, it is necessary to continue to innovate and improve the policy on using them.

Fourth, policy on evaluating work performance of Youth Union cadres. Properly evaluating cadres will have directly affects on improving the quality of the staff. Through the system of evaluation criteria for cadres, civil servants, and public employees regulated by the State, the evaluation and classification of the work brings accurate conclusions about morality, talent, capacity level, and ability to develop of the HCUY cadres, promoting strengths and finding solutions to address limitations. Therefore, praising the right people, disciplining the right criminals, and properly evaluating cadres will motivate them to boost their morale and responsibility for their work.

Fifth, policy on training and fostering the HCYU cadres. Training and fostering for cadres is considered a key factor in improving the quality of cadres. Cadres who are fully educated with knowledge, trained and fostered in a methodical and positive way in theory and profession will improve their own quality as well as the quality of the HCYU cadre team. Because the quality of thinking, the quality of expertise, the level of political theory and the ability to flexibly apply operating methods of the cadres are basically formed during the training and fostering process. .

Sixth, the remuneration policy for the HCYU cadres. Remuneration package for the HCYU cadres is a very important factor. It is a tool, a driving force for cadres, and the basis for building and developing a team of cadres.

Seventh, factors belonging to each HCYU cadre individual. An issue that has a significant impact on the education, training, and fostering work of cadres is their awareness of education, training, and fostering work. This problem is expressed through the spirit of eagerness to learn and understanding of the HCYU cadres.

Eighth, facilities (working conditions). Facilities including tables, chairs, filing cabinets, computers, Internet systems, scanners, printers, etc. are essential working conditions for the HCYU cadre team to best serve their work of management, direction, and information seeking. Being fully equipped with facilities helps cadres innovate working methods, promote and improve work quality, ensure quick, accurate and effective job resolution, store documents and reports for future use. The application of scientific and technical achievements and the provision of modern machinery will better fulfill the demand of the public service activities of the cadre team. Therefore, equipment and physical conditions are factors that noticeably affect the work efficiency and quality of the cadres.

In conclusion, there are many factors that impacts improving the quality of the HCYU cadres. Therefore, to improve the quality of the HCYU cadres, it is necessary to pay attention

to synchronously implementing solutions. Improving the quality of the HCYU cadres is the combined result of solutions from the stage of building cadre titles and standards; election work, staff arrangement, staff training, and job evaluation in an objective and honest manner, along with good remuneration policy to create motivation for cadres.

2.2. Research data and data analysis methods

The research data was collected using the convenience (non-probability) sampling survey method, the survey subjects were Youth Union members of the Quang Tri Town's Union. The survey consists of 2 parts: part 1 is personal information of interviewees ; Part 2 is a survey on the quality of the HCYU cadres at the work unit, including questions related to the quality of cadres, policies related to cadres and awards and necessary measures to improve the quality of the HCYU cadres.

Data analysis method: Survey information was encoded, cleaned and processed using Stata software. Data analysis methods used in the study include: (i) Testing the reliability of the scale; (ii) Analyzing exploratory factor; (iii) Analyzing multivariate regression.

3. RESEARCH RESULTS AND DISCUSSION

3.1. Overview of the quality of the HCYU cadres at Quang Tri Town Union

According to the 2022 statistics, Quang Tri Town Union has 16 chapters with 2,672 Youth Union members including 98 officers in charge of union work. The current status of the quality of the team in charge of Youth Union work of Quang Tri Town Union is specifically shown as follows:

- Mental power: In recent years, the Quang Tri Town Youth Union has directed Chapters at all levels to focus on propagating the Party's policies and guidelines; State policies and laws by particularly paying attention to content related to the ethics and qualities of officials, such as loyalty to the revolutionary cause; close relationships with union members and workers; willingness to do and take responsibility; a sense of responsibility towards work; following the rules; proficiency in work and creativity in performing assigned tasks by doing very practical and effective jobs and activities.

- Intellect: The professional level of the cadres of the union organizations under the Quang Tri Town Union is very high. Most of them have intermediate and advanced degrees in political theory. All members of the HCYU cadres of the union establishments under the Quang Tri Town Union have College and University degrees (87.8%) and post-graduate degrees (12.2%), of which in the coming time, the number of cadres will have Post-university qualifications will be higher because currently some cadres are still continuing to study post-graduate programs and preparing to graduate. This is the core cadre force of the HCYU organization who are knowledgeable and dedicated to the movement, contributing to highly effective HCYU activities. In fact, with such intellectual capacity, the HCYU has the ability to complete the job; however, the number of the HCYU cadres who have not received basic training in theory and professional skills is not high as only 42.8% of the cadres have this knowledge. The certificate of professional training of the HCYU has led to the effectiveness of the HCYU's work in many places, and sometimes they did not achieve the expected results.

- Strength: Most of the staff are healthy enough for activities and work. According to the 2022 health examination results, almost of all of the cadres' health are at level III or higher, of which the majority are at level II (51.0%) and level I (13.3%), and there are no cadres with IV and V health levels (weak levels). With this health, the majority of the cadres can ensure the completion of assigned work; however, the number of staff with III health level is still quite large (35.7%) so that cadres can ensure an increase in the number of III health level. Level I and II should be fostered so that the Communist Party of Vietnam can have good health to better complete all assigned tasks, requires the Communist Party of Vietnam to have positive solutions.

TABLE 1. CURRENT STATUS OF THE QUALITY OF QUANG TRI TOWN'S HCYU CADRE TEAM IN 2022

| STT | The quality of HCYU cadres | People | Percentage (%) |
|---|---------------------------------|-----------|----------------|
| I. Quantity | | 98 | 100 |
| 1 | Male | 66 | 67,3 |
| 2 | Female | 32 | 32,7 |
| II. Education level | | | |
| 1 | Higher education | 12 | 12,2 |
| 2 | College, university education | 86 | 87,8 |
| 3 | Vocational education and others | 0 | 0 |
| III. Political reasoning level | | | |
| 1 | Advanced level | 2 | 2,0 |
| 2 | Middle level | 60 | 60,2 |
| 3 | Entry level | 36 | 36,7 |
| IV. Having certificates of Union professional training | | 42 | 42,8% |
| V. Age group | | | |
| 1 | Under 25 | 3 | 3,1 |
| 2 | From 25 to 35 | 89 | 90,8 |
| 3 | Above 35 | 6 | 6,1 |
| IV. Health level | | | |
| 1 | Level I | 13 | 13,3 |
| 2 | Level II | 50 | 51,0 |
| 3 | Level III | 35 | 35,7 |
| 4 | Level IV and V | 0 | 0,0 |

Source: Quang Tri Town Union, 2022

3.2. Results of analyzing factors affecting the quality of HCYU cadres in Quang Tri Town

3.2.1. Characteristics of the study sample

The total number of survey questionnaires was 159. General information about the survey subjects is shown in Table 2. Descriptive statistics show that in terms of gender the research sample had a higher proportion of men than women, in which there is 61.64% of men compared to 38.36% of women. In addition, in terms of age, survey participants were aged from 26 to 30 years old, accounting for the largest proportion (33.33%), followed by those under 25 years old, of which the majority of interviewees were Union members (76.11%), the rest were HCYU cadres. Regarding professional qualifications, most of them have university degrees (accounting for 50%). These characteristics show that the quality of the survey sample is appropriate and reliable to evaluate the quality of the Youth Union at the Youth Union Chapters of Quang Tri Town.

TABLE 2. GENERAL INFORMATION ABOUT SURVEY OBJECTS

| STT | | Quantity (person) | Percentage (%) |
|------------------|---------------|-------------------|----------------|
| I. Gender | | | |
| 1 | Male | 98 | 61,64 |
| 2 | Female | 61 | 38,36 |
| II. Age | | | |
| 1 | Under 25 | 46 | 29,93 |
| 2 | From 26 to 30 | 53 | 33,33 |
| 3 | From 31 to 35 | 44 | 27,67 |

| | | | |
|----------------------------|--------------------------------|-----|-------|
| 4 | Above 36 | 16 | 10,06 |
| III. Job position | | | |
| 1 | HCYU cadre | 38 | 23,89 |
| 2 | HCYU member | 121 | 76,11 |
| VI. Education level | | | |
| 1 | Vocational & College education | 27 | 16,98 |
| 2 | University education | 80 | 50,31 |
| 3 | Postgraduate education | 5 | 3,14 |
| 4 | Others | 47 | 29,56 |

Source: Results calculated from survey data collected from 159 HCYU cadres and Union members in Quang Tri town, 2022

3.2.2. Results of testing the reliability of the scale

TABLE 3. RESULTS OF TESTING THE RELIABILITY OF THE SCALE

| Factor group | Number of variables | Cronbach's Alpha |
|---|---------------------|------------------|
| 1. Strength | 3 | 0,7792 |
| 2. Intellect | 6 | 0,8911 |
| 3. Mental power | 6 | 0,8944 |
| 4. The structure of the HCYU cadre team | 3 | 0,7926 |
| 5. Factors affecting the quality of the HCYU cadres | 9 | 0,8650 |

Source: Calculated results from the author's survey data, 2022

Cronbach's Alpha test is used to test the reliability of the scale. The results presented in Table 3 show that the four components of the scale assessing the quality of the staff team and the factors affecting the quality of the staff team all have reliability greater than 0.78. Thus, the built scale has statistical meanings and achieves the necessary reliability coefficient which can be used for EFA exploratory factor analysis. Specifically, the group of factors that reflect the quality of daily activities includes 4 factors with 18 observed variables. The group of factors affecting the quality of daily activities includes 9 observed variables that are retained to be used to conduct EFA exploratory factor analysis.

3.2.3. Results of exploratory factor analysis

The results of analyzing factors related to constitutive criteria of the quality of the HCYU cadres with 18 observed variables are presented in Table 4. Results of KMO (Kaiser-Meyer-Olkin) Test and Bartlett Test with coefficient $0.5 < KMO = 0.809 < 1$ and Sig. of the Bartlett test = $0.000 < 0.05$ shows that these tests are statistical meaningful and the observed variables are closely correlated with each other in the population. KMO coefficient greater than 0.5 proves that EFA exploratory factor analysis is appropriate to be used. According to the standard Eigenvalue greater than 1, there are 4 factors extracted. The cumulative value shows that these 4 factors explain 69.22% of the variation in the data. Thus, the required variance extracted is greater than 50%.

From the results of EFA analysis, 4 factors are arranged into 4 criteria representing the quality of the HCYU cadres. To be used in the next steps of analysis, factors from 1 to 4 are named and interpreted as follows:

- Factor 1: TC1 – The strength of the HCYU cadres includes observed variables (SK1, SK2, SK3);
- Factor 2: TC2 – The intellect of the HCYU cadres includes observed variables (TD1, TD2, TD3, TD4, TD5, TD6);
- Factor 3: TC3 – The mental power of the HCYU cadres includes observed variables (PC1, PC2, PC3, PC4, PC5, PC6);
- Factor 4: TC4 – The structure of the HCYU cadres includes observed variables (CC1, CC2, CC3).

TABLE 4. RESULTS OF FACTOR ANALYSIS CONSTITUTING THE QUALITY OF THE HCYU CADRES

| Observed variables | | Factor | | | |
|--|---|--------|-------|-------|---------|
| | | 1 | 2 | 3 | 4 |
| SK1 | Meeting job requirements | | | | 0,692 |
| SK2 | Being able to endure work pressure | | | | 0,840 |
| SK3 | Ensuring working days | | | | 0,822 |
| TD1 | Understanding general knowledge about the state and law | | 0,771 | | |
| TD2 | Understanding the HCYU's work operations | | 0,802 | | |
| TD3 | Understanding functions and missions of the HCYU | | 0,839 | | |
| TD4 | Understanding responsibilities, rights and obligations of the HCYU cadres | | 0,880 | | |
| TD5 | Being able to use foreign languages at work | | 0,737 | | |
| TD6 | Being able to use information technology at work | | 0,733 | | |
| PC1 | Being loyal to the revolutionary cause | 0,746 | | | |
| PC2 | Having a healthy lifestyle and a spirit of cooperation | 0,879 | | | |
| PC3 | Having a close relationship with Union members | 0,860 | | | |
| PC4 | Having the will to progress and strive | 0,835 | | | |
| PC5 | Having a hing sense of discipline and responsibility | 0,769 | | | |
| PC6 | Flexibly and creatively applying group operating methods | 0,667 | | | |
| CC1 | Being appropriate in quantity | | | 0,709 | |
| CC2 | Being appropriate in gender | | | 0,878 | |
| CC3 | Being appropriate in age | | | 0,826 | |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | | | | 0,809 |
| Approx. Chi-Square | | | | | 1650,78 |
| Sig. | | | | | 0,000 |
| Cumulative | | | | | 69,22% |

Source: Calculated results from survey data, 2022

The results of factor analysis to explore factors affecting the quality of the HCYU

cadres are presented in Table 5. The results of the KMO (Kaiser-Meyer-Olkin) test and the Bartlett Test yield a coefficient of $0.5 < KMO = 0.773 < 1$ and Sig. of the Bartlett test = $0.000 < 0.05$ shows that these tests have statistical meanings and the observed variables are closely correlated with each other in the whole. KMO coefficient greater than 0.5 proves that EFA exploratory factor analysis is appropriate to use. According to the standard Eigenvalue greater than 1, there are 2 factors to be extracted. The Cumulative value indicates that these two factors explain 89.88% of the variation in the data. Thus, the required variance extracted is greater than 50%.

From the results of the EFA analysis, based on the detailed composition of the factors affecting the quality of the HCYU cadres after performing factor analysis, 2 factors that influence the quality of climate change have been identified, named and interpreted as follows:

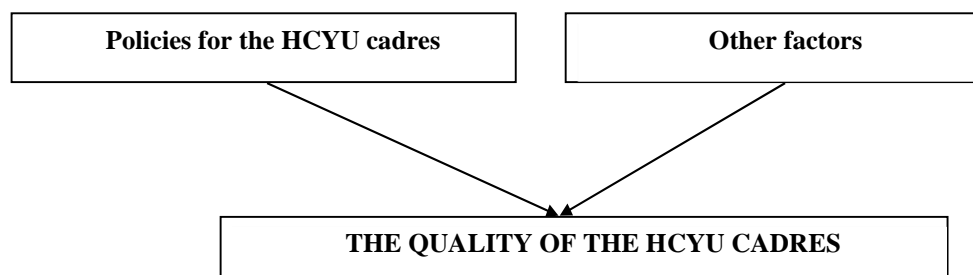
- Factor 1: NT1 – Policies for the HCYU cadres, including observed variables (CS1, CS2, CS3, CS4, CS5);
- Factor 2: NT2 – Other factors, including observed variables (CS6, CS7, CS8, CS9).

TABLE 5. RESULTS OF FACTOR ANALYSIS FOR FACTORS AFFECTING THE QUALITY OF THE HCYU CADRES

| Observed variables | Factor | |
|---|--------|--------|
| | 1 | 2 |
| CS1 Policy on the planning of the HCYU cadres | 0,767 | |
| CS2 Policy on election of the HCYU cadres | 0,785 | |
| CS3 Policy on arrangement and use of the HCYU cadres | 0,783 | |
| CS4 Policy on evaluating the performance of the HCYU cadres' work | 0,854 | |
| CS5 Policy on training and fostering the HCYU cadres | 0,716 | |
| CS6 Policy on self-study and self-training of the HCYU cadres | | 0,654 |
| CS7 Equipment at the union office | | 0,657 |
| CS8 Remuneration policy for employees: allowances, rewards... | | 0,781 |
| CS9 The influence of socio-economic development, etc. | | 0,653 |
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | 0,773 |
| Approx. Chi-Square | | 713,06 |
| Sig. | | 0,0000 |
| Cumulative | | 89,88% |

Source: Calculated results from survey data, 2022

The summary of the results of exploratory factor analysis for the criteria constituting the quality of the HCYU cadres and influencing factors as well as the model to analyzing factors affecting the quality of the HCYU cadres is presented in the diagram 1



Source: Author's summary

DIAGRAM 1. MODEL TO ANALYZE FACTORS AFFECTING THE QUALITY OF THE HCYU CADRES

In Diagram 1, the quality of the HCYU cadres is shown by 4 criteria: TC1 – Mental power of the cadre team; TC2 - Intelligence of the cadre team; TC3 - Strength of the cadre team; TC4 – The structure of the cadre team.

Factors that affect the quality of the HCYU cadres include the Group of factors: the group of Policies for political workers and the group of other factors:

- Group of Policy factor for cadres, including factors: CS1 - Policies on cadre planning; CS2 - Policies on election of cadres; CS3 - Policies on arrangement and use of cadres; CS4 - Policies on evaluating the work performance of cadres; CS5 - Policies on training and fostering cadres;

- Group of other factors, including factors: CS6 - Factors belonging to the cadres themselves such as the self-study and self-training of the cadres; CS7 - Facilities and equipment at the union office; CS8 - Remuneration policies for cadres such as allowances and rewards; CS9 - Some other external factors such as the impact of socio-economic development, health care, education and training, and social security policies, etc.

3.2.4. Analyzing results of factors affecting the quality of the HCYU cadres in Quang Tri Town

Average score of influencing factors

Quantitative research allows calculating the average score of factors affecting the quality of the HCYU cadres through 9 observed variables evaluated on a 5-level Likert scale. The results of calculating the average value of the variables measuring factors affecting the quality of the HCYU cadres in Quang Tri Town are presented in Table 6. The average score value of the two factors NT1 and NT2 are 3.72 point and 3.56 point respectively; both are lower than the expected level of 3.75 points (according to expert opinion), showing that policies on land use planning; policies on election of the HCYU cadres; policies on the use and evaluation of work performance of the HCYU cadres; policies on training and fostering staff; factors belonging to the HCYU cadres itself; and the conditions of facilities and equipment for the work of cadres are still limited and have not met expectations.

TABLE 6. AVERAGE SCORE RESULTS OF INFLUENCING FACTORS

| Influencing factor | Number of observations | Lowest score | Highest score | Average score | Standard deviation |
|-----------------------------------|------------------------|--------------|---------------|---------------|--------------------|
| NT1- Policies for the HCYU cadres | 159 | 2,20 | 5.00 | 3,72 | 0,6683 |
| NT2- Other factors | 159 | 2,25 | 5.00 | 3,56 | 0,6439 |

Source: Calculated results from survey data, 2022

Impact of factors affecting the quality of the HCYU cadres

With the survey sample at the Union organizations under the Quang Tri Town Union and the results of analyzing the factors presented above, the regression model to study the influence of factors on the quality of HCYU cadres is proposed as follows

$$CL\text{DNCBD} = \beta_0 + \beta_1 * NT1_i + \beta_2 * NT2_i + e_i$$

In which: i is the i^{th} observation in the survey sample ($i=1, 159$); β_0 is the blocking coefficient; The partial regression coefficients β_j ($j=1,2$) are estimated parameters of the model, reflecting the level and direction of the impact of the independent variables NT1 and NT2 on the dependent variable – the quality of the HCYU cadres. The regression results are presented in Table 7.

TABLE 7. MULTIVARIATE REGRESSION RESULTS

| | | | | | | Number of obs = | 159 |
|----------|-------|-----------|-------|-------|-------|-----------------|----------|
| | | | | | | F(3, 252) | = 120,20 |
| | | | | | | Prob > F | = 0,0000 |
| | | | | | | R-squared | = 0,6065 |
| | | | | | | Adj R-squared | = 0,6014 |
| CLDNCBD | Coef. | Std. Err. | t | P> t | Beta | VIF | |
| NT1 | 0,366 | 0,0319 | 11,44 | 0,000 | 0,575 | 1,00 | |
| NT2 | 0,341 | 0,3316 | 10,28 | 0,000 | 0,516 | 1,00 | |
| Constant | 1,229 | 0,1674 | 7,34 | 0,000 | | | |

Source: Calculated results from survey data, 2022

Evaluating the model's suitability: R2 coefficient is 60.65% with F test value at the Sig level of significance ≤ 0.001 shows that the model fits the survey data and can be used. The results reflect that the independent variables explain 60.65% of the change in the dependent variable, which means that about 39.35% of the change in the quality of the HCYU cadres is due to other factors that the model has not observed.

The results of variance analysis with F value = 120.20 with significance level Sig = 0.000 < 0.001 show that the regression coefficients of the independent variables are all different from 0 and the independent variables in the model are related to the dependent variables. Therefore, it can be confirmed that the theoretical model built is consistent with reality. In addition, the variance inflation factor VIF is less than 10, showing that the model does not have multicollinearity between independent variables. Thus, the regression equation showing the impact of factors affecting the quality of the security staff can be rewritten as follows:

The quality of the HCYU cadres = 1,229 + 0.366*NT1_i + 0,341*NT2_i + e_i

Regarding the importance of factors: the study uses individual correlation coefficients in regression results to determine the importance of independent variables, measuring the ability to explain the variation of the dependent variable in the model. This coefficient represents the correlation between the dependent variable and the k^{th} independent variable when the linear influence of other independent variables in the model on the k^{th} independent variable and the dependent variable is eliminated. The results showing the importance of the factors presented in Table 8 show that among the two factors affecting the quality of the HCYU cadres at Quang Tri Town, factor NT1 - Policies for the HCYU cadres play a more important role, explaining up to 51.53% of the change in the variable the quality of the HCYU cadres compared to the rate of 48.47% of the factor NT2 - Other factors.

TABLE 8. THE IMPORTANCE OF THESE FACTORS TO THE QUALITY OF THE HCYU CADRES

| Factor | Specific correlation coefficient | Contributing rate (%) |
|-----------------------------------|----------------------------------|-----------------------|
| NT1- Policies for the HCYU cadres | 0,6755 | 51,53 |
| NT2- Other factors | 0,6354 | 48,47 |

Source: Calculated results from survey data, 2022

4. PROPOSED SOLUTIONS TO IMPROVE THE QUALITY OF THE HCYU CADRES IN QUANG TRI TOWN, QUANG TRI PROVINCE

The results of assessment and analysis show that the group of factors: Policies for cadres - Factor 1 have a great influence on the quality of the HCYU cadres, so solutions to improve the quality of them in Quang Tri town need to initially focus on the group of this factor in terms of the attention to policies on planning, election, use, evaluation, training and fostering cadres.

Solution for the HCYU cadres planning: During the process of implementing cadre election planning, it must be done fairly, based on staff standards to introduce the planning. Furthermore, avoiding the situation of 'emotional' introduction is also significant. Besides, cadre planning must be synchronous from the top to the bottom, which means that superiors direct and guide lower levels in cadre planning; taking lower-level cadre planning as the basis for higher-level cadre planning is conducted; and upper-level planning promotes lower-level planning. Cadres planning must be particularly shown in the calculation and arrangement of cadre structure throughout the system to ensure the harmony between gender and age. Planning must be associated with training and fostering cadres, in which the training and fostering content must be comprehensive and practical in both theory and practice. Moreover, it is necessary to focus on in-depth training and training according to goals, tasks, and job duties. The following steps need to be carried out well for the planning of the election of the HCYU cadres to be carried out effectively:

- Proactively evaluating the system to detect positive or excellent factors with good qualities and talents to foster and train to become HCYU cadres.

- Every year, the Youth Union's ministries proactively review and supplement cadre planning. Competent authorities approve planning to serve as a basis for appropriate training, fostering, rotating, arranging and using the HCYU cadres, focus on training and sending political theory training to Youth Union cadres at all levels, especially at district and basic levels, and promote staff training through practical movement activities.

- Relying on cadre planning, usage orientation, professional qualifications, working capacity, aspirations and strengths of the HCYU cadres.

Solution for the election of the HCYU cadres: Practical experience shows that wherever the election work is done well, a good HCYU 'leader' has actually been chosen. Therefore, to improve the quality of the local leadership team, it is necessary to pay attention to the following issues: First: publicizing information about candidates before the election; Second: expanding the right to nominate and self-nominate; Third: assessing candidates for election to positions need to present their work program.

Solutions for using and evaluating the HCYU cadres

Firstly: Building a system of evaluation criteria for each position and job title with detailed job descriptions; requirements, tasks of each job position, level of job completion, etc. Specifying criteria for evaluating officials by title, applying central regulations flexibly to actual conditions at work, localities, agencies, and units. Evaluation criteria must be maximally quantified, and it have to ensure clear expression of requirements for quality, capacity, and qualifications with work efficiency and reputation among Youth Union members as the most important measures,

1. Second: Building a democratic, objective and scientific evaluation mechanism and

process. Evaluation is based on many information channels which clearly state that if there is not enough information from these channels, no evaluation conclusions can be drawn. The evaluation is conducted openly and democratically. It is important to regularly review the evaluated opinions through the actions and actual results of the evaluated Board of Directors and through other information channels.

2. Third: Inviting Young Union members or external organizations to conduct specialized assessments and evaluate work performance to ensure objectivity and promote democracy, openness, and transparency in evaluation. Party committees and local authorities should strengthen inspection and supervision of the evaluation of the HCYU cadres and at the same time promptly correct shortcomings in directing and implementing the work.

Solutions for training and fostering the HCYU cadres

- Raising awareness and responsibility of all levels regarding the training and fostering of civil servants. In order for cadres to have real capacity and high quality, the important issue today is to form a systematic and disciplined training system in both quantity and quality to meet actual needs.

- Developing annual training and fostering plans for cadres with specific content, quantity, subjects, scale and fund to ensure training and fostering process.

- Going through practical activities and action movements to educate, foster and train cadres. Before organizing training for cadres, it is necessary to conduct investigations to see which areas of professional expertise that the staff are lacking. The training must respond to practical movements and avoid simply focusing on theory.

- Paying attention to information technology and foreign language training for cadres to meet the actual situation of the 4.0 technology era while protecting the integration process in local movements.

- There is a need for innovation in methods, building a framework for training programs for cadres according to each type to ensure a reasonable structure between theory and practical experience as well as between knowledge, skills and experience according to the job position request. Training and fostering according to the decentralization of training subjects for non-specialized officers and full-time officers. For specialized staff, it is crucial to increase long-term and more systematic training with in-depth professional and technical content.

- The Board of Standing of the Youth Union regularly organizes "professional playgrounds" which are contests for good Youth Union branch secretaries and General Managers, helping the Youth Union and Young Pioneer's members to learn, exchange and supplement knowledge and skill. In addition to training and professional development programs to improve the quality of the HCYU cadres, the Provincial Youth Union leaders regularly sends cadres to basic unit to grasp the situation and promptly provide directions for Youth Union's activities at the fundamental level. In particular, effectively implementing the "1+3" policy, Youth Union cadres at all levels attend at least 3 Youth Union branch activities in residential areas per year to continuously improve the quality of the Youth Union cadres at the fundamental level, bringing certain effectiveness in the Youth movement.

5. CONCLUSION

Research has shown that among the factors affecting the quality of HCYU cadres in Quang Tri town, the group of factors: policies for the HCYU cadres - Factor 1 include: planning policies; election policy; policies on cadre placement and usage; policies on job performance evaluation, and policies on training of cadres have a great influence on improving the quality of local HCYU cadres. However, the result of calculating the average value of this group of factors only accounts for 3.72 point, still lower than the expected level of 3.75 point. This shows that in order to improve this situation, in the upcoming time, local governmental leaders need to take measures to focus on these factors to accelerate the quality of activities of the HCYU cadres and simultaneously build up strong HCYU activities to contribute to the process of educating the youth generation of Union members in the work of national construction and innovation.

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