

Civil Service Culture in Public Administrative Agencies in the Context of Digital Transformation in Vietnam

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Abstract

In the context of digital transformation, this study looks at how civil service culture is used in Vietnamese public administrative organizations. Three main areas are covered in this research: (1) the context of the digital transformation and the requirements it has for creating and implementing a civil service culture; (2) the state of civil service culture in public administrative agencies at the moment in the context of the digital transformation; and (3) ways to improve the efficacy of civil service culture implementation in this changing environment. This study emphasizes how crucial civil service culture is as a window into administrative advancement and a code of conduct for employees. It makes the case that fundamental principles like efficacy, professionalism, honesty, and transparency are essential in creating a contemporary, accountable, and efficient administration. The research aims to contribute to the ongoing discourse on public administration reform in Vietnam, offering insights into the challenges and opportunities presented by digital transformation in the public sector.

Keywords: Civil Service Culture, Digital Transformation, Cadres and Civil Servants

INTRODUCTION

Digital transformation context and requirements in building and implementing civil service culture at public administrative agencies in Vietnam

Civil Service Culture

Civil Service Culture (CSC) is a broad topic and has important implications for the operation of public administrative agencies (PAA). However, the current conception of civil service culture is also quite rich and diverse. Civil service culture can be approached from the perspective of values, from manifestations of material and spiritual factors; can be approached from the perspective of the culture of an organization – public organization ... In fact, approached from the perspective of management science, CSC is understood as "a system of spiritual and material values formed in the process of building and developing civil service, capable of transmitting and influencing the psychology and behavior of cadres, civil servants and public employees and recognized by them, comply and promote in the performance of official duties" (Dang Xuan Hoan, 2020)

CSC's basic values include: professionalism, responsibility, integrity, transparency, effectiveness, efficiency, democracy and participation... The basic values of civil service culture become the norms that guide and adjust behavior for cadres and civil servants (CCS) in the civil service agency. Especially, in the context of reforming industrial institutions in Vietnam today, CSC values are the target of the ICT reform program, namely "Continue to build a democratic, professional, modern, lean, effective, effective administration capable of creating development, integrity and serving the people, on the basis of the Party's views, guidelines and lines on comprehensively and synchronously promoting the renovation and building a socialist rule of law State of the people, by the people and for the people in the period of 2021 – 2030". (The Vietnam Government, 2021)

Digital Transformation Context

Currently, there are many different approaches to give the concept of digital transformation. In terms of technology, Siebel (2019) defines the essence of digital transformation as the convergence of the following four breakthrough technologies: cloud computing, big data, internet of things (IoT) and artificial intelligence (AI)

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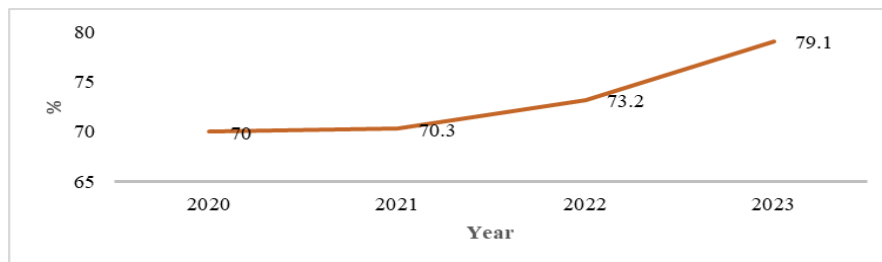
(Vietnam Department of Informatization – Ministry of Information and Communications, 2020). In terms of management, "digital transformation is the process of overall and comprehensive change of individuals and organizations in terms of lifestyle, way of working and production methods based on digital technologies".

Recognizing the importance of transferring, the Central Committee issued Resolution No. 52-NQ/TW on September 27, 2019 on a number of guidelines and policies to actively participate in the Fourth Industrial Revolution; which emphasizes the urgent need to accelerate the digital transformation process (Vietnam Politburo, 2019). On that basis, on June 3, 2020, the Prime Minister signed Decision No. 749/QĐ-TTg approving the "National Digital Transformation Program to 2025 with orientation to 2030" (Vietnam Prime Minister, 2020). At the national level, digital transformation is the transformation of the digital government, digital economy and national digital society. At the local level, digital transformation is the transformation to digital government, digital economy and digital society in that locality. Local successful digital transformation will contribute to the overall success of national digital transformation. Therefore, digital transformation is a task that needs the determined participation of the entire political system, implemented throughout and synchronously from the central to local levels. The experience of the countries shows: "In Canada's civil service reform program ten years ago it was found that only 10% of institutional and legal changes, 20% were for changes in the structure and functions and competence of public administrations, Meanwhile, up to 70% are requirements and reform solutions related to culture in relations with the population and in the workplace, the rules of ethics of civil service and civil servants" (National Academy of Public Administration, 2015).

The report of We are social and Hootsuite on Digital of Vietnam from 2020 to 2023 shows that the proportion of Vietnamese people using the Internet tends to increase. The increase in the proportion of Vietnamese people using the Internet today helps public administrative agencies promote the successful national digital transformation process as well as build an integrity and transparent administration.

Figure 1.1. The proportion of people using the Internet in Vietnam (Statista, 2024)

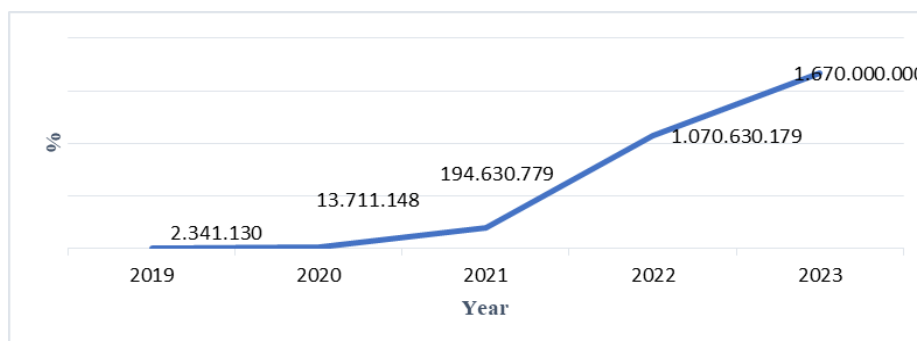
Unit: %



The results of the report of the Ministry of Information and Communications in 2023 show that the number of people and organizations participating in transactions on the national data exchange platform (NDXP) tends to increase over the years in the period of 2019 -2023.

Figure 1.2. Number of trades on the NDXP platform (Vietnam Ministry of Information and Communications, 2023)

Unit: %



Currently, the national data exchange platform NDXP has connected 103 ministries, branches, localities, agencies and organizations at the Central level (basically out of level I agencies); connected 10 databases, 15 information systems providing sharing services on NDXP. Number of monthly users: 90/103 agencies, units and businesses with a total number of transactions from the time of operation (2019) to now (the end of 2023), daily has an average of about 1.78 million transactions. The platform has contributed to saving society trillions of VND from automated, accurate and efficient processing on electronic data compared to manual processing on paper copies. (Vietnam Ministry of industry and trade, 2023)

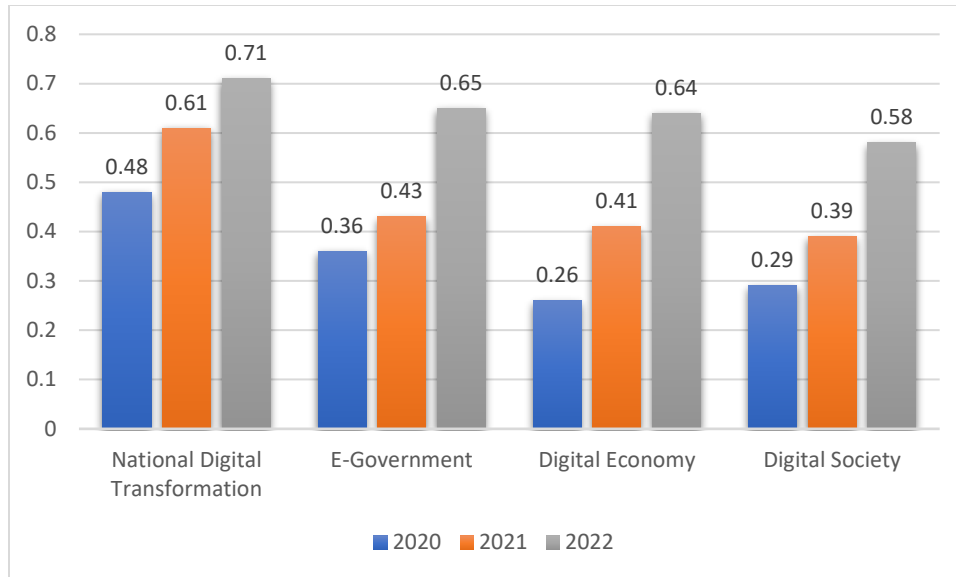
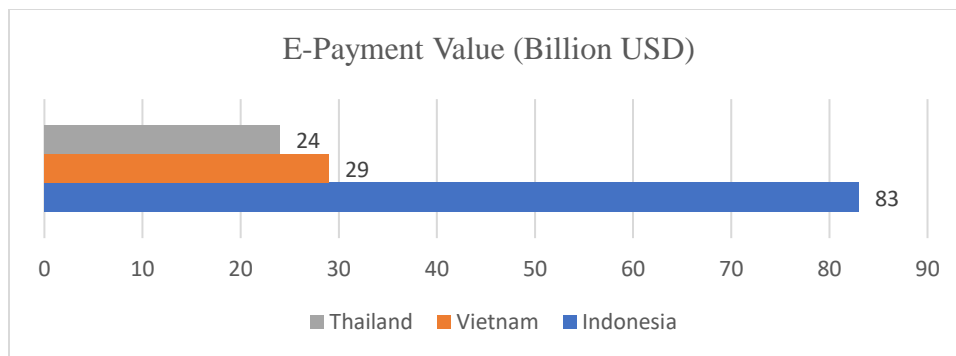


Figure 1.3. National Digital Transformation Index (DTI) 2020 – 2022 (Unit: %)

Vietnam's e-commerce activities are currently growing, it is forecasted that by 2025, total revenue in this sector will increase to 39 billion USD, accounting for approximately 70% of the value of Vietnam's digital economy, and by 2026, Vietnam will be the fastest growing e-commerce market in Southeast Asia, with the total value of e-commerce goods estimated at 56 billion USD, 4.5 times the predicted value in 2021. Along with that, \$12.4 billion was made through online purchases and 50% of transactions came from mobile devices. It is forecasted that Vietnam ranks 2nd in Southeast Asia after Indonesia (83 billion USD), Vietnam (29 billion USD) and ahead of Thailand (24 billion USD) with about 30% of adults using digital banking services.

Figure 1.4 Vietnam e-payment forecast in 2023 (Vu Khue, 2023)



This data shows the working efficiency and transaction efficiency in the digital environment and continues to affirm that the digital environment has become the main working environment of the system of public administrative agencies at all levels today and in the future along with the process of building an effective national governance model, efficient, modern.

However, the process of operating and working in the digital environment also faces significant challenges in ensuring the security and safety of the digital database system, digital infrastructure, national electronic payment infrastructure; safety in e-commerce activities, protect privacy and ensure economic and national security requirements in the cyber environment. A report by Cybersecurity Ventures predicts cybercrime will cost the world \$6 trillion per year by 2021, up from \$3 trillion in 2015, forecast to rise to \$10.5 trillion by 2025 (Sausalito, 2020). In 2022, Bkav's report said that on a global scale, cybercrime damages the economy up to more than 1,000 billion USD per year, equivalent to 1.18% of global GDP. The damage of up to 883 million USD (equivalent to 0.24% of Vietnam's GDP) caused by computer viruses to Vietnamese users is low compared to the world.

Along with that, financial criminal activities increase such as cryptocurrencies built on Blockchain technology, consensus mechanisms and finite digital algorithms. These coins can be manipulated, controlled by the issuer or algorithms, leading to collapses like Luna and UST coins. Priced by 'trust', it also collapses easily by public opinion such as the FTX collapse. Famous cryptocurrency attacks in 2022 can be mentioned as: the attack on Wormhole (February 2022) causing damage of \$ 325 million, the attack on Ronin Network causing damage of \$ 625 million (March 2022), the attack on Binance causing damage of \$ 570 million (October 2022). Along with that, Vietnam increased 25 places in the global cybersecurity index (GCI), showing the efforts of the Government and cybersecurity circles in the country (Bkav, 2022).

LITERATURE REVIEW

The study of public service culture is a vast topic that has garnered attention from global scholars early on, with various approaches to its examination.

As early as the 1980s, John Gretton and Anthony Harrison posited that "Public service culture encompasses the collective values of a civil service. These values are manifest and enduring in public service activities" (John Gretton, 1989). More specifically, when discussing public service culture in comparison to Gretton and Harrison, Kenneth Kernaghan asserts that "public service culture comprises the ethical standards, values, orientations, and vision of the civil service" (Vietnam Ministry of Information and Communications, 2023). This highlights that values are a crucial component of culture, and within this, ethical standards are also an element of public service culture. These concepts demonstrate that values are a significant constituent of public service culture, with ethical norms being an integral part of it.

From an organizational culture perspective, one can reference Hofstede's studies, which suggest that the value system of organizational culture influences managers, leadership styles, work organization in public management, and the attitudes and behaviors of civil servants towards citizens (Hofstede, 1996). Unlike the organizational culture of a private entity, public service culture exhibits a broader and more complex development. Public service culture plays a role in guiding and regulating the thinking and behavior of civil servants in public service activities. Consequently, civil servants must continually learn to adjust their behavior and emotions. Additionally, public service culture reflects the identity of the profession. Evidence shows that if an organization continuously changes its management team and a portion of its civil servants, it risks weakening its organizational culture. This is the first step before creating a cultural identity vacuum, which in the long term can lead to a gradual loss of cultural identity and potentially affect the overall balance of public institutions (Deal, 1982).

In Vietnam, general theoretical issues about public service culture, such as concepts, characteristics, and structure, were presented as a basis for evaluating the implementation of public service culture in the civil service (Vietnam Prime Minister, 2018), (Tran Thi Thanh Thuy, 2021), (Anh & Minh, 2024)

In general, previous studies have addressed common issues of public service culture in specific contexts such as international integration and administrative reform. However, up to the present time, research on public service culture in state administrative agencies in the context of digital transformation - specifically in the case of Vietnam - has not been studied comprehensively and holistically.

METHOD

Analyzing a nation's digital transformation through a value-based lens facilitates a thorough comprehension of the transformation's context and the interplay between technology and society (Kearns, 2004). This study largely uses the desk review method for data analysis. This method entails reviewing existing materials, comparing and contrasting, analyzing, assessing, and synthesizing data to answer research questions. The source materials used in this study are divided into two categories: legal papers relating to the research topic and reports and statistical data from relevant agencies, organizations, and persons. This method aims to expand on existing theoretical frameworks and practical experiences in the topic of study. It focuses specifically on administrative culture, including data, studies, and assessments of the current state of administrative culture in state administrative agencies in the context of Vietnam's digital transition.

Requirements for building and implementing civil service culture at public administrative agencies in the context of digital transformation in Vietnam

In the context of digital transformation, culture in general, civil service culture in particular is still one of the core issues affecting the digital transformation efficiency of an organization or a country. Experts analyzed the factors hindering the digital transformation process and pointed out that cultural factors account for 40%, communication channels are 33%, technology factors are 47%, management factors are 47% and organizational structure is 54% (Everest Group, 2018). Therefore, it is necessary to build CSC in the context of digital transformation. Because digital transformation helps change the management and operation methods of public administrative agencies in order to build innovative civil service cultural values such as creating high-quality human resources for digital transformation, creating a professional working environment, effective, enhancing civic participation... Civil service culture in particular is one of the important factors that create the success of the digital transformation process in each organization or country.

Digital transformation sets specific requirements in the development and implementation of CSC of PAAs. It is the need to change the mindset of managers, change the management and operation methods of PAAs, contributing to the establishment of integrity CSC values, transparency, accountability, effectiveness, efficiency. At the same time, digital transformation also poses requirements on the need to build CSC in the PAA that is flexibly adaptable and ready to adapt to changes and technological advances; staff need to be able to adapt to the use of new technologies and work in a digital environment; serving the people, organize with professionalism, responsibility and focus on providing new value through digital solutions.... Therefore, it is required that cadres and civil servants take the initiative and creativity in order to create creative and professional civil service cultural values, responsibility to meet the requirements set forth in the context of digital transformation.

Because, CSC has the role of guiding the activities of PAAs in the process of implementing the goal of PA reform. Therefore, state management activities play a great role in organizing social life. This activity took place with the birth of the state organization and is a characteristic activity of human society. There, not only executive and executive activities take place, but also active and creative activities, because humanity has created cultural values, including civil service culture. Along with the context of development, "civil service culture has increasingly formed a large character, a large role (Chu Thi Khanh Ly, 2018). Therefore, in order to achieve the objectives of administrative reform, public administrative agencies from the central to local levels must really pay attention to the development and implementation of civil service cultural value standards, International experience shows that it is necessary to consider civil service cultural values as endogenous factors contributing to the implementation of civil service cultural values national strategic objectives such as administrative reform and sustainable development. For example, Cannada's experience: "In Canada's civil service reform program ten years ago, it was found that only 10 per cent of institutional and legal changes, 20 per cent were for changes in the structure and functions and competence of CI agencies, while 70 per cent were for culturally relevant reform requirements and solutions in the country. with the public and in the workplace, the rules of public service ethics and civil servants"

RESULTS

Current situation of civil service culture at public administrative agencies in the context of digital transformation in Vietnam

Achievements

- About building a professional working style:

Firstly, building a professional working style by improving the working capacity of the staff in the PAA.

First of all, the requirements of the digital transformation context, the PA has made efforts to implement administrative reform in the spirit of the Government's Resolution No. 76/NQ-CP dated July 15, 2021 promulgating the Master Program on PA reform in the period of 2021 – 2030 on the goal of building an e-Government towards a digital Government in Vietnam. Therefore, employees in the PAA have constantly made efforts to improve their professional and professional qualifications, especially working skills in the digital environment; gradually adapting to the change of working habits of the traditional manual environment to the digital working environment. Therefore, in recent years, PAAs have "formed a standard style of behavior, working style...; ensure professionalism, responsibility, dynamism, transparency and efficiency in the performance of public duties and duties; meet the requirements of serving the people and society" (Vietnam Politburo, 2019). At the same time, CCS constantly strives to participate in training and fostering to improve professional qualifications and expertise, especially to improve digital capacity, thus contributing to building a professional working style for the staff.

According to reports of ministries, branches and localities, as of March 2020, the total number of civil servants trained and fostered in the whole period of 2016-2020 in ministries and branches is 594,654 people and in provinces and cities, the number is more than 1,151,654 million civil servants (The Vietnam Government, 2021). Particularly for commune-level civil servants, according to statistics by 2018, the professional qualifications of commune-level civil servants are as follows: postgraduate is 3.23%; tertiary is 58.23%; intermediate and college is 37.86%; Primary and untrained were 0.89 per cent. In terms of political proficiency: bachelor's degree is 1.02%; advanced reasoning is 3.11%; intermediate reasoning is 48.9%; primary and untrained were 28.07% (Vu Khue, 2023). According to a report by the Ministry of Home Affairs, in 2022, 90% of CCSs have university degrees or higher, of which 22.2% of CCSs have master's and doctoral degrees. The annual rate of employees receiving professional training and fostering will reach over 80% in 2022; 95% of employees are assessed to have successfully completed their assigned tasks, the proportion of employees participating in international cooperation activities is increasing (The Vietnam Government, 2021).

Secondly, building the professional behavior and communication style of the staff in the PAA

From a legal perspective, in recent years, the competent authority has issued legal regulations on the implementation of communication standards of CCS in the PAA, typically such as: Law on CCS in 2008, Law amended and supplemented in 2019; Decision No. 129/2007/QĐ-TTg of the Prime Minister: Promulgating the Regulation on workplace culture at PAAs; Decree No. 09/2017/ND-CP of the Government: Detailing the speaking and provision of information to the press by public administrative agencies; Decision No. 1847/QĐ-TTg of the Prime Minister: On the approval of the CSC Scheme... These legal documents are an important legal basis to help the staff comply with the standards of conduct and communication in the performance of official duties, contributing to improving the operational efficiency of PAAs, meeting the requirements of the digital transformation context.

In the relationship with people, organizations and agencies, PAAs have arranged comment boxes at the department to receive public phone numbers for people and businesses to reflect, make recommendations on the service attitude of the CCS or receive feedbacks. At the same time, enhance effective interaction by online means of communication to solve promptly time of problems and difficulties of people and businesses.

According to the report of the Government Office, from the time the Prime Minister pressed the button to open the National Public Service portal (09/12/2019) with 8 initial public services, to 08/3/2021, there were more than 2,800 integrated public services, providing a total of nearly 6,800 administrative procedures at 4 levels of government, with more than 116 million visits, more than 468,000 registered accounts; more than 42.5 million state sync records; over 940,000 records made online and more than 67,000 electronic payment transactions (total amount of more than VND 26.7 billion) on the portal; receiving and supporting over 53,000 calls, more than 10,000 reflections and recommendations. By March 8, 2021, there have been more than 4.5 million electronic documents sent and received through the National Document Interconnection Axis, the number of electronic documents sent and received in 2020 is 2.5 times higher than that of 2019 (Deputy Prime Minister Vu Duc Dam, 2021).

Cadres and civil servants have used social networks to serve their work, such as: providing information, answering questions of people and businesses, propagating and disseminating legal policies,... This job has contributed to improving the efficiency of the CCS, creating favorable conditions for people and businesses in accessing information and solving work. Officials and civil servants have consciously complied with regulations on communication conduct in the digital environment, such as: not using vulgar language, not offensive, not giving false information, not violating the privacy of others,... This demonstrates the awareness and sense of responsibility of CCS in behaving in the digital environment.

Some PAAs have regularly organized training courses on "Civil Service Culture" and "Communication Skills" for CCSs in order to improve their ability to communicate and behave in the performance of official duties, especially civil servants who directly perform administrative transactions at the department of receiving and returning results and solving issues related to administrative procedures gland. Thereby, initially improving the quality and efficiency of work settlement, bringing satisfaction to the people.

- Regarding the implementation of openness and transparency:

In the context of digital transformation, PAAs have made efforts to digitally transform and simplify procedures to enhance transparency in PA activities. Therefore, PAAs have built information systems to innovate their ways, working methods, and serve people and businesses. The report of administrative reform results over the past years shows that: The PA has built a national document interconnection axis; Building an information system for meeting and handling the Government's work (e-Cabinet); Building the national reporting information system, the Executive Direction Information Center of the Government, the Prime Minister ... Therefore, the effectiveness of transparent implementation in the operation of PAAs is ensured.

Vietnam has made efforts to provide online public services to people, businesses and organizations, thus meeting the index of online public services at a high level in both quantity and quality. Citizens are provided with online administrative services level 3 and 4. Accordingly, the proportion of online public services level 3.4 out of total public services tends to increase from 2019 to 2021. In which, the total number of public services nationwide, the proportion of online public services level 3 and 4 in 2021 reached 68% (about 81,446 services). This rate in 2020 was nearly 55.7% and in 2019 it was 20.15%. Particularly, the proportion of online public services level 4, the results from the report of the Ministry of Information and Communications show that: in 2019 it is 10.76%, in 2021 it is 96%. Particularly in 2022, the Government promulgates Decree No. 42/2022/ND-CP regulating the provision of online public information and services by state agencies in the network environment. Accordingly, Report No. 91/BC-BTTTT dated June 30, 2022), as of June 28, 2022, the proportion of online public services eligible for level 4 was 97.3% (accounting for 53.56% of total administrative procedures) (Dang Xuan Hoan, 2020).

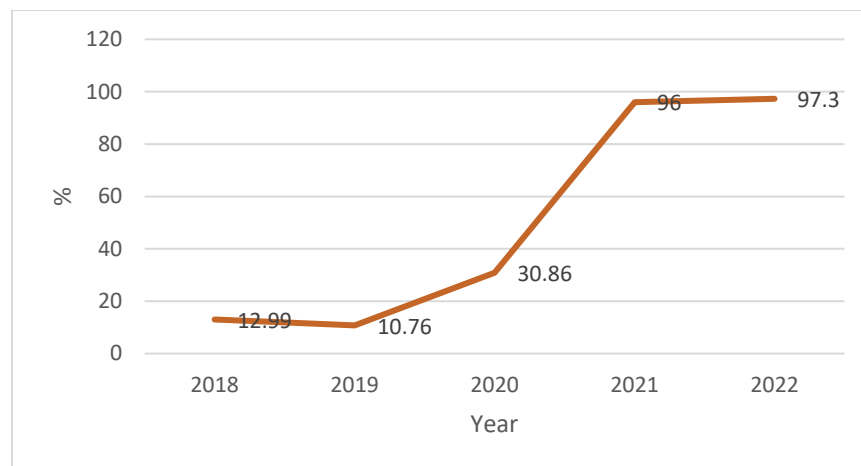
As of November 11, 2023, there are 4,418 administrative procedures (APs) provided online by ministries, sectors and localities (2,562 APs for citizens, 2,367 APs for enterprises), accounting for about 68% of the national APs, 261,333,315 records of synchronous waste treatment to the National Public Service, 29,407,697 records made through this Portal (*Vietnam - National Public Service Portal*, n.d.). As a result of the assessment of the Ministry of Directing and Operating Indicators on the National Public Service Portal, as of December 25, 2022, the proportion of local online AP settlement applications is about 33%, the Ministry of Sectors is about 56%, but only about 10% online level 4, more than 20% of localities work for or support people to meet the

quota, more than 40% of ministries, branches and enterprises still have to bring paper dossiers to submit and receive results directly (Gia Huy, 2022). The implementation of online public services level 3 and 4 through the digital working environment brings 5 main benefits to citizens and businesses, thereby improving national competitiveness, enterprise competitiveness, product competitiveness, saving social costs (Thuy Dieu, 2023).

The efforts of PAAs to implement digital transformation, enhance the application of IT, system software in managing, operating and serving people and organizations have helped the operation of PAAs ensure transparency and efficiency. At the same time, digital competence and readiness to use technology equipment and Internet is also an opportunity for PAAs to improve the efficiency of public service performance as well as control the transparency of PAA officials.

Figure 2.1. The ratio of online public services level 4 to the total number of public services (Vietnam Ministry of Information and Communications, 2023)

Unit: %



In addition, the reception and settlement of complaints from people and businesses on THHC issues brought positive changes: From the date of establishment to 31/12/2018, 2 information systems have received 14,646 complaints and recommendations in all fields related to business activities and people's lives. VPCP has classified and transferred 2,536 complaints and recommendations (according to the scope of settlement) to ministries, agencies, provinces and centrally-run cities for consideration and handling according to their competence. Ministries, agencies and provinces and centrally-run cities have processed and responded to 2,130/2,536 petitions, reaching 84%. The reflections and recommendations after answering are satisfied by people and businesses because they have immediately solved difficulties and obstacles in the process of implementing mechanisms, policies and AP. From the reflections and recommendations of people, enterprises, PAAs promptly correct, review and strictly handle acts of corruption, negativity or non-standards in receiving and settling CRC of some civil servants

- On the performance of official duties and administrative discipline:

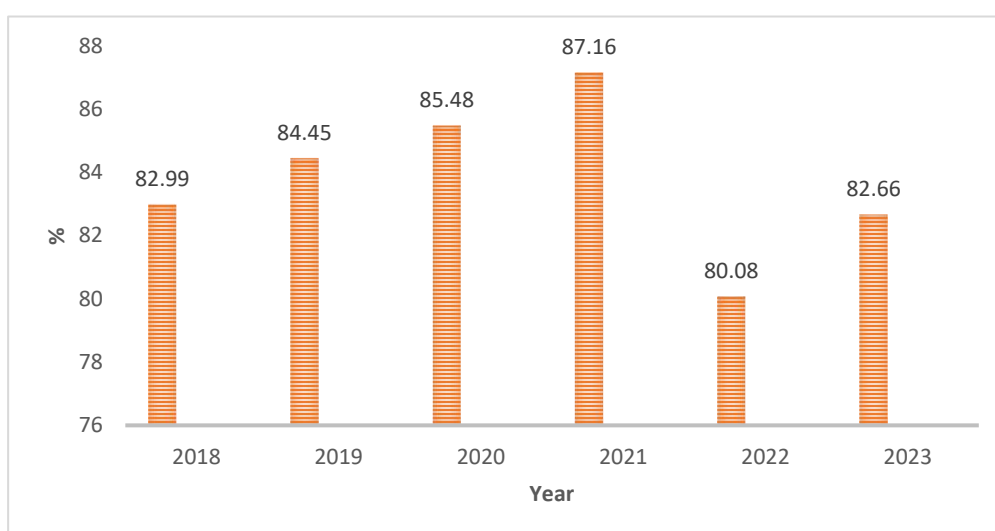
On the basis of the legal bases on CSC, in recent years, PAAs have focused on improving administrative discipline and discipline, combined with strengthening inspection and supervision of implementation. The majority of cadres and civil servants maintain the quality of public service ethics, exemplary and internal solidarity; comply with regulations on working time, strictly perform assigned functions and tasks. The improvement of administrative discipline and discipline has contributed to speeding up the progress, improving the quality and efficiency of work settlement in the fields of work; one-step fix of delays, causing inconvenience to people and businesses.

- On serving the people organized:

CSC value standards have helped orient and adjust the behavior of employees in the civil service agency, especially there is a clear change in the spirit and attitude to serve the people better. The implementation of CSC has contributed to improving the operational efficiency of PAAs, reflected through indicators in CCHC such as simplifying CRC, people's satisfaction index, organizations about the service of PAAs. Accordingly, People's Satisfaction Index of Public Administrative Services (SIPAS index), is increasing, meeting the satisfaction of people and organizations, the results show: The level of satisfaction of people surveyed with the service of the PAA from 2018 -2021 tends to increase. Particularly in 2022, Due to the impact of the post-Covid -19 context, Vietnam's SIPAS Index is also affected, however, the impact of the post-Covid – 19 context is inevitable and also opens up opportunities for Vietnam to accelerate the digital transformation process to develop e-Government towards Digital Government.

According to the Public Administration Performance Index (SIPAS) for 2023, the countrywide level of citizen satisfaction with public administrative services increased from 80.08% in 2022 to 82.66%.

Figure 2.2. Satisfaction index of administrative services of administrative agencies to people and organizations (VSS, 2024)



DISCUSSION

Existences, limitations and causes of shortcomings and limitations

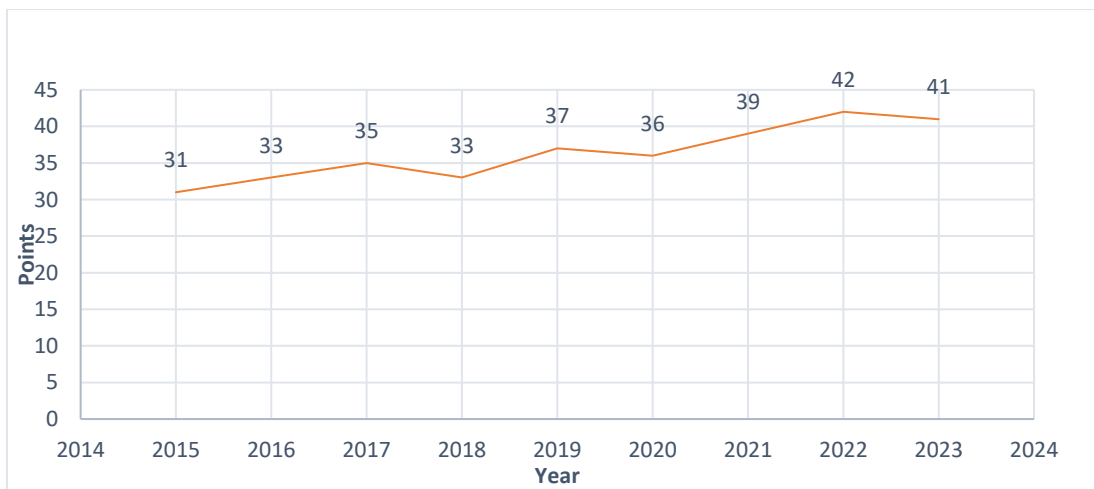
First, Vietnam is in the process of implementing the National Digital Transformation Program to build and develop the government, but there is still a part of the CCS that has not met the requirements of professional capacity, especially digital capacity such as the ability to use information technology applications, software in solving work is still limited, still keeping the habit of using traditional paper documents; fear of change in changing the form of working in the digital environment... Therefore, in the process of serving people, CCS enterprises are still unprofessional, there are also troublesome and harassing manifestations; arbitrary in working style, heavy on administration and bureaucracy; The authoritarian and bossy habits of a part of cadres that have existed for a long time have affected the prestige of the Party and the State, reduces work efficiency. The spirit and attitude of serving people and businesses of a part of CCS is still changing slowly; lack of sense of training and cultivation; showing weakness in communication and behavior. Although discipline and discipline were initially strengthened, in fact, sometimes they were still loose and arbitrary. In which, "many cadres, including strategic-level cadres, lack professionalism, do not work in accordance with their expertise and forte; Foreign language proficiency, communication skills and the ability to work in an international environment are still limited (Communist Party of Vietnam, 2018).

Second, the work settlement process is still long; the coordination is not tight; the use of working time is not reasonable, the efficiency is not high. The provision of information by the agency and the reception of citizens' complaints and recommendations for online public services are not timely.

Third, a part of cadres and civil servants still lacks the sense of civil service responsibility, even violates civil service ethics in the process of performing their official duties, directly affecting the effectiveness of administrative reform as well as the goals set for building a service administration, for the people. According to data reported at the 21st session of the Central Steering Committee on corruption prevention and fighting in 2021, it shows: Inspecting and supervising the disciplinary enforcement of 618 Party members due to corruption and intentional violations of the law (an increase of 132 Party members compared to 2020); Disciplinary action against 32 cases under the Politburo and the Management Secretariat (an increase of 15 cases compared to 2020). Inspection and audit: Recommendations for financial handling and recovery of VND 81,290 billion and 811 ha of land; Petitions and administrative disposal 2,286 collectives and 6,132 individuals. Transfer investigating agencies to consider and handle over 330 cases with signs of violation (an increase of more than 3 times compared to 2020). Many high-ranking officials committed violations, including competent agencies, promptly provided information and transferred wrongful documents of many high-ranking officials under central management to the Central Inspection Committee for consideration, examination and handling in accordance with the Party's regulations. The work of investigation, prosecution and trial continued to be strengthened, in which the competent authorities prosecuted and investigated corruption crimes, including 390 cases / 1,011 accused (Ministry of Finance of Vietnam, 2022).

- Vietnam's CPI in the period from 2015 to 2023 tends to increase, but in 2018 the index will decrease compared to 2017 (2 points); In 2020, Vietnam reached 36/100 points, down 1 point compared to 2019, ranking 104/180 on the global rankings. Vietnam's CPI score is lower than the ASEAN average (42/100) but higher than some countries in the ASEAN region the region includes the Philippines, Laos, Myanmar and Cambodia. Vietnam's CPI in 2021 is 39/100 points, up 3 points from 36/100 points in 2020, ranking 87/180 countries and territories. This is also the highest CPI of Vietnam in the period from 2012-2021. In these 10 years, Vietnam's CPI has generally improved from a low of 30 points in 2012 to 39 points in 2021. 2023 alone. In particular, Vietnam scored 41/100 points and ranked 83/180 globally, thus, has been reduced and downgraded compared to 2022. This result shows that, statistically, Vietnam's decrease of 1 point compared to 2022 is negligible. However, on a scale of 0-100 of the CPI, where 0 represents the highest level of perceived corruption and 100 is the lowest level of perceived corruption. This shows that corruption in the public sector is still complicated in Vietnam (Ernst & Young Vietnam, 2023).

Figure 2.3. Vietnam's CPI over the years (2015 -2023) (Ernst & Young Vietnam, 2023)



The reason for the limitations is first of all that a part of the civil service has not raised awareness or is not fully and comprehensively aware of the role of civil service culture in the performance of public administrative agencies; the need to change working styles and working cultures from traditional manual environments to digital environments.

Second, a part of the CCS has not raised its responsibility in strictly implementing civil service cultural standards; lack of initiative and sense of responsibility for assigned work that has not met the requirements set forth by civil service activities;

Thirdly, at present, the provisions on CSC in many legal documents are not synchronous and timely in cases that need detailed regulations, when legal documents take effect, there are no guiding circulars for immediate implementation and implementation in practice. Therefore, in order to improve legality and create common standards, a number of regulations need to be codified and codified in terms of standards, criteria and methods of implementation for each group of subjects and groups of civil service activities.

Fourthly, in recent years, PAAs have paid attention to organizing the implementation of CSC contents in agencies, units and organizations in order to contribute to building working styles, professional working styles, strengthening administrative discipline. However, the implementation of CSC at PAAs in recent years has not been really effective. The organization of training and fostering of CSC is organized in accordance with the program and plan, but the evaluation and use of training and training results have not been considered as a key criterion for assessing the capacity of the CCS staff. The inspection and evaluation of the implementation of CSC has not been paid enough attention, in which institutionally due to the lack of regulations on sanctions for violations of regulations on CSC or reward mechanisms for individuals, the organization well implements CSC standards.

Solutions to improve the efficiency of civil service culture implementation at public administrative agencies in the context of digital transformation in Vietnam

The enhancement of Civil Service Culture (CSC) in the context of digital transformation necessitates a multifaceted approach. Primarily, there is a critical need to intensify the propagation and dissemination of CSC values, including patriotism, integrity, respect for the law, and commitment to public service excellence. This educational initiative should aim to instill a deep sense of responsibility and ethical conduct among Civil Service Staff (CSS), aligning their professional behavior with the core values of Vietnamese culture and modern public administration. Concurrently, legislative reforms are imperative. This involves revising and strengthening regulations on civil service culture within the Law on Cadres and Civil Servants, the Law on Public Employees, and their implementing documents. Such legal amendments would establish a robust framework for preventing violations of civil service culture and fostering a service-oriented, disciplined, and effective government.

Furthermore, the development and enhancement of administrative human resource quality is critical. This includes a thorough overhaul of the civil service structure, including the adoption of clear standards for job positions, professional abilities, and performance evaluation metrics based on tangible results and public satisfaction. To facilitate this shift, improved training programs emphasizing civil service ethics, professional skills, and cultural awareness should be introduced. These activities are consistent with the national development policy described in Resolution No. 76/NQ-CP and the XIIIth Party Congress, which prioritizes human resource development as a key breakthrough area. Lastly, the widespread application of information technology in internal operations is crucial. This technological integration aims to improve productivity, reduce administrative burden, and enhance transparency, ultimately facilitating the development of e-Government and improving the delivery of public services to citizens and businesses.

CONCLUSION

This study yields a number of important conclusions. In order to increase ICT operational efficiency in Vietnam, the digital transformation setting first places unique demands on information and communication technologies (ICTs), calling for the creation and use of Civil Service Culture (CSC) value standards. The establishment of a professional working environment, increased transparency, and improved adherence to administrative discipline and public service obligations are among the second key accomplishment of the CSC implementation. These programs show how the Public Administrative Agencies (PAAs) have worked together to embrace CSC values standards in the age of digital transformation.

The study does, however, also point out enduring issues that continue to hinder the effectiveness of civil service organizations, such as professional burnout among certain Civil Service Staff (CSS) and ethical transgressions

like corruption. It suggests using a multimodal strategy to address these problems and improve the culture of the civil service. Improvements to the legal framework governing CSC and focused efforts to raise the caliber of administrative human resources are two of these recommendations' most important components. These results highlight how intricately organizational culture, digital transformation, and public service delivery interact in Vietnam's changing administrative environment.

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