

# Improve Operational Efficiency at Cam Thuy District Culture, Information, Sports and Tourism Center, Thanh Hoa Province

M.A. Le Thi Thanh Loan

Thanh Hoa University of Culture, Sports and Tourism, Vietnam

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## Abstract

*In 2019, the Center for Culture, Information, Sports and Tourism of Cam Thuy district was established by reorganizing public service units under the People's Committees of districts and towns—communes and cities operating in the fields of Culture, Sports, Tourism, Radio and Television. After nearly five years of operation, the Center has overcome some difficulties due to the merger and exceeded the tasks and goals compared to the plans set out for each year. However, in the current period, the development of the Center in the coming time will still be complex due to the old-fashioned way of thinking; the Center's activities are solitary, and cultural propaganda work needs to be coordinated. Change and attraction service activities have yet to be focused on. Therefore, studying the limitations in the Center's operations and proposing several solutions to improve the Center's operational efficiency in the future is necessary.*

**Keywords—** activities, centers, culture, sports, tourism, Library

## I. INTRODUCTION

In 2019, the birth of the Center for Culture, Information, Sports and Tourism of Cam Thuy district marked a significant turning point in restructuring public service units under the People's Committees of districts and towns. And cities, especially in Culture, Sports, Tourism, and Radio-Television. The merger activity has created a unique combination, promoting comprehensive and multi-dimensional development in the fields of

culture, information, propaganda, and sports... of Cam Thuy District, by the requirements of Cam Thuy District—demand in the new situation.

When first established, the Center for Culture, Sports, Sports and Tourism of Cam Thuy district faced significant difficulties and challenges. This includes overlap in personnel in performing work, typically some administrative and personnel jobs such as Treasurer, accounting, general...

**Table 1: Summary of job positions after the merger**

N	Job position	Number of employees of 3 units before merger			Number of personnel needed	If there is a surplus, other jobs must be arranged
1	Treasurer	1	1	1	1	2
2	Accountant	1	2	2	2	3
3	Administrative Clerical	1	1	1	1	2

*Source: Center for Culture, Information, Sports and Tourism*

For management positions, the merger leaves a surplus of 07 officers at the Head of Department level and

ten officers at the Deputy Head level.

In addition, the operating and work management style could be more consistent, and the working culture is also different between the three old units. In addition, evaluating work results, linking the Center's activities, and synthesizing reporting forms pose many challenges.

However, the Center's leaders have tried to overcome difficulties by clearly defining the role of the leader, stabilizing the organization, and building a motto of action. This has created a solid basis for innovating leadership methods, managing professional work, and improving activities' quality. This continuous effort has achieved results when the Center for Culture, information, Sports and Tourism of Cam Thuy district has completed and even exceeded its tasks and goals compared to the plan set out each year (in 2021, service revenue will exceed 15% compared to 2020 and reach 110% of the program, in 2022 service revenue exceeds 7% compared to 2021 and reaches 109% of the set project). The Center not only provides public services to meet the needs of culture, sports, and tourism but also actively contributes to improving people's knowledge and cultural creativity of the community in the District.

The Center has gradually eliminated duplication and overlaps within the organization through continuous improvement in operating and work management style. This has created favorable conditions for the Center's professional activities. After nearly 5 years of operation, the Center for Culture, information, Sports and Tourism of Cam Thuy district has completed and exceeded the tasks and goals set for each year. The Center not only organizes

and provides diverse public services to meet the diverse needs of culture, arts, physical education, and sports of the local community but also has raised people's knowledge, promoted creativity, and helped people enjoy culture freely and with pride. This article will evaluate in more detail the limitations of the Center's operations in the current period and propose specific solutions based on Research and technical analysis, aiming for continuous improvement and improvement. Sustainability of the Center for Culture, Information, Sports, and Tourism of Cam Thuy district in the coming time.

## II. CONTENTS

Cam Thuy District Center for Culture, Information, Sports and Tourism still needs to work on connecting departments to carry out cultural activities and promote cultural causes in the current period. Previously, the three units operated independently; each team had a different function, worked alone, and the units deployed themselves in implementation. After the merger, the cohesion between departments still needs to improve. Therefore, the connection between departments to perform this task still needs to be improved.

The Center's activities in the field of culture and art are mainly aimed at children, without investment, and meeting the needs of other subjects such as young people, working people, and people no longer of age. Labor.

Statistics on participants in cultural and sports activities at the Center

Table 2. Participants in classes at the Center

No	Age	2020		2021		2022	
		+/-	%	+/-	%	+/-	%
1	Under six years old	280	69,83	310	71,76	325	74,03
2	From 7 -12	53	13,22	60	13,89	55	12,53
3	From 12 -17	40	9,98	44	10,19	46	10,48
4	From 17 -22	23	5,74	18	4,17	13	2,96
5	From 22 -30	5	1,25	0	0,00	0	0,00
6	From 30 and up	0	0,00	0	0,00	0	0,00
<b>Total</b>							

Source: Center for Culture, Information, Sports and Tourism

The survey found that the number of people aged 17 to 60 participating in activities at the Center for Culture, Information, Sports and Tourism of Cam Thuy district is very small. This is a group of people who, although they have little time, have diverse entertainment

needs and high requirements for entertainment activities. Besides, they have strong financial capacity and enough ability to pay for entertainment activities. Entertainment services that they consider appropriate and attractive. This proves that the Center still needs to diversify its activities,

and there needs to be a thorough understanding and evaluation of the subjects wishing to participate...

The Center's activities follow a routine and have not positively affected the people. The reason is that propaganda forms still need to be more varied. Specifically, the propaganda programs of the Center for Culture, Information, Sports and Tourism of Cam Thuy district are still mainly through banners, slogans, bulletin boards, panels, radio programs, television... With forms that have little change, especially in the way and form of expression, ensuring the attractiveness of information content.

The content of news and articles is statistical and informative, there are few interviews with people responsible for specific social security issues on the radio, and promotional music could be more varied and exciting. Too heavy on orientation, the program structure has a fixed pattern. This monotony is a reality that makes the communication effectiveness of the Center for Culture, Information, Sports and Tourism of Cam Thuy district challenging to accept. Meanwhile, people's aesthetic tastes are changing every day, and the monotony of content and method of expression is the factor that makes the cultural and artistic activities of the Center for Culture and Information, Sports, and Tourism in Cam Thuy district not receive much attention from people.

The content of the activity is focused on the enlightenment function but is light on entertainment. With the development of information technology, people have many different sources of information and knowledge to receive, so more than the Cultural Center is needed to meet educational needs. Besides, the forms of information transmission are not lively, so they do not attract people to participate

### III. SOLUTIONS

#### *First, Regarding management organization*

Center leaders need to focus on building long-term and directional plans. It focuses on integrating the Center's activities in the direction of workflow. Including the department responsible for content and content control (currently the Professional Department), the Library and Children's Cultural House, and Sports Centers... will carry out cultural activities: culture, sports, and direct propaganda. The radio station will be a tool for propaganda and dissemination on a large scale throughout the District. Clear orientation according to the workflow will help the Center manage and deploy work more effectively.

The Center is a revenue-generating public service

unit. In addition to performing tasks under the direction of the People's Committee, the Center also carries out external service activities such as training and cultural and artistic activities.... Therefore, Center leaders must focus on building symbols, logos, and slogans for the Center's activities in the coming time. To implement this issue, the Center needs to request the policy of the District People's Committee to carry out implementation.

In addition, it is necessary to research, innovate, develop, and promulgate framework regulations to manage the Cam Thuy District Center for Culture, Information, Sports, and Tourism activities to be open, non-binding, rigid, and management-oriented. Consistent with nature and innovation, high-quality service. The management organization needs to innovate the Center for Culture, Sports, Sports and Tourism management mechanism of Cam Thuy district, shifting towards public service. These are activities that serve the needs of the people. This non-profit activity is not for commercial purposes, operating according to national standards and regulations. The function of directly providing public services is currently mainly undertaken by non-commercial public organizations. Cam Thuy District Center for Culture, Information, Sports and Tourism needs to develop a project and plan to switch to a non-commercial, public service mode of operation to meet the needs of a healthy, fair, and famous cultural life. And local cultural markets.

#### *Second, Link the Center's activities with communes, towns, villages, and hamlets.*

In addition to general activities throughout the District, the Center needs to develop thematic cultural activities associated with each specific area on contents such as people, history, cultural celebrities, and prevention. Fighting social evils, setting an example of good people doing good deeds...

At the same time, coordinate with forces outside society to organize competitions to learn about local cultures, such as Dao ethnic culture, Khai Ha festival, and Dragon Pagoda cultural festival...

In addition, the Center needs to build a mechanism to vigorously develop cultural and information collaborators in communes and towns and focus on promoting the collaborative role of cultural artisans and influential people in these areas. Communes and towns collaborate to develop the Center's activities. The Center should also build local cultural groups to attract people to participate in activities. Having this team of collaborators will help the Center make quality programs and provide quick and accurate information.

### ***Third, Change thinking in propaganda activities.***

In today's society, propaganda must have the correct orientation and content and be highly attractive. To accomplish this, the Center must focus on improving the qualifications of radio staff and attracting human resources to do good communication work. At the same time, build a flexible communication activity framework suitable for modern trends, avoid following the beaten path, follow the direction of statements, and gradually shift to multi-interactive activities to attract and communicate. Communicate more positively. The Center needs to promote interview and conversation articles about local information, culture, sports, and tourism content to attract listeners/ In addition, the Center needs to quickly research directions for building the District's cultural information channel on digital platforms such as YouTube, Facebook, Zalo, and Tiewters.

### ***Fourth, Develop new services at the Center.***

Linking the Center's activities with constructing new services to serve society such as art classes, life skills, sexual health education, radio and television MCs, child models, entertainment storytelling... In the past, the Center often targeted children but ignored other audiences, such as young, middle-aged, and older people. Therefore, the Center needs to deploy cultural, information, and sports activities to these subjects in the coming time. The Center can target courses: Content on job orientation, content on health education, etc... Research into building local product orientation programs, cultural values, local culture, improving production and business efficiency, and preserving traditional culture...

Currently, the Center's activities are often spontaneous, without long-term plans. Therefore, the Center needs to build a schedule to organize cultural communication activities and communicate well on organizational goals and content so that people can understand and participate.

In the past, the District Library was often just a place for people and people interested in reading and learning about books. In the coming time, the Center needs to gradually transform the Library into a cultural activity center; in Reading, culture still plays a key role. In addition, the Library must carry out activities to mobilize social resources to increase the number of books to serve readers.

## **IV. CONCLUSION**

In 2019, the Center for Culture, Information, Sports, and Tourism of Cam Thuy District was established

on the basis of merging a number of related functional units of Cam Thuy District. During its operation, the Center encountered challenges and difficulties such as differences in working culture, duplication and overlap in personnel, and subjects participating in activities at a single center.

Under decisive leadership and unremitting efforts, the Center has completed a series of important tasks, even exceeding the goals set for each year. The Center not only provides public services to meet the needs of culture, sports, and tourism but also has actively contributed to improving the intellectual and cultural creativity of the community in Cam District. Water.

However, with the current situation, developing the Center in the coming time will still need help. The old-fashioned way of thinking, single activities, lack of change and attraction in cultural propaganda, and insufficient focus on service activities are necessary challenges. Be overcome.

To maintain and improve the Center's effectiveness, the Center needs to focus on building long-term plans and clear directions to align the Center's activities. Workflow and development of action guidelines will help improve management and more effective implementation. Besides, developing new services is an integral part of meeting the community's diverse needs. The Center needs to improve the qualifications of radio staff, promote creativity, and change how information is presented to attract people's attention. At the same time, linking the Center's activities with localities needs to be promoted through cooperation with organizations and teams of cultural and information collaborators in society. This will help the Center reach and serve customers and the community more effectively.

These measures, when implemented, will help the Center for Culture, Information, Sports and Tourism of Cam Thuy district maintain and improve service to the community in the future in the task of cultural management. , propaganda, sports, and tourism locally.

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