

Impacts of Digital Transformation Capacity on Task Performance of Public Servant: A Case Study in Vietnam Ministry of Home Affairs



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ABSTRACTS: Digital transformation has been effectively applied in the public sector in Vietnam, especially the ministries. This fact has received significant attention from scientists. Therefore, to supplement the evidence of previous studies and enrich the research literature, this study examines the impact of factors of the digital transformation capacity of public servant of Vietnam Ministry of Home Affairs (Moha) on their task performance. This study was conducted through a cross-sectional survey using an intentional sampling technique (n=200). A multivariate linear regression analysis technique was applied to prove the hypotheses. Research results show that all three factors, digital technology capabilities, digital transformation ethics, and digital transformation leadership, have a positive and meaningful impact on the task performance of Moha public servant. Among them, the most substantial impact belongs to digital technology capabilities. Therefore, this study implies that the Vietnamese government and the Moha need to pay attention to formulating policies to improve the digital transformation capacity of public servant in digital transformation.

KEYWORDS: digital technology capabilities; digital transformation ethics; task performance; public servant, Vietnam Ministry of Home Affairs; digital transformation.

INTRODUCTION

The Communist Party of Vietnam is the only political party leading the state and society in this country. To implement digital transformation in the public sector, the Politburo of the Communist Party of Vietnam has developed Resolution No. 52-NQ/TW dated September 27, 2019, on several guidelines and policies to participate in the meeting actively. In addition, the Industrial Revolution 4.0 has highlighted the urgent need to accelerate digital transformation (Politburo, 2019); The Prime Minister of Vietnam has issued Decision No. 749/QĐ-TTĐ approving the "National Digital Transformation Program to 2025, with orientation to 2030" (Prime Minister of Vietnam, 2020). Nhiều nghiên cứu cho thấy, chuyển đổi số ở quốc gia này tuy mới diễn ra trong vài năm nhưng đã có tác động sâu rộng, bao trùm mọi ngành nghề, lĩnh vực kinh tế - xã hội, góp phần tăng năng suất lao động, chuyển đổi mô hình hoạt động, kinh doanh theo hướng đổi mới sáng tạo, từ đó nâng cao năng lực cạnh tranh của đất nước (Lan Anh, 2022). Therefore, the Prime Minister of Vietnam issued Decision No. 505/QĐ-TTĐ on National Digital Transformation Day (Prime Minister of Vietnam, 2022). Accordingly, October 10 every year is National Digital Transformation Day.

Moha is an agency under the Government of Vietnam, performing the state management function in the following sectors and fields: Administrative organization, state non-business; local government, administrative boundaries; officials and public servant; training and fostering public servant, associations and non-governmental organizations; emulation and reward; religion; clerical and archival; youth working and state management of public services by the law. To implement the digital transformation plan, the Minister of Moha issued Decision No. 151/QĐ-BNV dated February 25, 2021, approving the Digital Transformation Plan of Moha to 2025, with an orientation to 2020. 2030, and simultaneously developing programs and implementation plans for each year (Moha Minister, 2021). The pillars of digital transformation at the Moha include 1. Transformation raises awareness. 2. Improve the legal environment. 3. Development of digital infrastructure and digital platforms. 4. Digital data development. 5. Ensure network safety and security. 6. Human resource development, and 7. International cooperation, research, development, and innovation in the digital environment (Anh Cao, 2022).

In general, digital transformation is "a process of total and comprehensive change of individuals and organizations in the way of living, working and production methods based on digital technologies" or more briefly: "Digital transformation is the transformation of operating models based on digital technology and digital data" (MIC, 2021). In essence, digital transformation

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is the next development step of information technology application: Normally, the application of information technology does not change existing processes or existing models; when the application of information technology at a high level leads to changes in procedures or operating models, it is called digital transformation (MIC, 2021). There is a difference between the application of information technology and digital transformation. Accordingly, “the application of information technology is to digitize existing processes, according to existing operating models, to provide existing services, while digital transformation is the digitization of an entire organization, a change in a new process, a new organizational model, a service delivery method or a new service delivery” (MIC, 2021). For example, with the form of dealing with work in state agencies: 1) public servant handle work on paper and communicate directly (traditional method); 2) public servant handle work by drafting documents, printing, signing and issuing documents, and exchanging directly (using information technology); 3) public servant handle work by drafting, editing, and signing online in the Office system; an online exchange in the environment using digital technology (digital transformation). In this case, digital transformation has created a new way of handling work - online- replacing the traditional form of solving state agencies' work.

In the public sector, digital transformation aims to create a common place for the public and private sectors to work together and drive initiatives across the country by providing business support and matching, such as through popular promotional activities (Katada, 2020; Shirakawa, 2021). Digital transformation in the public sector also affects all areas of social life. To advance the digital transformation strategy, priorities should be followed when considering existing country conditions (Eckstein, Menahem-Carmi, & Sumkin, 2021). For example, switching arguments reduce bribery, tax evasion, tax reduction, and public spending (Okunogbe & Pouliquen, 2022; Axelrad Danziger, 2021). Digital transformation to bridge the gap - delivering public and social products remotely to enable service delivery to the entire population, especially the periphery. For example, distance learning and telemedicine services (Cecchini & Scott, 2003). There is an increasingly urgent need for digital transformation in the public sector so citizens and businesses can compete adequately (Ciborra, 2005; Chien & Thanh, 2022). Creativity has become one of the latest buzzwords in the literature regarding how citizens contribute to public service delivery (Brandesen, Steen, & Verschuere, 2018). In the public sector, digital transformation also makes public governance more efficient; it fundamentally changes the way citizens and service users provide input into public services (Linders, 2012; Noveck, 2015).

Digital transformation is the changes that digital technology causes or affects all aspects of human life (Stoterman & Fors, 2004). The capacity of public servant in digital transformation is crucial for successful digital transformation in the public sector (Hague & Williamson, 2009), and Vietnam is no exception (Lan Anh, 2022). Previous studies have also found evidence of a positive and significant relationship between public servant' competence and their performance in digitally transformed countries in the booming public sector (Mergel, 2017; Clarke, 2017). The successes of digital transformation in the public sector in Vietnam have only been discovered in many qualitative studies and reports of the Vietnamese government. This fact requires that more quantitative research on digital transformation in the Vietnam public sector is needed to find statistical evidence for research results found in qualitative studies. To further confirm the results of previous studies and fill in the theoretical gaps on digital transformation in the public sector, this study aims to examine the impact of the factors of the digital transformation capacity of the public sector. Specifically, consider the effect of the digital transformation capacity on job performance in Moha. This research result also provides more scientific evidence for the governments of Vietnam and Moha to develop appropriate human resource development policies to meet digital transformation requirements in the public sector and administrative reform in the short term.

LITERATURE REVIEWS

Digital Transformation:

Digital transformation is now commonly understood as such use of information and communication technology, where not trivial automation is carried out but essentially creates new possibilities in business, government, business, public people's lives, and society (Allan Martin, 2008). Digital transformation is more than simply digitizing resources and leads to value and revenue generated from digital assets (McDonald & RowsellJones, 2012). Digital transformation is the deliberate and ongoing digital evolution of a company, business model, ideation process, or methodology strategically and tactically (Mazzone, 2014). Digital transformation can be defined as the modification (or adjustment) of business models resulting from the dynamic rate of technological progress and innovation that triggers changes in consumer behavior society (Kotarba, 2018) as a result of the digitization and digitalization of economies and societies (Leshner, Gierten, Attrey, Carblanc, & Ferguson, 2019), is a process in which technology digital plays a central role in creating and underpinning the disruptive changes taking place in industry (area) and society (Kozarkiewicz, 2020).

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Digital transformation is the consistent connection of all sectors of the economy and players' adjustment to the new reality of the digital economy. Decisions in networked systems include exchanging and analyzing data, calculating and evaluating options, initiating actions, and delivering consequences. Digital transformation is the use of data and digital technology to transform all aspects of our socio-economic life, reshaping how we live, work and relate to each other.

Digital transformation in the public sector:

Digital transformation takes place not only in the private sector but also in the public sector. In the private sector, digital transformation is understood as using new digital technologies, such as social media, mobile phones, analytics, or embedded devices, to enable innovation. Such as enhancing customer experience, streamlining operations, or creating new business models (Fitzgerald, Kruschwitz, Bonnet & Welch, 2013). Digital transformation in the public sector is not just a process of restructuring through technology or online services but an intensive digital transformation of all workplaces that requires the early integration of digital technology into services and decision-making (Hague & Williamson, 2009).

At the heart of digital transformation efforts in the public sector is transforming the paradigm from designing and delivering public services based solely on internal logic to orienting public administration policies with external reason, openness, and co-production of public services of the same design. Previous efforts have made it difficult for public administrations to accept or even deny public services, so people have opted to use similar services instead of online ones. While these digitization efforts are intended to contribute to time and resource savings, they continuously replicate existing offline processes without rethinking mission support or redesigning services for citizens willing to accept them as a trusted alternative. In addition, new forms of agility and responsiveness in delivery services are emerging that focus on co-design and co-production approaches with the public (Mergel, 2016).

Like private sector digital transformation, public sector digital transformation is a wave of digital governance where the whole process of reviewing and modifying existing services, rather than simply digitalization. At the heart of these forms of co-creation are human-centered design approaches that focus on bringing user needs into the service design process to deliver shared value (Mergel, 2017; Sanders & Stappers, 2008). In the public sector, these co-design approaches are now being implemented as part of digital services teams' work (Mergel, 2017; Clarke, 2017).

Digital transformation capacity of public servant:

The core of digital transformation is the digitization of the repetitive activities of the complete network of all sectors of the economy and society, as well as the ability to collect relevant information and analyze and transform it—this information into action. Changes bring advantages and opportunities but create new challenges (Schweer & Sahl, 2016). Digital transformation capacity cannot be readily determined due to the variable nature of the phenomenon (Dawes, 2009). Therefore, public and private organizations must enhance the digital transformation capacity of their workforce to bring efficiency and comprehensiveness, providing borderless, transparent, personalized, user-friendly digital services, and user-friendly (Fukuyama, 2005). The importance of public servant' digital transformation capabilities stemming from digital transformation forces the empowerment of individuals, significantly increasing opportunities for collectives to collaborate in the production and allowing public services to be personalized and tailored to their needs—more demand. Therefore, digital production cooperation is expected to increase state legitimacy and trust in the state. At the same time, conflicting interests and divergent values among stakeholders, the inability of data and algorithms to reflect societal complexity, the potential for technology to spread unevenly, and other factors. Another factor that makes digital co-production one is essentially the ambiguous, open-ended and controversial process (Cardullo & Kitchin, 2019).

The digital transformation capacity of public servant is the most significant determinant of digital transformation in the public sector because of the increasing ability of governments to collect, understand and use vast amounts of data through the media. Social media, sensor networks, data analytics, and machine learning solutions can reduce the need and role of civic activism in public service (co-)production. At the same time, empirical evidence demonstrating the expected positive benefits of digital co-production remains scarce and more dependent on broad citizen participation and inter-institutional cooperation than a people-focused co-production (Steen & Tuurnas, 2018).

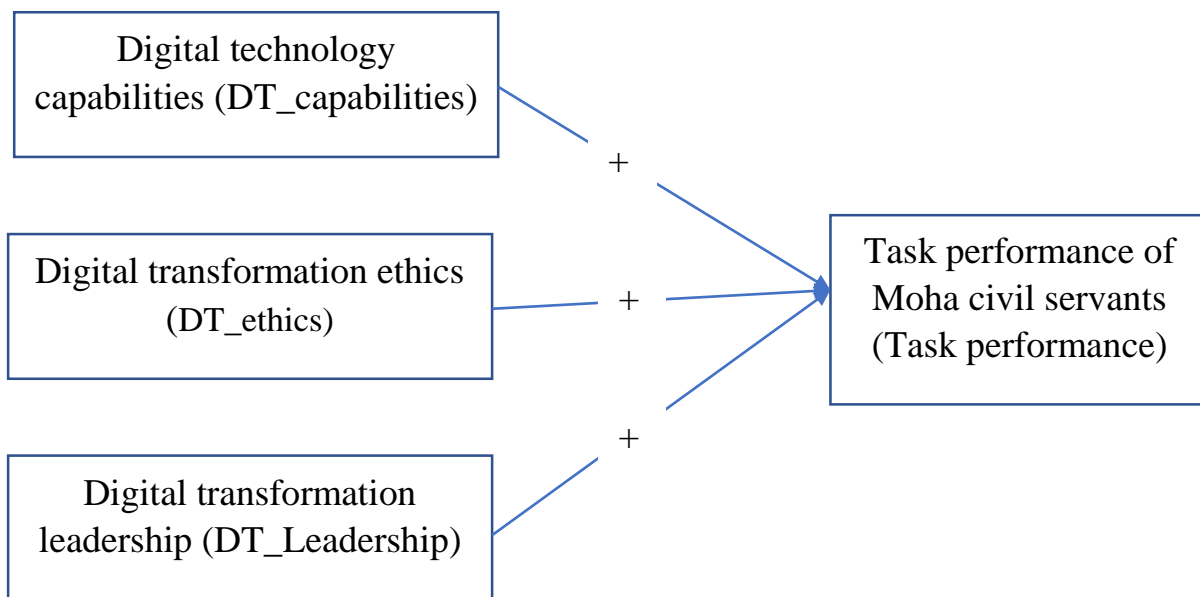
Effective digital transformation in the public sector demonstrates a high degree of citizen empowerment to make a difference in critical areas such as government and governance, education, the economy, jobs, and small industries and organizations, and how it can be used for national development, citizen empowerment, anti-corruption, poverty and government transformation (Trecena & Abides, 2020). The digital transformation capacity of public servant needs to be met. It is reflected in the public servant' understanding of the features of the government system, such as social web, user-generated content, distribution, and use of data—open data and network effects through greater user engagement (Boughzala, Janssen & Assar, 2015). public servant must understand technology to serve actual citizen participation well (Morrison, 2016).

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The digital transformation capacity of public servant needs to be accompanied by specific organizational digital transformation roadmaps (Boughzala, Janssen, & Assar, 2015; Ombudsman.gov.ph, 2013). The incompetence of public servant is the most significant barrier to digital transformation in the public sector. The success of digital transformation depends on the level of understanding and digital transformation capacity of public servant. The ability of public servant to digitally transform is reflected in the awareness of existing programs and policies to facilitate digital adoption (Alampay, 2013). They understand the plan regarding the methodology used in identifying different information systems and identifying gaps in government information systems and appropriate technology solutions (Deloitte, 2020).), and belief in digital technology as an essential tool for economic growth and development (Deloitte, 2020).

From the research overview, the authors have built a research model about what, as shown in Figure 1 below:

Figure 1. The Research Model



In the above research model, the independent variables DT_capabilities, DT_ethics, and DT_Leadership affect the dependent variable Task performance to different extents. The researcher will demonstrate these relationships.

HYPOTHESES

Based on the research model, the following hypotheses have been formed:

- H1. Digital technology capabilities have a positive and meaningful impact on the task performance of Moha public servant.
- H2. Digital transformation ethics have a positive and meaningful impact on the task performance of Moha public servant.
- H3. Digital Transformation Leadership have a positive and meaningful impact on the task performance of Moha public servant.

RESEARCH METHOD

The study was conducted in Moha in May 2022. Participating in the survey are Moha public servant. The research team used qualitative methods through in-depth interviews with public management researchers and psychologists to build research scales and questionnaires. The questionnaire was constructed based on literature reviews and comments from 6 experts, including two senior leaders, two professors of psychology, and two professors of jurisprudence. The questionnaire consists of 2 parts. Part 1 collects demographic information of research participants, such as age, gender, ethnicity, religion, and experience. Part 2 contains research participants' knowledge of digital technology capabilities, digital transformation ethics, digital transformation leadership, and task performance of Moha public servant. The items of the task performance factor are partially inherited from the questionnaire developed by Ramos-Villagrasa et al. (2019). A language expert contributed to this version to create a final version. This final version was pre-tested on 40 demographically representative participants of age, gender, ethnicity, religion, and experience. After the initial survey data was available, the questionnaire was slightly edited to make it easier to understand. The final version was finally completed using the official survey—details of items in the questionnaire (Table 1).

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Table 1. Items in the questionnaire

Items	Factors
DT_capabilities	Digital technology capabilities
<i>DT_capabilities1</i>	data analysis skills
<i>DT_capabilities2</i>	digital communication skills
<i>DT_capabilities3</i>	network security skills
<i>DT_capabilities4</i>	Using software skills
<i>DT_capabilities5</i>	Creative skills in the digital environment
DT_ethics	Digital transformation ethics
<i>DT_ethics1</i>	Responsibility and ethics of information
<i>DT_ethics2</i>	Be active with multimedia social media
<i>DT_ethics3</i>	Aware of respect for privacy in debate
<i>DT_ethics4</i>	Support autonomous participation in digital society
DT_Leadership	Digital Transformation Leadership
<i>DT_Leadership1</i>	Have clear ideas about the structures and processes required for digital transformation
<i>DT_Leadership2</i>	Understanding of argument passing in the field of personal management
<i>DT_Leadership3</i>	Motivate your employees for digital transformation
<i>DT_Leadership4</i>	Updating digital transformation knowledge and skills
Task performance	Task performance of Moha public servant
<i>Task performance1</i>	I managed to plan my work so that I finished it on time
<i>Task performance2</i>	I kept in mind the work result I needed to achieve
<i>Task performance3</i>	I was able to set priorities
<i>Task performance4</i>	I was able to carry out my work efficiently
<i>Task performance5</i>	I managed my time well

The questionnaire was sent directly to the respondents using a non-random sampling method. As a result, 200 validators were obtained, achieving a response rate of 100%. The demographics of the study participants (Table 2).

Table 2. Demographic characteristics of survey participants

		Education					
		<i>College Bachelor</i>		<i>University Bachelor</i>		<i>Postgraduate</i>	
		N	% of N	% of N	% of N	N	% of N
Gender	Male	55	42.0%	28	21.4%	48	36.6%
	Female	33	47.8%	10	14.5%	26	37.7%
Age	< 30 years old	16	55.2%	3	10.3%	10	34.5%
	< 50 years old	15	44.1%	10	29.4%	9	26.5%
	< 30 to 40 years old	37	39.4%	21	22.3%	36	38.3%
	<40 to 50 years old	20	46.5%	4	9.3%	19	44.2%
Ethnic	Ethnic minorities	31	53.4%	8	13.8%	19	32.8%

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	Kinh people	57	40.1%	30	21.1%	55	38.7%
Religion	Buddhism	63	43.8%	30	20.8%	51	35.4%
	Catholic, Protestant	25	44.6%	8	14.3%	23	41.1%
Position	Senior manager	20	52.6%	7	18.4%	11	28.9%
	Middle managers	39	40.2%	21	21.6%	37	38.1%
	Public servant	29	44.6%	10	15.4%	26	40.0%
Experience	Dưới 5 năm	16	53.3%	6	20.0%	8	26.7%
	Trên 10 năm	38	48.7%	15	19.2%	25	32.1%
	Từ 5 đến 10 năm	34	37.0%	17	18.5%	41	44.6%

RESEARCH RESULTS

SPSS software version 20 analyzed the scale's reliability, exploratory factor analysis, correlation analysis, and regression analysis. The analysis results suggest removing and merging some observed variables to help the scale to evaluate concepts more accurately.

Analyzing the Reliability of the Scales:

The data through Cronbach's Alpha reliability coefficient to identify and remove junk variables to avoid creating misleading factors when analyzing exploratory factor analysis. Cronbach's Alpha coefficient has a variable value in the interval [0,1]. Therefore, if a measure has a correlation coefficient of total Corrected Item - Total Correlation ≥ 0.3 , that variable meets the requirements (Cronbach, 1951; Taber, 2018). The verification criterion is that Cronbach's Alpha coefficient must be greater than 0.6, and the correlation coefficient of the sum variable in each scale must be greater than 0.3 (Hair, Black, Babin, & Anderson, 2010). Table 3 shows that the rankings of the factors are all standard. Therefore, all their scales are reliable and used for subsequent factor analysis.

Table 3. Summary of Reliability and Relative Minimum Variables of Scales

Factor	Number of variables observed	Reliability coefficients (Cronbach Alpha)	The correlation coefficient of the smallest total variable
DT_capabilities	5	0.831	0.597
DT_ethics	4	0.797	0.563
DT_Leadership	4	0.770	9.539
Task performance	5	0.791	0.522

After testing Cronbach's Alpha, the author uses exploratory factor analysis (EFA) to preliminary evaluate the scales' unidirectional, convergent, and discriminant values. EFA was used by extracting the Principal Components Analysis Factor and Varimax rotation to group the factors. With a sample size of 200, the factor loading factors of the observed variables must be greater than 0.5; variables converge on the same and are distinguished from other factors. In addition, the Kaiser-Meyer-Olkin coefficient (KMO) is an index used to consider the suitability of factor analysis to be within $0.5 \leq KMO \leq 1$ (Cerny & Kaiser, 1977; Kaiser, 1974). The analysis results in Table 3 show that all factor loading coefficients of the observed variables are greater than 0.5, Bartlett test with Sig meaning. = 0.000 with KMO coefficient = 0.928. All 18 items in the EFA analysis were extracted into four factors with Eigenvalues >1 and Cumulative variance percent = 59.8%. Thus, the research model consisting of 3 independent variables and one dependent variable is used for linear regression analysis and subsequent hypothesis testing.

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Table 3. Exploratory factor analysis

Rotated Component Matrix ^a				
	Component			
	1	2	3	4
DT_capabilities3	.754			
DT_capabilities1	.707			
DT_capabilities5	.699			
DT_capabilities4	.674			
DT_capabilities2	.654			
Task_performance4		.710		
Task_performance2		.691		
Task_performance5		.657		
Task_performance1		.621		
Task_performance3		.593		
DT_ethics2			.770	
DT_ethics4			.719	
DT_ethics3			.687	
DT_ethics1			.614	
DT_Leadership2				.759
DT_Leadership1				.726
DT_Leadership4				.697
DT_Leadership3				.504
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 7 iterations.				

Pearson correlation analysis

The author uses Pearson correlation analysis to analyze the correlation between quantitative variables. Table 4 shows that, at the 5% significance level, the correlation coefficient indicates that the relationship between the dependents and independent variables is statistically significant (Sig. < 0.05). The magnitude of the correlation coefficients ensures that multicollinearity does not occur. Therefore, the regression analysis in the next step to check the relationship between the variables is valid.

Table 4. Pearson correlation analysis results

Correlations					
		Task_performa nce	DT_capabilities	DT_ethics	DT_Leadership
Task_performance	Pearson Correlation	1	.618**	.558**	.574**
	Sig. (2-tailed)		.000	.000	.000
	N	200	200	200	200
DT_capabilities	Pearson Correlation	.618**	1	.563**	.535**
	Sig. (2-tailed)	.000		.000	.000

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	N	200	200	200	200
DT_ethics	Pearson Correlation	.558**	.563**	1	.590**
	Sig. (2-tailed)	.000	.000		.000
	N	200	200	200	200
DT_Leadership	Pearson Correlation	.574**	.535**	.590**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	200	200	200	200
**. Correlation is significant at the 0.01 level (2-tailed).					

Regression Analysis:

The results of multivariable linear regression analysis (Table 5) on the relationship between 3 independent variables, DT_capabilities, DT_ethics, DT_Leadership, and 1 dependent variable Task_performance, have statistical significance. The analysis results also give us the model's coefficient of determination ($R^2 = 0.487$), proving that the linear regression model is suitable for the data set = 0.487 %. The regression analysis showed that the VIF coefficient of 3 independent variables < 0.75, the ANOVA test of the model has a significant level of 95% (p.value = 0.000), the Durbin-Watson test coefficient = 2. This result shows that the regression model is valid for interpreting study results (Hair, Black, Babin, & Anderson, 2010).

Table 5. The results of multiple linear regression analysis

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.595	.180		3.295	.001		
	DT_capabilities	.345	.061	.366	5.642	.000	.620	1.612
	DT_ethics	.182	.063	.198	2.911	.004	.566	1.767
	DT_Leadership	.255	.065	.261	3.930	.000	.591	1.692
a. Dependent Variable: Task_performance; $R^2 = 0.487$								

Table 5 shows that all hypotheses are accepted with 95% confidence. Specifically, the variable DT_capabilities has the most significant impact on the Task_performance variable with $\beta = 0.345$; the second is the DT_Leadership variable with $\beta = 0.255$, and the lowest is the DT_ethics variable with $\beta = 0.182$. Furthermore, this result shows that if other conditions are excluded, the increase or decrease of the variables DT_capabilities, DT_ethics, and DT_Leadership all affect the variable Task_performance.

DISCUSSION AND CONCLUSION

The firstly. Research results (table 5) show that digital technology capabilities have a positive and meaningful impact on the task performance of Moha public servant with a regression coefficient $\beta = 0.345$ and a significance level of 95% (p.value = 0.000). With this result, hypothesis H1 is accepted. Furthermore, this result further confirms that when Vietnamese public servant are equipped with modern tools, their job satisfaction and performance will increase (Thanh, Thuy, Hoa, & Thien, 2022; Nguyen, Tran, & Tran, 2022). The results of this study are similar to those found in previous studies outside of Vietnam. Digital transformation in the public sector by applying artificial intelligence (AI), the Internet of Things (IoT), networks and sensors, and solutions to improve user interface and user experience has the effect of improving employee performance and customer satisfaction (Clain, 2018).

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Digital transformation forces public servant to improve their digital transformation skills and improve their digital transformation skills and to share expertise, coordinate policy and enhance incident response cooperation (Daron & Pascual, 2017).

Secondly, research results (Table 5) show that the digital transformation factor has a positive and meaningful impact on the task performance of Moha public servant with regression coefficient $\beta = 0.182$ and a significance level of 95% (p.value = 0.004). With this result, hypothesis H2 is accepted. The results of this study further confirm that digital transformation using untethered AI to promote the development of human-centered, socially accepted, and adequately used solutions should be There must be changes in the awareness and ethics of digital transformation of employees (Clain, 2018). The aspect of ethical digital transformation, as well as the attitude towards the digital transformation of public servant, is one of the conditions for securing a database of questions that have been asked considering the main trends of the conceptual aspects. Concepts, applications, and operations are available in workplace digitization, workflow management, and process transparency (Winner, 2002).

Thirdly. Research results (Table 5) show that digital transformation leadership has a positive and meaningful impact on the task performance of Moha public servant with a regression coefficient $\beta = 0.225$ and a significance level of 95% (p.value = 0.000). With this result, hypothesis H3 is accepted. The results of this study further confirm that digital transformation leadership has a positive and significant impact on digital transformation efficiency and employee performance. Digital transformation leadership supports innovations, innovations, and disruption of the media business model to digital (Bresniker, 2018) to serve economic growth, realize a better society, a human-centered society, and solve social problems (Salsberg, 2010). Digital transformation leadership determines the continuous review and enactment of digital policies and the contribution and cooperation with the international community (Clain, 2018), improving the effective working environment that technology provides (Trecena, 2019).

Finally. The research results show that in the Vietnamese context, particularly in the public sector, where the representative of this study is a civil servant of Moha, the digital transformation capacity of public servant has the most significant impact on their work efficiency. This result implies that the Vietnamese government needs policies to improve the digital transformation capacity of public servant. This study also shows that digital transformation leadership of public servant has the highest impact on their work performance. Meanwhile, many previous studies have proven digital transformation leadership is crucial in the digital transformation process in the public sector. Therefore, the Vietnamese government needs to improve public servant' digital transformation leadership capacity to improve its impact on digital transformation efficiency and work performance.

LIMITATIONS

As with other empirical studies, there are limitations to this study that should be considered when discussing the results. Firstly, our survey method reflects the respondents' subjective feelings towards the survey questions. Therefore, the data obtained has inherent disadvantages that are unavoidable in the surveys (Thanh, Tung, Thu, Kien, & Nguyet, 2021). This study took place over a short period. Cross-sectional data do not allow for a dynamic assessment of changes in students' intentions and behaviors related to their university admission, which may affect their applicability (Xin, Liang, Zhanyou, & Hua, 2019). Future research should combine cross-sectional analysis and long-term studies.

The purposeful sampling method has certain limitations, not fully reflecting population characteristics (Strong et al., 2018). In addition, our survey was conducted in a Vietnamese political and cultural context and therefore required more general statements by applying the development research model and research conclusions to other countries and cultures (Sun et al., 2012; Thanh, Hiep, & Tung, 2021). Future research should follow the approach of digital transformation knowledge, skills, and attitudes of public servant to obtain more complete results. Future research should also include in the model regulatory variables such as political culture, differences in education, ethnicity, and religion. The model's coefficient of determination ($R^2 = 0.487$) leads to a decrease in the significance of the model. Therefore, in further studies, it is necessary to increase the sample size to improve the model.

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CONFLICT OF INTEREST

The author declares that there is no conflict of interest.

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