

HO CHI MINH NATIONAL ACADEMY OF POLICTICS

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**THE RELATIONSHIP OF BENEFITS BETWEEN
WORKERS AND EMPLOYERS IN THE INDUSTRIAL ZONES
OF HA NAM PROVINCE**

SUMMARY OF DOCTORAL DISSERTATION

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INTRODUCTION

1. The Urgency of the Topic

In the current context, the development of industrial zones plays a crucial role in attracting investment, boosting economic growth, creating jobs, and enhancing the benefits for workers and businesses investing in these zones. As the eastern gateway to the capital, Ha Nam province has a favorable natural geographical location: it is only about 50 kilometers from Hanoi, with a convenient transportation system that includes several highways (National Road 1A, National Road 21, National Road 38, Hanoi-Ninh Binh Expressway...) and the North-South railway running through, making it ideal for industrial zone development. As of 2023, Ha Nam has 08 industrial zones with a total area of 2,543 hectares, 07 of which are operational, and 01 is in the process of completing its infrastructure. The rapid development of industrial zones in the province has contributed significantly to the process of industrialization and modernization at the local level. Along with this development, the relationship of benefits between businesses and workers has continuously improved and reached a consensus. Specifically, the number of businesses and workers in industrial zones in the province has increased. In 2024, the number of businesses in the industrial zones of Ha Nam province is 488, attracting 91,532 workers. The occupancy rate of industrial zones in Ha Nam province is approximately 84.44%, industrial production value has been steadily increasing, and post-tax profits reached 15,600 billion VND in 2023. Along with the growth in income, businesses in industrial zones are also increasingly focusing on the benefits of workers, such as creating jobs, improving income, implementing insurance schemes, signing labor agreements, establishing grassroots democratic regulations, and labor rules. This has helped create a sense of security in work, contribution, increased labor productivity, improved quality of life, and social standing. Accordingly, it has contributed to improving the relationship of benefits between workers and employers in industrial zones across the province.

However, in the industrial zones of Ha Nam province, the rate of growth in after-tax profits of businesses is much higher than the growth rate of workers' average income. In 2023, the growth rate of workers' income was 3,84%, while the growth rate of business profits reached 17,9%. The significant gap indicates that the relationship of benefits between workers and employers in businesses within industrial zones has not been truly harmonious. Furthermore, there is a high proportion of businesses that have not established labor regulations or implemented democratic practices; some businesses have not fully complied with obligations regarding wages, social insurance contributions, and ensuring occupational safety and health in accordance with legal requirements. This situation negatively affects the interests of workers in the industrial zones across the province. Without measures to ensure a harmonious relationship of benefits between workers and employers in the industrial zones of Ha Nam, it will negatively impact the production and business activities of enterprises due to the inability to create a secure working environment for employees, leading to a reduction in labor productivity and affecting the local economic development.

For the reasons mentioned above, research on the relationship of benefits between workers and employers in businesses within the industrial zones of Ha Nam province is of both theoretical and practical significance. Therefore, there is a need for in-depth research to systematize and further clarify the theoretical and practical foundations of the relationship of benefits between workers and employers in industrial zones at the local level. Based on that, it is essential to propose viewpoints and solutions to harmonize the relationship of benefits between workers and employers, thereby creating a driving force to promote economic growth in Ha Nam province. For this reason, the researcher has chosen the topic: "The Relationship of Benefits Between Workers and Employers in the Industrial Zones of Ha Nam Province" as the subject of the PhD dissertation in Political Economy.

2. Purpose and Research Task

2.1. Research Purpose

Based on the analysis of theoretical and practical issues regarding the relationship of benefits between workers and employers in industrial zones, this dissertation aims to assess the current state of the economic benefit relationship between workers and employers in the industrial zones of Ha Nam province in recent years. On this basis, the dissertation will propose viewpoints and solutions to ensure the harmonious economic benefit relationship between workers and employers in the industrial zones across the province by 2030.

2.2. Research Tasks

To achieve the aforementioned purpose, the dissertation will undertake the following tasks:

Provide an overview of relevant research on benefits and the relationship of benefits between workers and employers in the industrial zones of Ha Nam province.

Systematize and further clarify the theoretical foundations and analytical framework regarding the relationship of benefits between workers and employers in industrial zones at the local level.

Study practical experiences of the economic benefit relationship between workers and employers in industrial zones in some localities both domestically and internationally. From this, draw lessons for Ha Nam province.

Analyze and comprehensively assess the current state of economic benefits and the relationship of benefits between workers and employers in the industrial zones of Ha Nam province from 2018 to 2023. Identify the achieved results, limitations, and the causes of these limitations.

Propose viewpoints and solutions to ensure the harmonious relationship of benefits between workers and employers in the industrial zones of Ha Nam province by 2030.

3. Object and Scope of Research

3.1. Research Object

In the industrial zones of Ha Nam province, there are three main types of enterprises: state-owned enterprises, domestic private enterprises (people-owned

enterprises), and foreign direct investment (FDI) enterprises. As there is only one state-owned enterprise, the rest are private and FDI enterprises. Therefore, the research object of this dissertation is defined as the relationship of benefits between workers and employers in domestic private and FDI enterprises within the industrial zones of Ha Nam province.

3.2. Research Scope

Content Scope: The dissertation focuses on studying the relationship of benefits between workers and employers in domestic private and FDI enterprises in industrial zones at the provincial level, with the participation of two main subjects: workers and employers. In terms of content scope, the dissertation focuses on the following key areas: the income of each party, insurance schemes, collective labor agreements, labor regulations, grassroots democracy, worker training and skill enhancement, and working time and environment.

Geographical Scope: The industrial zones in Ha Nam province.

Time Scope: From 2018 to 2023, with proposed solutions to be implemented up until 2030.

4. Theoretical and Practical Foundations and Research Methods

4.1. Theoretical and Practical Foundations of the Dissertation

Theoretical Basis: The dissertation is based on the theories of Marxism-Leninism and the thought of Ho Chi Minh regarding benefits and the relationship of benefits, as well as the views, policies, and guidelines of the Party and State on ensuring the harmonious relationship of benefits between workers and employers in production today.

Practical Basis: The dissertation is based on international experiences and practices from some localities in Vietnam regarding ensuring the harmonious relationship of benefits between workers and employers in industrial zones.

4.2. Research Methods

Based on the methodology of dialectical materialism and historical materialism from Marxism-Leninism, the dissertation uses political economy research methods, specifically the method of scientific abstraction.

The specific methods used in this dissertation include:

Analysis and Synthesis Method, combined with Logical and Historical Methods.

Statistical and Comparative Method, and Interpretation.

Data Collection Method.

In addition, the dissertation also uses the **Practical Summary Method** to ensure the harmonious relationship of benefits between workers and employers in the industrial zones of Ha Nam province.

5. New Contributions of the Dissertation

First, the dissertation contributes to summarizing related studies both domestically and internationally on general benefits and the relationship of benefits between workers and employers in industrial zones, thereby identifying gaps in previous

research that the dissertation will continue to explore regarding the relationship of benefits between workers and employers in industrial zones.

Second, the dissertation approaches the issue of the relationship of benefits between workers and employers in industrial zones from a political economy perspective. Therefore, the research results of the dissertation contribute to systematizing and clarifying the theoretical foundations, nature, and methods for ensuring a harmonious relationship of benefits between workers and employers in industrial zones.

Third, the dissertation summarizes and evaluates the actual state of the relationship of benefits between workers and employers in industrial zones from 2018 to 2023.

Fourth, the dissertation proposes viewpoints and practical solutions to ensure the harmonious relationship of benefits between workers and employers in industrial zones in Ha Nam province from 2024 to 2030.

6. Structure of the Dissertation

In addition to the introduction, conclusion, the list of works published by the author related to the dissertation, and the reference list, the dissertation consists of 4 chapters and 10 sections.

Chapter 1

OVERVIEW OF RESEARCH ON THE RELATIONSHIP OF BENEFITS BETWEEN WORKERS AND EMPLOYERS IN INDUSTRIAL ZONES

1.1. OVERVIEW OF RESEARCH RELATED TO THE DISSERTATION

1.1.1. Research Works on Benefits and the Relationship of Benefits

Several academic works, both domestic and international, have contributed to the understanding of benefits and the relationships between workers and employers, particularly within the context of industrial zones. Some key studies include: Tresnôcôp, Đ.I (1973), “Historical Materialism as the Sociology of Marxism-Leninism”; Laprinmenc (1978), “Issues of Interests in Marxism-Leninism”; Janos Kornai (1992), “The Socialist System: The Political Economy of Communism”; V.P. Ca-man-kin (1982), “Economic Interests under Socialism”;Đào Duy Tùng et al. (1982), “On Economic Interests.”;Hoàng Văn Luân (2000), “Interests - The Driving Force of Sustainable Development.”; Nguyễn Đình Gấm (2004), “Resolving the Harmonious Relationship of Benefits - A Major Driving Force of Socio-Economic Development.”; Bùi Minh Hồng (2010), “Experience of Some Asian Countries in Resolving Interest Relationships When the State Reclaims Land During Industrialization and Modernization.”; Đặng Quang Định (2010), “Economic Interest Relations between Workers, Farmers, and Intellectuals in Vietnam Today.”; Ngô Tuấn Nghĩa (2011), “Ensuring Harmonious Intellectual Property Benefit Relations in Vietnam's International Economic Integration.”; Trần Thị Lan (2012), “Benefit Relations in the Reclamation of Agricultural Land for Industrial and Urban Development in Hanoi.”; Đỗ Huy Hà (2013), “Resolving Economic Benefit Relations in the Urbanization Process in Vietnam Today.”; Nguyễn Linh Khiếu (2016), “Economic Benefits of Farmers in the

Industrialization and Modernization of Agriculture and Rural Areas.”; Trần Thanh Giang (2017), “Economic Benefits of Farmers in the Industrialization and Modernization Era in Vietnam.”; Trần Thị Minh Loan (2015), “Economic Benefits of Workers in Foreign-Invested Enterprises in Hanoi.”; Trần Hoàng Hiếu (2019), “Economic Benefit Relations between Farmers and Enterprises in the Development of Large-Scale Fields in the Mekong Delta.”; Phạm Thị Thương (2018), “Economic Benefits of Workers in Private Enterprises in Thừa Thiên Huế Province.”; Trương Văn Thủy (2021), “Benefit Relations in the Development of the Coffee Value Chain in Dak Lak Province.”; Bùi Thị Tiến (2022), “Benefit Relations in the Development of Organic Agriculture in Hanoi.”; Đỗ Văn Quân (2022), “Applying Ho Chi Minh's Thought on Harmonizing Interest Relations in Social Development Management in Vietnam Today.”; Trần Thị Hồng Đào (2023), “The Role of the State and Market in Resolving Economic Benefit Harmonization in Vietnam Today.”

1.1.2. Group of Research Works on the Relationship of Benefits Between Workers and Employers in Industrial Zones

Numerous studies have explored the relationship of benefits between workers and employers in industrial zones, providing valuable insights into various aspects of labor relations, worker benefits, and management practices in industrial sectors. Some notable research includes:

Robert F. Campling (1987), “Employee Benefits and the Part-time Worker: Legal and Economic Issues, School of Industrial Relations, Queen’s University, Canada.”; Garry Becker (1993), “Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education.”; Michael R. Bloom, Marie Burrows, Brenda Lafleur, and Robert Squires (1997), “Conference Briefing: The Economic Benefits of Improving Literacy Skills in the Workplace.”; Christian Dustman, Arthur Van Soest (1998), “Public and Private Sector Wages of Male Workers in Germany.”; Sara R. Collins, Karen Davis, Michélie M. Doty, and Alice Ho (2004), “Wages, Health Benefits, and Workers' Health.”; Thomas R. Cusack, Torben Ivensen, David Soskice (2007), “Economic Interests and the Origins of Electoral Systems.”; Daniel S. Hamermesh (2014), “Does Labour Legislation Benefit Workers? Well-Being after an Hours Reduction.”; Tangthong, Sorasak (2014), “The Effect of Human Resource Management Practices on Employee Retention in Thailand’s Multinational Corporations.”; Mehmet Ulutaş (2018), “The Effect of Empowerment on Employee Job Satisfaction: A Research on Konya Industrial Zone.”; Ma Yin Phway Phway Thone (2019), “A Study on Benefits and Challenges of Employees in Small and Medium Enterprises (Case Study: Food Industries in Hlaing Thar Yar Industrial Zone).”; Nguyễn Quốc Nghi, Nguyễn Thị Bảo Châu, Nguyễn Thành Luân, Bùi Văn Trịnh (2012), “Factors Affecting Workers’ Decisions When Choosing Hoà Phú Industrial Zone for Employment.”; Phan Trần Phú Lộc (2016), “Managing Vocational Training Linkages to Meet Workforce Needs in Industrial Zones under Goal-Oriented Management Models.”; Nguyễn Trọng Thuật

(2018), “Vocational Training at the Lower Secondary Level to Meet Enterprise Needs in Industrial Zones of Bình Dương Province.”; Đặng Minh Khoa (2021), “Ensuring Economic Benefits for Workers in Industrial Zones of Bắc Ninh Province.”; Nguyễn Thị Hải Ninh (2021), “Employment and Life of Workers in Quế Võ Industrial Zone, Bắc Ninh Province, Impacted by the COVID-19 Pandemic.”; Vũ Quang Thọ, Vương Vũ Hiệp (2012), “The State of Labor Relations in Industrial Zones in Khánh Hòa Province.”; Petit, Belanger, Benabou, Foucher, Bergeron (1993), “Strategic and Operational Management of Human Resources.”; Sean Masaki Flynn et al. (2005), “Does Labor Contract Completeness Drive Unionization?”; Aung Myo Min (2021), “Analysis of Industrial Relationships at Garment Factories in Yangon Industrial Zones.”; Rong, S., Liu, K., Huang, S., & Zhang, Q. (2020), “FDI, Labor Market Flexibility, and Employment in China.”; Vũ Việt Hằng (2004), “Some Issues in Labor Relations in Non-State Enterprises in Vietnam: A Case Study in Ho Chi Minh City.”; Vương Vĩnh Hiệp (2014), “Factors Affecting Labor Disputes and Strikes: A Case Study of Industrial Zones in Khánh Hòa Province.”; Nguyễn Đức Lộc (2014), “The State of Access to Social Welfare for Workers in Industrial Zones in Bình Dương Province, Vietnam.”; Trần Thị Bích Huệ (2018), “Conflicts Between Employers and Workers in Vietnam Today.”; Hoàng Thị Thu Thủy (2021), “Building Harmonious, Stable, and Progressive Labor Relations in Enterprises in Bắc Thăng Long Industrial Zone.”; Nguyễn Ngọc Anh, Trần Thị Kim Siêng, Nguyễn Thị Ngân Loan (2023), “The Life of Workers in Industrial Zones in Bình Định Province: Current Situation and Needs.”; Eladio Daya (2014), “Procedure for Mediation and Arbitration of Labor Disputes.”; Lê Thị Mai et al. (2020), “Solutions to Minimize Conflicts in Labor Relations at Enterprises in Industrial Zones and Export Processing Zones in Ho Chi Minh City.”

1.2. OVERVIEW OF PUBLISHED RESEARCH RESULTS RELEVANT TO THE DISSERTATION TOPIC AND RESEARCH GAPS

1.2.1. Overview of published research results related to the dissertation topic

The published research related to the topic of the dissertation primarily focuses on several key areas:

First, fundamental studies have developed a conceptual framework for economic benefit categories, highlighting the role and objective nature of economic interests; the content and forms of expression of workers’ economic interests; as well as the nature and constituent elements of interest relations.

Second, other studies emphasize the role of mechanisms and policies in resolving interest relations and ensuring harmony among the parties involved.

Third, several research works have examined the factors influencing interest relations, current realities, conflicts, and solutions to harmonize the interests between employers and employees. These include studies on factors affecting workers'

economic benefits in general and in industrial zones in particular, as well as the interrelationship among different manifestations of workers' economic benefits such as employment, vocational training, and social welfare.

Fourth, international studies primarily approach the relationship between workers and employers in industrial zones from perspectives such as labor relations, wage issues, insurance policies, and workers' access to healthcare services.

Thus, through a comprehensive review of previous studies, the researcher recognizes that the issue of interest relations between employees and employers within enterprises still contains significant "research gaps," both theoretically and practically. In particular, no existing studies have addressed the interest relations between employees and employers in enterprises located in industrial zones in Hà Nam province. Therefore, the selection of the dissertation topic, "*Interest Relations Between Employees and Employers in Industrial Zones in Hà Nam Province*," does not duplicate any previously published research works, either domestically or internationally.

1.2.2. Thesis research focus issues

In general, the research works have analyzed and evaluated theoretical and practical issues in the relationship of interests between employees and employers in industrial zones. However, there are still some "gaps" that have not been studied by scientists. Specifically:

In terms of theory, it is necessary to clarify the concept and role of the relationship of interests between employees and employers from a political economic perspective. There has not been any research work that has presented a scientific assessment of the criteria for evaluating the relationship of interests between employees and employers in industrial zones; there is no consensus on the content and form of expression of the relationship of interests between these entities.

In terms of practice, there has not been any research work that has fully and comprehensively evaluated the relationship of interests between employees and employers in industrial zones in Hà Nam province in terms of: achievements, limitations, advantages, difficulties, and causes of limitations. In addition, no work has systematically provided forecasts, viewpoints, and solutions to harmonize the relationship of interests between employees and employers in industrial parks in Hà Nam province.

From the issues that have been studied and explained, the study of the relationship of interests between employees and employers in industrial parks will contribute to filling some gaps that previous studies have not mentioned or have not mentioned specifically and systematically:

- Explain the necessity of the issue of the relationship of interests between employees and employers in enterprises in industrial parks

- Clarify some theoretical issues on the relationship of interests between employees and employers in industrial parks in Ha Nam province such as: concept, characteristics, role of the relationship of interests between employees and employers in industrial parks; forms of expression, assessment criteria and factors affecting the relationship of interests between employees and employers in industrial parks.

- Clarify the lessons learned from some localities in and outside the country with natural conditions, socio-economic conditions similar to Ha Nam province in resolving to ensure the harmony of the relationship of interests between employees and employers in industrial parks that Ha Nam province can learn from.

- Survey the current situation, evaluate the results achieved, limitations and causes of limitations in the relationship of interests between employees and employers in industrial parks in Ha Nam province in the period of 2018 - 2023.

- Propose viewpoints and solutions to ensure the harmony of the relationship of interests between employees and employers in industrial parks in Ha Nam province by 2030.

Chapter 2

THEORETICAL BASIS AND PRACTICAL EXPERIENCE OF THE INTEREST RELATIONSHIP BETWEEN EMPLOYEES AND EMPLOYERS IN INDUSTRIAL ZONES

2.1. CONCEPT, CHARACTERISTICS, AND ROLE OF THE INTEREST RELATIONSHIP BETWEEN EMPLOYEES AND EMPLOYERS IN INDUSTRIAL ZONES

2.1.1. Some Basic Concepts

2.1.1.1. Concept of Interest and Economic Interest

From the review of previous studies, it is consistent that interest originates from the material or spiritual needs of individuals. Interests exist objectively, depending on socio-economic relations, and are tied to specific historical periods. According to the researcher's perspective, interest is an objective social phenomenon that arises from needs and reflects the satisfaction of these needs by the involved subjects, connected to social relations in a specific historical and social context.

When studying economic interest, scholars agree on the objective nature of economic interest and that economic interest is the expression of economic relations between subjects and is determined by socio-economic relations. From the perspective of political economy, the researcher argues that economic interest refers to the material benefits gained by subjects engaged in economic activities, representing the economic relationship between subjects. These interests are influenced by socio-economic relations and are linked to the development level of a specific social production system.

In an economy, each subject has different economic interests. Based on generalizing these viewpoints, the researcher concludes that from the perspective of

political economy, the interest relationship is the economic interest relationship expressed through the economic interests of the subjects. The researcher defines the interest relationship as the interaction between subjects regarding the benefits that each subject expects to receive, based on certain social conditions, influenced by the market mechanism, corresponding to a certain level of production forces and the superstructure during a stage of social development.

2.1.1.2. Concept of the Interest Relationship Between Employees and Employers in Industrial Zones

From studying the concepts of interest, interest relations, employees, employers, and industrial zones, the researcher asserts that: the interest relationship between employees and employers in industrial zones is the interaction between employees and employers regarding the benefits each subject expects to receive, based on both objective and subjective conditions of the labor hiring activity. In this relationship, employees expect a certain level of income, social welfare, insurance, and working conditions, while employers expect to earn high, stable profits based on a skilled workforce.

2.1.2. Characteristics of the Interest Relationship Between Employees and Employers in Industrial Zones

Firstly, the interest relationship between employees and employers in industrial zones reflects the relationship between supply and demand for labor, operating under a market mechanism.

Secondly, the interest relationship between employees and employers involves economic, political, cultural, and social interests, which are guaranteed by the role of the state and local governments.

Thirdly, the interest relationship between employees and employers takes place within industrial zones.

Fourthly, the interest relationship between employees and employers in industrial zones is both unified and contains many conflicts, potentially leading to conflicts of interest between the subjects.

2.1.3. The Necessity of Ensuring Harmonious Interest Relations Between Employees and Employers in Industrial Zones

Firstly, resolving the harmonious interest relationship between employees and employers in industrial zones is the basis for ensuring the existence and development of the participating subjects.

Secondly, resolving the harmonious interest relationship between employees and employers in industrial zones creates conditions for connecting the subjects.

Thirdly, resolving the harmonious interest relationship between employees and employers in industrial zones enables enterprises to improve the competitiveness of their products in the context of international integration.

Fourthly, resolving the harmonious interest relationship between employees and employers in industrial zones contributes to socio-economic development, enhancing the quality of life for local people and neighboring regions.

2.2. CONTENT, EVALUATION CRITERIA, AND FACTORS AFFECTING THE BENEFIT RELATIONSHIP BETWEEN WORKERS AND EMPLOYERS IN INDUSTRIAL ZONES

2.2.1. Content and Forms of Manifestation of Interest Relations Between Employees and Employers in Industrial Zones

2.2.1.1. Regarding the income of each party

Income of workers

The income of workers is expressed in the form of wages, bonuses, and other allowances. This is the most important and direct manifestation of the workers' benefits. According to the Labor Code, it is stipulated that: "The wage stated in the labor contract, agreed upon by both the employer and the employee for a specific job, includes: the wage for the job or position, wage supplements, and other additional allowances."

Where, wage supplements are "amounts of money to compensate for factors such as working conditions, job complexity, living conditions, and the level of labor attraction not accounted for or not fully accounted for in the wage for the job or position on the salary table." These conditions include: the heaviness, danger, or toxicity of the job; complexity requiring seniority, high skill; living conditions, such as support for workers' travel, housing, etc. For labor attraction, for example, it encourages workers to meet deadlines, achieve high efficiency, or move to a new workplace.

Housing allowances

Housing allowance is a financial support provided by the employer to reduce the workers' burden of housing costs. In industrial zones, workers receive housing allowances in two forms: monthly housing allowances and the construction of housing for workers in the industrial zone.

Transport allowances

Transport allowance is a financial support provided by the employer to reduce the workers' travel expenses from home to work. Employers usually support transportation for workers in two forms: cash allowances and shuttle services.

Attendance allowances

Attendance allowance is an amount paid by the employer to encourage workers to attend work regularly, on time, and maintain discipline in their work. This is a common policy in businesses, especially in industrial zones, where there is a large workforce and a need for stable staffing.

Additionally, in large-scale companies with high labor productivity in industrial zones, workers may receive other allowances such as seniority bonuses, lunch allowances, or child care allowances.

Workers' income in the industrial zone also depends on the type of labor contract. Specifically, workers with long-term or indefinite contracts will earn better income than those on short-term or probation contracts. In other words, workers' benefits are better guaranteed if they sign long-term or indefinite contracts.

In general, regardless of the form of allowances, these payments play an important role in increasing the workers' total periodic income. On the other hand, they motivate workers to labor and innovate in the production process, benefiting both themselves and the employers in the industrial zone.

**Income of employers*

The employer is the business owner who hires and uses labor according to a labor contract. They pay for the labor force and have the right to organize and manage the work process of workers. The economic benefit of a business is mainly expressed in its profit after deducting production costs and taxes.

The profit of a business in an industrial zone has some distinct features compared to other businesses. Specifically, industrial zones often have state and local government policies that provide tax, land, and infrastructure incentives, such as tax exemptions or reductions for a certain period, low-cost land allocation or leasing, and integrated infrastructure. These incentives help businesses reduce production costs and increase profits.

Some businesses in industrial zones focus on large-scale production activities, so they can take advantage of economies of scale to reduce production costs per product and increase profit margins. Furthermore, industrial zones often have many companies in the same or related industries, which makes the supply of raw materials and distribution of products more convenient and cost-effective. This helps businesses optimize production and transportation processes, increasing profits. On the other hand, having many businesses in the same industry within the industrial zone increases competition among them. To maintain profit, businesses must constantly improve technology, enhance production efficiency, and optimize production costs.

2.2.1.2. Regarding the insurance system

The insurance system is a direct manifestation of the benefit relationship between workers and employers in industrial zones. The benefit that workers receive from insurance is a financial amount used to protect workers in the future from the benefits provided by the insurance program. Specifically:

Social insurance: illness benefits, maternity benefits, labor accident insurance, occupational disease benefits, pension benefits, and death benefits.

Health insurance: medical examinations and treatments at health facilities according to the insurance program.

Unemployment insurance: unemployment benefits; health insurance benefits during the period of unemployment benefits; free employment counseling and job placement services; support for vocational training costs.

With the insurance policy, workers in industrial zones do not need to worry much about the risks they may encounter during their work, which allows them to work more confidently and contributes to higher productivity. At the same time, if the employer complies with the insurance system regulations, it will reduce and balance conflicts

between workers and employers in the industrial zone, creating a stable working environment and promoting social progress and fairness.

2.2.1.3. Regarding working conditions, time, and environment

Regarding working conditions and working time

The working time and rest periods of workers are specified by labor law and are clearly stated in the labor contract and collective labor agreements. The state has specific and clear regulations about working hours during the day, overtime, and policies regarding overtime payment, and salary payments for shift work.

In the industrial zone, compliance with legal regulations on working hours and rest periods is significant not only for workers' health and quality of life but also for the effectiveness of production and business profit. When workers have reasonable working and rest time, they maintain good health, which increases their labor productivity, ensuring their benefits and profits for the business. At the same time, it reduces stress and conflicts arising from overwork and lack of rest time for workers in the industrial zone.

Regarding the working environment

The working environment in an industrial zone includes both the physical environment and working conditions. The physical environment refers to the working space and the degree of air pollution, noise, or dust that affects workers.

The working conditions refer primarily to the safety level when workers perform their jobs, such as high noise, high temperatures, or exposure to hazardous chemicals. Additionally, occupational safety and hygiene are also considered, such as providing protective equipment.

In industrial zones, ensuring the working environment is done in accordance with the laws and regulations for both workers and employers. Local authorities and industrial zone management boards are responsible for monitoring and ensuring compliance with environmental and labor safety regulations and dealing with violations. Employers and workers must comply with these laws to create a safe working environment. Employers are responsible for providing protective equipment, training, and regularly inspecting and maintaining safety equipment.

2.2.1.4. Regarding the implementation of grassroots democracy and labor rules

Labor rules and grassroots democracy regulations are forms of the benefit relationship between workers and employers in industrial zones. They are reflected in the participation of parties in building and implementing labor rules and grassroots democracy regulations according to the law.

For workers, participating in building labor rules and grassroots democracy regulations helps them understand their rights and obligations in the labor relationship. They have the right to contribute opinions on decisions related to themselves, such as work, salary, bonuses, and other welfare policies. At the same time, by clearly understanding their rights and obligations, workers know how to protect their legitimate interests. Moreover, the regulations on workers' duties in the labor rules and grassroots

democracy regulations help workers understand job standards, enhancing their responsibility, work efficiency, and productivity, and improving their income.

For employers, building and implementing grassroots democracy regulations and labor rules according to the law creates a legal framework for managing production activities effectively and avoiding conflicts of interest between them and workers. This ensures a stable working environment and helps retain workers for the long term. This reduces labor costs while improving productivity and the business's operational efficiency.

2.2.1.5. Regarding training and enhancing professional skills

Training and enhancing professional skills is the process by which businesses in industrial zones organize learning opportunities for workers to improve their skills through various methods. Typically, there are two main forms for improving workers' professional skills: organizing periodic training sessions and subsidizing some or all of the costs for workers to improve their skills.

The state and local governments usually encourage workers to improve their skills through financial support. For businesses, the funds for such activities come from the company's welfare fund. This is not a mandatory action as required by the state, so it depends greatly on the business. Typically, businesses organize periodic training sessions with experts directly interacting with workers.

Training and enhancing professional skills benefits both the workers and employers in industrial zones. Specifically, when workers improve their skills, they become more proficient in their work, quickly adapt to and meet the increasing demands of their jobs in industrial zones, which increases work efficiency and improves labor productivity. Consequently, their income increases, allowing them to better meet both material and spiritual needs. As a result, they are more motivated to contribute, increase productivity, and improve product quality. This also benefits businesses by improving output and product quality, increasing production efficiency and profits.

2.2.2. Criteria for evaluating the benefit relationship between workers and employers in industrial zones

Regarding quantitative criteria: The benefit relationship between parties in industrial zones is evaluated through determining the economic benefits of each party, profits, and business performance of enterprises; income and welfare policies for workers. Specifically:

For employers: the effectiveness of business performance in industrial zones, profits after deducting production and operational costs over the years; investment incentives in industrial zones, stability in staffing reflected in the percentage of long-term and indefinite contracts signed with workers, and the stability of business operations in terms of increasing numbers of businesses over the years, without any enterprises closing or reducing operations...

For workers: stable employment and income that cover their living expenses, ensuring that wages meet the minimum wage regulations and increase over the years,

with no unpaid or delayed wages. There are no cases of job loss, and the percentage of temporary contracts or contracts shorter than one month is low. Additionally, workers' satisfaction with their current monthly income increases over time.

Regarding insurance: workers are guaranteed working conditions and insurance policies according to legal regulations. There is no situation where employers are late or fail to contribute to social insurance.

Regarding working conditions and environment: workers work in safe and well-equipped environments, with proper occupational safety and hygiene equipment.

Regarding grassroots democracy and social dialogue: 100% of businesses that are required to establish grassroots democracy regulations and conduct social dialogue comply with legal regulations, with meals provided for workers according to trade union laws.

Regarding professional training: workers in industrial zones participate in regular training sessions to enhance their skills and are allowed to express opinions and feedback about the content and form of these training sessions.

Regarding qualitative criteria: First, the sustainability of the benefit relationship between the parties in the industrial zone is reflected in the long-term connection between them through mutual agreement on benefits. When both parties' benefits grow over time and align with their positions, the benefit relationship becomes stronger and more sustainable.

Second, the harmony of the benefit relationship between the parties is assessed by the level of conflict and tension over benefits between workers and employers.

2.2.3. Factors affecting the benefit relationship between workers and employers in industrial zones

The level of economic market development

The legal system and policies of the state and local authorities

Factors related to workers

Factors related to employers

International economic integration

Trade unions and other political-social organizations in industrial zones

2.3. PRACTICAL EXPERIENCE ON THE INTEREST RELATIONSHIPS BETWEEN LABORERS AND EMPLOYERS IN INDUSTRIAL ZONES

2.3.1. International Experience

2.3.1.1. Experience from Guangdong Province, China

2.3.1.2. Experience from Tokyo, Japan

2.3.2. Domestic Experience

Experience from Ho Chi Minh City

Experience from Hung Yen Province

Experience from Thai Binh Province

2.3.3. Lessons Learned for Ha Nam Province

Continue to Improve the Institutional System of Labor Laws Related to the Interests of Stakeholders in Industrial Zones

It is essential to further refine the legal framework governing labor relations to better address the interests of both workers and employers in industrial zones. This includes ensuring that the legal system aligns with the evolving dynamics of the workforce and business environment in these areas.

International and Domestic Experiences Show That Resolving Conflicts and Balancing Interests Requires Active Government Role

Both international and domestic experiences highlight that, in order to harmonize the interests between workers and employers in industrial zones, state management agencies and local governments must simultaneously remove obstacles for businesses in registering investments in these zones while also acting as "arbiters" to resolve conflicts and disputes in labor relations.

Focus on the Role of Education and Training, Especially Human Resource Development for the Growth of Industrial Zone

Particular attention should be paid to the importance of education and vocational training, as well as the development of human resources to meet the needs of growing industrial zones. Building a skilled workforce is crucial to sustaining industrial development.

Strengthen the Role of Trade Union Organizations in Industrial Zones and Promote Collective Labor Agreements

Emphasizing the role of trade union organizations in industrial zones and fostering collective labor agreements will help protect workers' rights more effectively. This approach will also enhance employers' responsibilities toward workers, ultimately reducing conflicts and improving the overall harmony of labor relations within these zones.

Chapter 3

THE CURRENT SITUATION OF THE RELATIONSHIP OF INTERESTS BETWEEN WORKERS AND EMPLOYERS IN INDUSTRIAL ZONES IN HA NAM PROVINCE

3.1. OVERVIEW OF THE DEVELOPMENT OF INDUSTRIAL ZONES IN HA NAM PROVINCE

3.1.1. Advantages and Challenges of Natural Conditions and Socio-Economic Conditions in the Development of Industrial Zones in Ha Nam Province

3.1.1.1. Natural Conditions

Ha Nam's strategic location, along with its comprehensive transportation system of waterways, roads, and railways, provides a significant advantage in economic, cultural, social, and scientific-technical exchanges with other provinces in the region and nationwide. This is especially true for connections with Hanoi, the capital city, and the key economic development area in the northern region.

3.1.1.2. Socio-Economic Conditions

In 2023, Ha Nam's economic structure continued to shift towards increasing the proportion of the industrial and construction sectors while reducing the share of agriculture and services. Specifically, the agricultural, forestry, and fishery sector accounted for 7.3%, a decrease of 0.8% compared to 2022; the industrial and construction sector made up 64.1%, an increase of 1.5%; and the service sector accounted for 23%, down 0.4%.

3.1.2. Overview of Industrial Zones in the Province

Currently, Ha Nam Province has 8 industrial zones, covering a total area of over 2,500 hectares. All these industrial zones have been equipped with synchronized infrastructure, meeting the operational needs of businesses. To date, Ha Nam's industrial zones have become attractive investment destinations, attracting many investors from Japan, South Korea, and other countries. The province of Ha Nam has risen to the top 10 provinces with the highest foreign investment in the country.

3.2. THE INTEREST RELATIONSHIP BETWEEN EMPLOYEES AND EMPLOYERS IN INDUSTRIAL ZONES IN HA NAM PROVINCE FROM 2018 TO 2023

3.2.1. Regarding the Income of the Parties Involved

3.2.1.1. Income of Employees

The income of workers in the industrial zones in Ha Nam province has been increasing over time, from 3.5 million VND per month in 2015 to 6.5 million VND per month in 2023. This partly reflects the better realization of the benefits for workers.

According to a survey of workers in industrial zones in Ha Nam, their monthly income includes wages, bonuses for perfect attendance, and some other allowances such as fuel, transportation, housing, and seniority allowances, which are paid by the employer. From 2015 to 2023, the average income of workers increased more than 1.8 times. Compared to the government's regulations on the regional minimum wage, which are 3.640 million VND for Region III and 3.250 million VND for Region IV, it is evident that employers in the industrial zones in Ha Nam province are complying with the minimum wage requirements.

Regarding bonuses, in addition to monthly bonuses like those for perfect attendance, employees in industrial zones are also entitled to Lunar New Year (Tet) bonuses, and some businesses also provide New Year bonuses. The amount of the Tet bonus is based on the employee's work performance in the business they are employed in or according to the specific regulations of each enterprise.

In a survey conducted by the researcher on housing support provided by businesses, 66.7% of workers in the industrial zones reported receiving housing assistance, while 33.3% did not receive this support. Among the workers who received housing support, 100% reported that it was provided in the form of housing allowances.

Regarding employee income in the form of allowances, there are currently 6 social housing projects and housing projects for workers both within and outside the industrial zones in Ha Nam. These projects are mainly located in Dong Van Township. The total floor area of these housing projects is 446,766 square meters, with most of them still under construction. One project, the Trade Union Housing Area in Dong Van II

Industrial Zone (Phase I), has been completed and is available for workers to rent, with 224 apartments for rent.

Regarding transportation allowances, according to the survey, 66.7% of workers in Ha Nam's industrial zones receive transportation subsidies in the form of fuel allowances or cash payments for transportation, which are added to their monthly income and paid alongside their salary.

Regarding labor contracts, from 2018 to 2023, employers in the industrial zones of Ha Nam province have complied with state regulations in signing labor contracts with employees. There are three types of contracts signed between employers and employees: short-term contracts, long-term contracts, and probationary contracts. The most common type of contract is the short-term labor contract, usually lasting 1 to 3 years. From the perspective of benefits, with short-term contracts, employers can reduce costs related to wages, bonuses, and monthly allowances for workers. This affects the income growth of workers in industrial zones, making their income decrease compared to the labor they provide. Furthermore, some businesses find ways to bypass the law by signing a series of short-term contracts for long-term, regular jobs, thereby reducing labor costs.

3.2.1.2. Regarding the Income of Employers

The industrial production value in the industrial zones in Ha Nam province has shown an upward trend during the period from 2022 to 2023, reflecting the higher results of business and production activities within the industrial zones. In addition, state budget revenues and post-tax profits in the industrial zones generally have a tendency to increase. This can be seen as the consequence of the increase in industrial production value.

In the period from 2018 to 2023, the post-tax profit in the industrial zones of Ha Nam province tended to increase. Specifically, in 2018, the profit was 9.006 billion VND, and by 2021, it had risen to 17.370 billion VND, an increase of more than 1.92 times. From 2021 to 2023, the post-tax profit showed a declining trend. The reason for this is the impact of the COVID-19 pandemic, which led to a reduction in the number of orders, forcing businesses to scale down production, resulting in a decrease in their revenue. Additionally, the global economic crisis affected the global supply chain, which in turn impacted the operations of businesses in the industrial zones in Ha Nam.

3.2.2. Regarding the Insurance System

In general, employers in the industrial zones in Ha Nam province essentially comply with the regulations on social insurance (SI), health insurance (HI), and unemployment insurance (UI) for employees. In 2023, of the 83,952 people eligible for SI, 83,500 employees participated, accounting for 99.46%.

According to a survey of businesses in the industrial zones, 100% of businesses fully implemented SI, HI, UI, and occupational accident and disease insurance for their workers. Additionally, 95.54% of surveyed businesses, including both foreign direct investment (FDI) and domestic enterprises, confirmed their compliance with the legal requirements for providing insurance benefits to workers. However, 4.46% of businesses

were still delayed in making insurance contributions in some cases. The number of businesses in the industrial zones of Ha Nam with outstanding SI payments from 2018 to 2023 has been increasing. In 2018, there were 10 businesses with arrears, and by 2023, this number had risen to 21. In terms of business type, SI arrears occurred in both domestic and FDI enterprises, with the proportion of domestic businesses owing SI being higher. Furthermore, some companies have had long-term SI arrears. For example, the 19/5 Hanoi Textile Joint Stock Company in the Dong Van I Industrial Zone owes wages and social insurance (SI) from March 2019 to March 2023, totaling 57 months of arrears; Dai Duong Co., Ltd. in the Dong Van I Industrial Zone owes 85 months; the Petro Mechanics Joint Stock Company in the Hoa Mac Industrial Zone owes 113 months; TT Yoohan Fine Arts Co., Ltd. in Dong Van I Industrial Zone owes 47 months; and Liaan Vietnam Jewelry Co., Ltd. in Dong Van I Industrial Zone owes 48 months of insurance.

3.2.3. Regarding Working Conditions and Environment

In general, workers have become aware of their rights and responsibilities regarding occupational safety and health (OSH). This is reflected in their ability to identify harmful factors during work, their awareness of OSH, and their efforts to equip themselves with necessary safety tools while working. However, the full understanding of these regulations and the self-provision of OSH equipment is still not fully implemented by workers. Additionally, the benefit for workers in the industrial zones concerning OSH is their right to propose improvements in workplace safety. However, this benefit is not yet fully emphasized by workers.

In the industrial zones of Ha Nam province, most businesses require workers to work overtime, with the average overtime duration being 2-4 hours per day and 2-3 days per week. Regarding overtime pay, businesses generally compensate overtime based on time worked. According to the Labor Code, overtime pay for regular days must be at least 150% of the standard wage per hour, and 200% for holidays, calculated based on the wage rate or actual wages paid for the tasks performed. According to the survey, most businesses comply with the legal regulations on overtime pay for workers. For instance, Sumiriko Hose Vietnam Co., Ltd. in the Dong Van II Industrial Zone pays overtime at a rate of approximately 50,000 VND per hour, and Darfon Vietnam Co., Ltd. in the Dong Van IV Industrial Zone pays approximately 47,000 VND per hour for overtime. Comparing this with the basic wages of direct production workers, it is clear that the businesses are paying overtime in accordance with the legal requirements.

Survey data shows that 34.67% of workers believe that the rest time not including overtime is insufficient for them to recover their work capacity. In addition, nearly 26.67% of workers consider the rest time to be normal, and 35.33% believe the rest time is sufficient. The proportion of workers who feel the rest time is inadequate is 3.33%. Although the majority feel that the rest time does not fully help them recover, they still accept overtime work, meaning they accept shorter rest periods to earn extra income.

3.2.4. Regarding Collective Bargaining Agreements, Implementation of Grassroots Democracy, and Labor Regulations

Regarding collective bargaining agreements, in the industrial zones of Ha Nam province, the trend of signing collective labor agreements has increased, in accordance with legal procedures. By 2023, about 187 collective labor agreements were still in effect. Many of these agreements included terms that were more favorable to workers than the legal requirements. However, many collective labor agreements merely replicate legal provisions without offering significantly better conditions for workers.

Regarding the registration of labor regulations, in 2020, 251 out of 324 businesses in the industrial zones had registered their labor regulations. By 2023, this number had increased to 322 out of 354 businesses. This shows that the number of businesses registering their labor regulations has increased by 1.28 times along with the increase in the number of businesses required to register. However, this number is still limited and falls short of the number of businesses required to register, indicating that a portion of businesses have not yet registered their labor regulations.

Regarding the implementation of grassroots democracy, some businesses in the industrial zones of Ha Nam province have seriously followed legal requirements regarding the establishment of democratic regulations, organizing regular dialogues, and holding discussions at the workplace with employees to address issues arising in labor relations in general, and conflicts of interest between workers and employers in particular. However, the data reveals that the number of businesses implementing these regulations is still limited, and some companies have not fully complied with the regulations.

3.2.5. Regarding Training and Improving Skills and Qualifications for Workers

According to statistics from the Trade Union of the industrial zones in Ha Nam province, there are currently over 11,000 workers participating in training to improve their skills, professional qualifications, computer literacy, foreign languages, etc. Many highly skilled workers have been sent for training at companies in South Korea and Japan.

Of these, 73.2% of workers receive training or retraining in the form of on-the-job training; 15.2% are trained online, and 13% are involved in training programs linked with vocational training centers or schools to improve their qualifications in the industrial zones of Ha Nam province.

Regarding the content of the training, according to survey data, 65.72% of workers receive training on occupational safety; 18.94% receive training on professional skills; 8.8% are trained in soft skills; and 6.5% receive training in management and leadership. Regarding the cost of training, 91.3% of the cost is partially covered by the employer.

For employers in the industrial zones, according to survey data from the researcher, 53.2% of companies regularly organize training to improve workers' skills, 41.67% organize training but not regularly, and 4.13% of companies do not organize any

training for their workers. The methods used by employers to improve workers' qualifications include: 82.41% on-the-job training; 15.4% inviting experts to teach at the company; and 2.19% sending workers for training at vocational centers or schools. In addition, technical staff and managers are the primary target groups for training to improve their professional qualifications.

Overall, during the period from 2018 to 2023, businesses in the industrial zones of Ha Nam have shown a certain level of concern for improving workers' qualifications. However, the target groups for training are mainly technical staff and management personnel. Additionally, the cost of training is considered a production cost, so if training courses are organized frequently, it could affect the profits of employers. Therefore, employers rarely organize training courses, invite experts, or send workers to study at vocational centers, with the majority opting for on-the-job training.

3.3. GENERAL ASSESSMENT OF THE BENEFIT RELATIONSHIP BETWEEN WORKERS AND EMPLOYERS IN THE INDUSTRIAL ZONES OF HA NAM PROVINCE

3.3.1. Achievements

Firstly, the harmonious resolution of the benefit relationship between workers and employers in the industrial zones of Ha Nam has contributed to economic benefits for the parties involved, namely the workers and the employers.

Secondly, during the process of establishing and maintaining this benefit relationship, the parties involved have initially understood and followed their rights and responsibilities as per legal regulations, contributing to ensuring a balance of interests within the industrial zones.

Thirdly, the benefit relationship between workers and employers in Ha Nam's industrial zones has begun to foster a connection, laying the foundation for ensuring and implementing the interests of the parties.

3.3.2. Limitations

Firstly, the benefit relationship between workers and employers in Ha Nam's industrial zones has not yet provided stable and long-term benefits for the parties, especially the workers.

Secondly, the benefits between workers and employers in Ha Nam's industrial zones are not proportional to the positions of the parties involved.

Thirdly, although a connection has been formed between workers and employers in the industrial zones of Ha Nam in terms of benefit relationships, this connection remains weak and lacks sustainability.

3.3.3. Causes of the Limitations

Firstly, the legal system and policies regarding the development of industrial zones, employers, and workers still have many shortcomings. There are issues of overlapping laws, and some laws have not been timely amended or supplemented to fit the new situation. Additionally, some legal provisions lack clear, specific implementation

guidelines, making it difficult for local authorities and departments to coordinate the management of industrial zones in Ha Nam province.

Secondly, the parties involved in the benefit relationship between workers and employers have not fully recognized the importance of linking and cooperating with other parties in the process of achieving economic benefits, leading to weak and unsustainable connections between them.

Thirdly, grassroots trade unions and other political-social organizations in the industrial zones have not fully utilized their responsibilities and roles in representing the interests of workers.

Chapter 4

PERSPECTIVES AND SOLUTIONS TO ENSURE THE HARMONIOUS RELATIONSHIP BETWEEN WORKERS AND EMPLOYERS IN THE INDUSTRIAL ZONES OF HA NAM PROVINCE UNTIL 2030

4.1. FORECASTING THE CONTEXT AND PERSPECTIVES ON SOLVING THE HARMONIOUS BENEFIT RELATIONSHIP BETWEEN WORKERS AND EMPLOYERS IN THE INDUSTRIAL ZONES OF HA NAM PROVINCE UNTIL 2030

4.1.1. Forecasting the Domestic and International Situation Impacting the Resolution of the Harmonious Benefit Relationship Between Workers and Employers in the Industrial Zones of Ha Nam Province Until 2030

4.1.1.1. Opportunities and Advantages

4.1.1.2. Challenges and Difficulties

4.1.2. Development Approach for Industrial Zones in Ha Nam Province Until 2030

4.1.3. Perspectives on Harmonizing the Benefit Relationship Between Workers and Employers in the Industrial Zones of Ha Nam Province

4.1.3.1. Harmonizing the Benefit Relationship Between Workers and Employers in the Industrial Zones of Ha Nam Must Be Based on the State's Institutional and Policy Frameworks Linked to Local Conditions

4.1.3.2. Harmonizing the Benefit Relationship Between Workers and Employers in the Industrial Zones of Ha Nam Must Focus on Ensuring the Reproduction of Labor Power for Workers Within and Outside the Province

4.1.3.3. Harmonizing the Benefit Relationship Between Workers and Employers in the Industrial Zones of Ha Nam Must Aim to Enhance the Benefits of the State, Employers, and Workers in the Province

4.1.3.4. Harmonizing the Benefit Relationship Between Workers and Employers in the Industrial Zones of Ha Nam Must Be Based on the Effectiveness of Business Operations

4.2. SOLUTIONS TO RESOLVE THE BENEFIT RELATIONSHIP BETWEEN WORKERS AND EMPLOYERS IN THE INDUSTRIAL ZONES OF HA NAM PROVINCE

4.2.1. Solutions for the Parties Involved in the Benefit Relationship Between Workers and Employers in the Industrial Zones of Ha Nam Province

4.2.1.1. For Workers

Change in Mindset and Habits: There is a need to change the mindset and working habits that have deeply ingrained in the lives of workers, most of whom come from farming backgrounds in this area.

Understanding Labor Laws and Economic Benefits: Workers need to have a clear understanding of labor laws and be fully aware of their economic benefits.

Proactive Development and Skill Enhancement: Workers should actively improve their professional skills and qualifications. Professional competence is a crucial factor that affects workers' benefits in the industrial zones.

Regularly Update and Stay Informed: Workers should proactively and regularly update themselves with information and knowledge related to labor laws and regulations.

Active Participation in Labor Union and Social Organizations: Workers should actively engage in the grassroots labor unions and other social organizations and participate in collective labor agreements.

4.2.1.2. For Employers

Raise Awareness of Employers on Labor Laws: Employers need to enhance their understanding of labor laws and strictly adhere to regulations regarding their obligations towards workers, the state, and society.

Increase Understanding of the Workforce: Employers should improve their understanding of the workforce working in their businesses.

Implement Welfare Policies and Create a Positive Working Environment: Employers should develop and implement effective welfare policies and create an open, friendly working environment in their businesses.

4.2.1.3. For the State and Local Authorities

Continue to Improve the Legal System for Businesses in Industrial Zones: The state should continue to refine the legal system and policies related to businesses in the industrial zones.

Continue to Improve the Legal System Regarding Workers' Benefits: The state should continue to enhance the legal system and policies concerning the benefits of workers.

4.2.2. Solutions to Strengthen the Link Between Stakeholders in the Benefit Relationship Between Workers and Employers in Industrial Zones in Ha Nam Province

4.2.2.1. Promoting the Role of Trade Unions, Business Associations in Ha Nam Province, Strengthening the Connection Between the State and Workers

Active Involvement of Trade Unions: The trade unions in Ha Nam's industrial zones need to actively participate in the process of establishing, issuing, monitoring, and supervising the implementation of policies related to housing, employment, wages, income, social insurance (SI), health insurance (HI), unemployment insurance (UI), and

other welfare policies for workers. They should also advise and contribute to the establishment and implementation of these policies.

Cooperation with Employers and Relevant Authorities: Trade unions should collaborate with employers in the industrial zones and relevant authorities to organize guidance and assist workers in signing labor contracts.

Promoting Competitions and Cultural-Social Activities: Trade unions should launch emulation movements and organize competitions for workers in the industrial zones, creating opportunities for workers to engage in cultural, sports, and social activities, thereby contributing to the improvement of their cultural and spiritual lives.

Strengthening Union Capacity: To effectively fulfill the trade union's functions, the working capacity and activities of union officials are key factors.

4.2.2.2. Strengthening the Link Between the State, Workers, and Employers in the Industrial Zones of Ha Nam Province

The level of connection between the stakeholders in the benefit relationship between workers and employers in the industrial zones of Ha Nam Province plays an important role in ensuring the harmonization of benefits for the State, workers, and employers. Therefore, each stakeholder needs to promote their role while linking and cooperating with other stakeholders to achieve economic benefits. The State and local authorities in Ha Nam Province should foster connections with businesses investing in the industrial zones by supplementing and improving legal documents, implementing supportive policies such as tax incentives, financial policies, and social welfare programs for businesses in these industrial zones. Workers should cooperate with employers and the State to carry out tripartite dialogues, offer suggestions, and propose solutions to harmonize the interests of all parties involved.

4.2.3. Group of solutions to promote the role of Party organizations, local government levels, and related entities in ensuring the harmonization of interests between workers and employers in industrial zones in Ha Nam Province

4.2.3.1. Enhance the capacity of local government and functional agencies in addressing the issue of harmonizing the relationship between workers and employers in industrial zones in Ha Nam Province.

Currently, Ha Nam Province has regulations on the operation and coordination between the authorities managing the industrial zones. In practice, this coordination process has not yet been effective. Therefore, in order to properly address the issue of harmonizing the relationship between workers and employers, first and foremost, the functional units of the Management Board must clearly understand their responsibility in managing, supervising, and resolving any conflicts that arise between businesses and workers in the industrial zones in three aspects: (1) Business management; (2) Labor management; (3) Management methods; (4) Dispute resolution in the relationship between workers and employers.

4.2.3.2. Raise awareness of the relationship of benefits and promote the role of stakeholders in resolving conflicts and disputes to ensure economic benefit harmony in the industrial zones of Ha Nam Province.

First, regularly organize training sessions and outreach programs on the relationship of benefits in the industrial zones. It is necessary to hold training classes,

organize activities, and facilitate interactions to strengthen the connection between the State, workers, and employers in the industrial zones of Ha Nam Province.

Second, enhance the role of stakeholders in the process of resolving conflicts of interest based on equality, respect, and ensuring the harmonious benefits when conflicts arise in the relationship between workers and employers.

CONCLUSION

The study "The relationship of benefits between workers and employers in industrial zones in Ha Nam Province" contributes to ensuring the harmonious benefits of the stakeholders, thus promoting the development of industrial zones in particular and the local economy in general. During the research process, the thesis draws the following conclusions:

Ensuring the harmonious relationship of benefits between the stakeholders in the relationship of benefits between workers and employers in industrial zones is a broad, complex issue with theoretical and practical significance.

Based on inheriting the views of Marxism-Leninism, Ho Chi Minh's Thought, and the Party's guidelines and policies on solving relationships of benefits, as well as drawing on the results of previous research, the doctoral candidate has developed concepts on: the relationship of benefits between workers and employers in industrial zones; the stakeholders, content, and criteria for qualitative and quantitative assessment of the relationship of benefits between workers and employers in industrial zones. In addition, the doctoral candidate has identified and analyzed the factors influencing the relationship of benefits between workers and employers in industrial zones. Furthermore, the doctoral candidate has studied practical experiences in industrial zones in some provinces of several countries and localities in Vietnam, drawing lessons for developing the relationship of benefits between workers and employers in the industrial zones of Ha Nam Province.

The thesis has surveyed, studied, analyzed, and provided statistical data on the implementation of the relationship of benefits between workers and employers in the industrial zones of Ha Nam Province. From this, the doctoral candidate has drawn results achieved, limitations, and identified the causes of those limitations. Based on that, the thesis proposes a number of viewpoints for harmonizing the relationship of benefits between workers and employers in industrial zones in Ha Nam Province and suggests three groups of solutions to resolve this relationship by 2030.

The relationship of benefits between workers and employers in industrial zones is a large-scale, complex issue that requires research both within the specialized field and in interdisciplinary areas. From the perspective of political economy, the thesis has initially studied some methodologically significant issues. Based on the initial research content and results, the doctoral candidate will continue to supplement and clarify more issues of theoretical and practical significance regarding the relationship of benefits between workers and employers in industrial zones.

LIST OF PUBLISHED WORKS BY THE AUTHOR RELATED TO THE DISSERTATION

1. Nguyen Thi Xuan (2023), “Income of Workers in Industrial Zones in Ha Nam Province”, *Finance Magazine*, Issue 2, December.
2. Nguyen Thi Xuan (2024), “Experiences in Resolving the Relationship of Benefits Between Workers and Employers in Industrial Zones”, *Finance Magazine*, Issue 1, May.
3. Nguyen Thi Xuan (2024), “The Relationship of Benefits Between Workers and Employers in Industrial Zones in Ha Nam Province: Reality and Solutions”, *Finance Magazine*, Issue 2, June.