

HO CHI MINH NATIONAL ACADEMY OF POLITICS

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**MOTIVATING EMPLOYEES
IN THE ELECTRICITY OF VIETNAM**

DOCTORAL THESIS

MAJOR: POLITICAL ECONOMY



Item No.: 9 31 01 02

HANOI - 2025

**The project was completed at
Ho Chi Minh National Academy of Politics**

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**The thesis will be defended before the Academy-level Thesis Grading
Council meeting at the Ho Chi Minh National Academy of Politics**

At the beginning 14 hour 00, day 24 month 1 Year 2025

**The thesis can be found at: National Library and
Library of the Ho Chi Minh National Academy of Politics**

INTRODUCTION

1. Urgency of the thesis topic

The Fourth Industrial Revolution (Industry 4.0) has been fundamentally changing socio-economic life with breakthrough technologies in most fields; Industry 4.0 strongly promotes the transformation of the traditional economy to the knowledge economy and digital economy, so the economy and businesses that possess a lot of knowledge and high-quality human resources will win a global competitive advantage.

In order to survive and develop, businesses must find ways to improve their competitiveness. Most economic theories recognize that human resources are extremely important in creating the production and business results of enterprises. In fact, the efficiency of production and business activities of enterprises depends greatly on labor efficiency and labor productivity. Therefore, motivating employees is a very important job of employers, because it is directly related to the efficiency and performance of the labor process. Any process of productive labor is the consumption of the means of production and labor. If the means of production and labor are used rationally, labor productivity will increase and the individual value of goods will be lower than the necessary social labor waste, increase competitiveness, and increase profits. Labor power has a very special attribute, that is, it - the commodity of labor power has spiritual and historical elements, so whether labor power brings a lot of added value depends on two influencing factors: *first*, due to the level and art of the organizer of the labor - production process; *Second*, the internal motivation of the employees themselves. Therefore, economic groups need to synchronously implement measures to motivate employees to affect their awareness, attitude and enthusiasm. Creating motivation for employees not only brings economic efficiency to businesses but also impacts the wages and incomes of employees.

Electricity of Vietnam (EVN) is one of the 10 state-owned economic groups - the leading unit in the energy sector in Vietnam and Southeast Asia playing a leading role in investing in sources and power grids to meet the electricity demand for the country's economy and social life. making an important contribution to the cause of the country's industrialization and modernization, firmly ensuring national energy security and socio-economic development. One of the most important factors contributing to the above achievement is EVN's human resources, with a team of more than 100,000 employees with professional capacity, sense of responsibility, discipline, professionalism and creativity constantly dedicating themselves to the cause of electrification of the country. because in its development process, EVN

determines *that "People are the most important asset"* of the business. EVN has a human resource management policy and pays attention to the work of motivating employees, determining that this is both a task of long-term strategic significance and an urgent task in the immediate future to avoid the situation of "brain drain", attract talents, etc retaining employees to stay and contribute to the group. Accordingly, EVN has implemented the work of motivating employees, gradually creating a friendly working environment, ensuring the full implementation of policies, remuneration and rewards in a timely manner, creating conditions for employees to be trained and improve their knowledge and development skills... However, the results obtained are still not commensurate with the potential and expectations, there are still many limitations and shortcomings that need to be overcome: EVN's labor motivation has not really brought the desired effect, has not really created motivation for employees to try and do their best. There are capable individuals who do not promote their strengths, do not make efforts to seek success at work, from which they often tend to be easily bored and discouraged, work in moderation, and do not devote themselves to their full potential.

The context of industrialization and modernization of our country is currently closely associated with the development of the green economy, digital economy, and circular economy, which requires the electricity industry in general and EVN in particular to make breakthroughs to successfully implement energy transformation associated with production modernization. a smart and modern grid system in line with the trend of green transformation, emission reduction and sustainable development. In order to realize its goals, EVN must innovate its thinking, have a strong and effective breakthrough, create a motivation to motivate employees to work enthusiastically in production with the highest productivity, quality and efficiency to successfully complete their tasks. With the above urgent requirements, the PhD student chose *the issue "Creating motivation for employees in the Electricity of Vietnam"* as the topic of his doctoral thesis in economics, political economy.

2. Research objectives and tasks of the project

Research Objectives

On the basis of clarifying the connotation of motivation of employees, considering it as the starting point, the basis for analyzing the subjects of motivation, methods and factors affecting employee motivation, assessing the current situation of motivating employees at EVN in the period of 2016 - 2022 and setting out directions, solutions to 2030, vision 2045 from both macro and micro perspectives.

Research Mission

Systematization and inheritance have been supplemented to complete and develop new theoretical issues of motivation and motivation for employees; deepen the connotation of motivating employees in general and in EVN in particular.

Analyzing the experience of creating labor motivation in some countries and some economic groups in Vietnam draws lessons for the Electricity of Vietnam.

Analyze and evaluate the current situation of motivating employees in the Electricity of Vietnam in the period 2016-2022, stating achievements, limitations and causes

Forecast the international and domestic context affecting the electricity industry in the coming time to state views, directions and solutions to motivate EVN employees to 2030, with a vision to 2045.

3. Subjects and scope of research

3.1. Subjects of study

Creating motivation for employees in the Vietnam Electricity Group, on that basis, clearly indicating the subjects and methods of motivating EVN's employees; proposing directions and solutions to motivate EVN employees to 2030, with a vision to 2045.

3.2. Scope of study

- The focus of research is to clarify ***and motivate employees*** in the following aspects: the concept of motivating employees; motivational subjects; methods and methods of motivation, motivational contents, directions and solutions to create motivation in the Electricity of Vietnam - EVN, The thesis does not mention power units other than EVN such as oil and gas power, small electricity for people's livelihood.

- Spatial scope: surveying, considering and evaluating motivation creation within EVN Group, including: group agencies, corporations and companies affiliated to the group and affiliated to the corporation.

- Time scope: assess the current situation of motivating employees in the Electricity of Vietnam in the period 2016-2022, orientation and solutions for the period to 2030.

4. Theoretical basis and research methods

4.1. Rationale and approach

- *Theoretical basis:* Dialectical materialism and Marxist historical materialism are the basis for worldview and methodology to analyze and evaluate each specific thing and phenomenon, in this thesis is to create motivation for employees in state-owned economic groups.

- *Approach:*

In order to clearly identify the nature of employee motivation, the thesis comes from understanding motivation in mechanics, physics and specifically

machine systems, thereby deducing and personifying it to apply to people in general, including employees. Motivation in physics is the ability to generate force to operate the whole system, applied to the social field for human beings is the approach to the elements that create positivity, creativity, passion, "wholeheartedness, wholeheartedness" for work, thereby combining into a driving force for people to work, called labor motivation of employees.

4.2. Research methods

The thesis uses scientific abstraction methods for research, and at the same time combines with other methods such as: Analysis and synthesis methods; The logical method combines history; Expert method; Survey method using questionnaires and using specialized software to statistics, processing and analyzing data

5. Scientific contributions

- To supplement, systematize and develop the theory of motivation for workers in general and in state-owned economic groups in particular from the perspective of Marxist-Leninist political economy.
- Assess the current situation of motivating employees at EVN in the period of 2016-2022 in order to build a theoretical framework on science and art to motivate employees for employers.
- Contributing to building a theoretical framework for setting out directions and solutions to motivate employees in the enterprise (the area where the relationship between employees and employers is quite *clear*)
- The thesis hopes to be used as a reference for research and teaching in schools and units in the electricity sector. At the same time, it makes a small contribution to the construction of advanced Vietnamese culture and people imbued with national identity, integration and mastery of Industry 4.0..

6. Scientific significance of the thesis

The PhD student clarified the scientific meaning of the thesis:

- Contributing to deepening the connotation of motivating employees, building a theoretical system in labor management at both the macro and micro levels. After all, creating motivation is about building management institution that encourages employees to do their best work. Productivity, quality, economy, efficiency.
- Clearly define the position of each type of subject in creating motivation for employees: the state (laws, policies, labor regimes, etc.), leaders and managers at all levels in the group (corporations, corporations, companies, workshops, teams, etc.)
- The thesis can be used as a reference, helping research agencies and relevant departments to develop regimes and policies on protection, insurance and remuneration for employees.

7. Structure of the thesis

In addition to the introduction, conclusion and list of references, the thesis consists of 4 chapters.

Chapter 1

OVERVIEW OF RESEARCH WORKS RELATED TO THE THESIS TOPIC

1.1. FOREIGN RESEARCH WORKS

The thesis has approached 04 theories; 10 works of scientists around the world.

1.2. DOMESTIC RESEARCH

The thesis has also approached and researched 10 doctoral dissertations and 16 scientific works published by Vietnamese scholars related to research directions on motivation and motivation for employees.

1.3. OVERVIEW OF THE MAIN RESULTS OF THE WORKS RELATED TO THE THESIS TOPIC AND THE GAPS FOR FURTHER RESEARCH

Foreign projects have brought diverse perspectives on the ability to approach problem solving to motivate workers in economic groups. Providing theoretical and practical basis not only for business owners but also helping macro-level state management agencies create an environment to create motivation for businesses, including motivation for business owners and motivation for employees. Overseas studies mainly delve into the art of exploiting labor power, applying the knowledge of most sciences related to human beings to create a space to mobilize the maximum potential labor force in each worker. Every theory is based on its theoretical and practical basis, but to apply to economic groups in our country today, especially EVN, is a very complicated task, it is necessary to research, analyze and synthesize carefully and specifically in detail to arouse and gather the power of action in each employee himself as well as the motivation for EVN's employees.

Domestic works have clarified the concept and process of arousing strengths as well as some connotations of motivation in general, not focusing on aspects that arouse dynamism, creativity, positivity as the "essence" of labor motivation, etc especially in state-owned enterprises as in the thesis topic. Employees in different types of enterprises have different characteristics and are placed under the management system with different requirements, so to motivate these employees, it is necessary to have more in-depth research to clarify their characteristics and desires before carrying out the necessary work.

The domestic doctoral theses also mentioned many aspects in terms of human resource development and motivation for officials and employees in a number of typical public units and small and medium-sized enterprises, or legal issues and supervision with the activities of state-owned economic groups in Vietnam South or a country with many similarities like China. However, the

specific contents of how the actual motivation is being carried out in state-owned economic groups in Vietnam have not been mentioned. Meanwhile, the state-owned economic group in Vietnam is one of the new, experimental but also very important models in the process of reforming the economy and improving the competitiveness of the public-owned business sector.

The above domestic and international scientific works and articles have contributed to the systematization of basic theories on motivation for workers, but in general, none of them have come up with an approach from the perspective of political economy on motivation for workers. That is, research motivates employees to look from the perspective of ownership relationship, management organization relationship, distribution relationship and interest relationship. The roles of the subjects: the state, business owners, workers and the environment, the ecosystem in which labor relations take place.

1.4. SOME ISSUES FOCUSED ON RESEARCH

Inheriting and selecting the research results of the authors, the thesis focuses on clarifying the motivation for employees on both voluntary and non-voluntary (mandatory) levels for employees in the Electricity of Vietnam (EVN) according to the Marxist-Leninist approach and political economy methodology. Specifically:

Firstly, to summarize the Marxist-Leninist theory, Ho Chi Minh Thought, and our Party on the motivation for workers, the motivating subjects, the motivational objects, and the methods of motivating workers to be creative, disciplined, quality and effective.

Second: Entities inside and outside the state-owned economic group participate in creating motivation for employees, methods of payment of salaries, wages, other material incomes and spiritual incentives to encourage employees.

Third: to develop a theoretical framework on creating motivation for workers in state-owned economic groups in Vietnam from the perspective of Marxist-Leninist political economy. (*Marxist-Leninist political economy is the science of studying the laws governing production relations expressed in four aspects: ownership relations, management organization relations, distribution relations and interest relations*) Motivation for workers is a resource (energy source) that stimulates physical and mental capacity in each person. through their specific labor to create products. The motivation for employees of the thesis is limited to economic groups and does not mention other economic models such as small and medium-sized enterprises, cooperatives, collective economy, household economy, etc.

Fourth: assess the current situation of motivating employees in EVN in the period of 2016 - 2022 to clearly point out the achievements and limitations and causes of that situation; at the same time, compare the motivation of employees at EVN with a number of other domestic and foreign corporations and corporations to see the specificity that only EVN has.

Finally: Proposing views, directions, goals and solutions to motivate EVN employees to 2030, with a vision to 2045.

Chapter 2

THEORETICAL BASIS AND PRACTICAL EXPERIENCE ON MOTIVATING EMPLOYEES IN STATE-OWNED ECONOMIC GROUPS

2.1. SOME BASIC CONCEPTS

2.1.1. The concept of labor motivation

➤ *Concept of motivation and motivation:*

- Motivation is a source of "energy" that promotes from within or due to external influences that make employees voluntarily make efforts and strive to complete the assigned tasks with the best results, thereby contributing to improving the productivity, efficiency and success of the organization.

- Labor motivation is the sum of factors that affect the mind, physiology to form attitudes and consciousness so that workers arouse their inner potentials (physical, intellectual, mental), making it work every time they carry out production labor

➤ *The concept of creating labor motivation:*

- The first approach, motivating employees , is the overall solutions, methods, and arts of leaders and managers (employers) that affect employees in order to arouse excitement, enthusiasm, creativity and promote the highest physical fitness. intellect and mental strength to work with the highest productivity, quality and efficiency.

- Another approach: motivating employees is the process of synthesizing policies, measures, and management methods through tools to influence, encourage, motivate, and arouse the desire for dedication, self-discipline, and voluntariness in a proactive way, creativity of employees so that they make efforts and strive to complete the assigned tasks with the best results, thereby contributing to improving the productivity, efficiency and success of the organization".

2.1.2. Labor Motivation Classification:

- *Intrinsic motivation: Intrinsic motivation is all that belongs to a specific person and is mobilized, combined to provide energy for that person to work productively.*

- *Extrinsic motivation: Extrinsic motivation is the entire impact of employers on employees in order to increase their working capacity.*

2.2. CONTENTS, METHODS, EVALUATION CRITERIA AND INFLUENCING FACTORS TO MOTIVATE EMPLOYEES IN STATE-OWNED ECONOMIC GROUPS

2.2.1. Contents and methods of motivating employees in state-owned economic groups

2.2.1.1. Contents that motivate employees in state-owned economic groups

Creating material motivation

Material motivation is the process of using the effects brought by material benefits to encourage employees to work actively. The main forms to impact employees: First, increase wages for employees; Second, bonuses; Thirdly, other material benefits such as: being allocated a house, dividing a house, buying a house at an internal price, visiting, studying domestically and abroad...

Creating mental motivation

Spiritual motivation is the entire impact on the spiritual and cultural life of employees so that they produce the necessary energy in the working process, as a result, productivity, quality and labor efficiency increase.

2.2.1.2. Some popular methods to motivate employees in state-owned economic groups

First, through building a salary scale in a scientific, accurate and fair way.

Second, Building corporate culture and group culture to create the own identity of employees.

Thirdly, organizing collective activities, community activities, entertainment, sightseeing, tourism, picnics...

Fourth, do a good job of emulation, commendation, honor and remuneration worthy of initiatives, inventions and inventions of employees.

2.2.2. Evaluation Criteria

- Labor efficiency (increase labor productivity, save c, etc.)
- Attitude towards work enthusiasm (fun, enthusiasm)
- Creativity, initiative, invention, invention
- Ability to withstand work pressure
- Sense of observance of labor discipline (laws, internal rules, etc.)

- Satisfaction, love, long-term attachment to the group
- The level of self-improvement of labor ability and promotion opportunities of employees themselves

2.2.3. Factors affecting the motivation of employees in state-owned economic groups

Internal Elements

Factors belonging to the enterprise: Prestige, brand, core values of the state-owned economic group; strategic goals of the group; leaders' views on the issue of motivation; production and business results; Labor characteristics.

Factors belonging to the individual employee: Personal needs; personal goals of employees.

Factors belonging to the external environment

The Party's guidelines, the State's policies and laws on labor and employees; socio-economic conditions of the country and localities; characteristics and structure of the labor market; industry position; policies to motivate other organizations.

2.3. EXPERIENCES AND LESSONS FOR THE ELECTRICITY OF VIETNAM

2.3.1. International Experience

Siemens Experience, Mercedes (Federal Republic of Germany)

One of the characteristics of German labor policy is the introduction of legal labor constraints in the payment of remuneration to employees that employers must implement. It is the employment of employees with a salary and working conditions according to the industry collective labor agreement, a high level of social welfare package and tight constraints that greatly affect the interests of employers when they want to dismiss employees.

Eskom Experience, Transnet (South Africa)

The main issues facing South Africa's labour policies during this time were: protecting workers at the middle and lower levels of the vocational skills ladder and providing equal development opportunities for disadvantaged groups (colours, women and people with disabilities); improve working conditions with a wide level of coverage, even to previously unprotected groups of workers. These issues closely affect the working environment of workers in the country's 21 state-owned corporations because these are South Africa's leading corporations, with a huge amount of human resources and have an important impact on public services for economic growth.

Experience from some Chinese economic groups

After nearly 50 years of reform, opening up China to become a powerful economy among the top in the world, ranking 2nd in the world after the United States. It is possible to learn from the experience (successful, and unsuccessful) of labor management from the perspective of motivating employees:

First, the opportunity to find a job through the market is increasing rapidly.

Secondly, reform the personnel system in the group of state-affiliated enterprises.

2.3.2. Experience at a number of Vietnamese economic groups

Vietnam National Oil and Gas Group – Petrovietnam (PVN)

PVN has many human resource management solutions to motivate employees, specifically: PVN has developed the "Strategy for training and developing human resources of PetroVietnam in the period of 2016-2025, with a vision to 2035"; building a system of policies to motivate employees synchronously from financial incentives such as salaries, bonuses, welfare regimes to non-financial incentives such as policies to take care of mental life, health care and occupational safety and health, etc legal advice, dialogue with employees; policies on training and human resource development; policies on attracting and employing highly qualified human resources.

Military Telecommunications Group (Viettel)

The Group has set out policies to stimulate material and spiritual conditions for employees at the Group, specifically: the Group's salary and bonus policies ensure the lives of employees and their families and meet their physiological needs; employees are fully paid social insurance, health insurance, unemployment insurance, equipped with labor protection through welfare policies and meet safety needs; the social needs of employees are ensured through a good working atmosphere, everyone always cares about helping each other to develop, to complete goals; to meet the need to be respected as employees can express their opinions, managers must know how to listen and vice versa employees obey the direction of their superiors; to meet the needs of self-affirmation expressed through policies on training and development of talents and opportunities for promotion.

Vingroup Experience

Vingroup has always identified employees as the most valuable asset and core factor of its unit, on that basis, the group has had many human resource management policies in which the focus is on motivating employees, specifically through: (1) Salary; (2) Emulation and commendation; (3)

Subsidies and benefits; (4) Building a professional and modern working environment, maximizing the right to work, dedication, development and honor of employees and the harmonious combination between the interests of enterprises and the interests of officials and employees; (5) Effectively implement training and training policies to improve the quality of human resources.

2.3.3. Some lessons for the Electricity of Vietnam from foreign and domestic experiences

2.3.3.1. Building a strong brand to create pride and pride for employees

2.3.3.2. Building an international working environment and corporate culture

2.3.3.3. Regarding labor discipline

2.3.3.4. Develop policies on training and management of human resources in the direction of professionalism and modernity

2.3.3.5. Harmonious handling of interests between specific types of labor in the group

Chapter 3

THE CURRENT SITUATION OF MOTIVATING EMPLOYEES AT THE ELECTRICITY OF VIETNAM IN THE PERIOD OF 2016 - 2022

3.1. OVERVIEW OF THE ELECTRICITY OF VIETNAM

Background of Vietnam's electricity industry

Vietnam's electricity industry has a history of formation and development up to now 70 years, from the time President Ho Chi Minh visited Bo Ho Light Factory and Yen Phu Power Plant on December 21, 1954. Over the past 7 decades, under the wise leadership of the Party and the State, the Electricity industry has made solid steps and developed tremendously. With its mission of "electricity one step ahead", EVN has been and will create energy infrastructure, create a driving force for socio-economic development, improve the material and spiritual life of the people, contribute to poverty alleviation, create a foundation for the cause of CHN, etc OS, affirming the sovereignty of national borders, ensuring national energy security.

- The mission is to ensure the supply of the best quality (possible) power to the country in all circumstances and situations.

- Vision and expectations: striving to make EVN become a leading economic group in electricity in Vietnam and Southeast Asia.

- Core values: Trust - Quality - Pioneer - Creativity - Responsibility.

Development strategy to 2025, vision to 2030" sets out the requirement to develop and improve the quality of human resources, especially CLC human resources, must have sufficient physical strength, sufficient intellectual strength, and sufficient mental strength.

3.2. THE CURRENT SITUATION OF MOTIVATING EMPLOYEES AT THE ELECTRICITY OF VIETNAM

3.2.1. The reality creates motivation through ensuring salaries, bonuses and material welfare

Salaries in EVN are implemented according to the principle associated with labor productivity and profits in accordance with the labor law on the principle that the average salary increase must be lower than the labor productivity increase. Based on the planned salary fund, the implemented salary fund of the parent company and the State's regulations and regulations on distribution of salaries for electricity production and business in the Electricity of Vietnam, the Group shall assign the salary plan and settlement of the implemented salary fund to its affiliated units in association with the results of production and business activities and the implementation of effective targets of units, units distributing salaries and making payments to employees according to the regulations on distribution of salaries of each unit associated with the productivity and work results of each employee.

Vietnam Electricity is applying the Salary Regulation attached to Decision No. 96/QD-EVN dated 26-03-2018; Decision No. 234/QD-EVN dated 24/8/2018 of the Board of Members; Decision 1930/QD-EVN dated 24/12/2019 on regulations on distribution of salaries for electricity production and business in EVN. The method of payment includes: basic salary according to the provisions of the scale, salary table and salary for completing tasks; Paying salaries on the basis of KPIs is being actively implemented simultaneously with the process of editing and supplementing each criterion in the KPI toolkit. Some affiliated units apply the 2P model: to pay salaries to the workforce.

Table 3.1. Results Salary and other expenses for the period 2016 to 2022

Stt	Content	Unit	2016	2017	2018	2019	2020	2021	2022
I. Employment for workers									
1	Number of employees with regular jobs	Person	107.500	107.499	104.079	101.830	100.478	100.428	100.257
2	Number of workers who lack regular jobs	Person	0	0	0	0	0	0	0
3	Ratio to the number of CNVCLD	%	0	0	0	0	0	0	0
II. Salary and benefits of CNVCLD									
4	Average monthly income	Copper	22.435.000	23.628.000	13.961.463	14.526.570	15.301.723	15.234.000	17.5000.000
5	Number of people counted	Person	107.500	107.499	104.079	101.830	100.478	100.428	100.257
6	Number of people receiving periodic health check-ups	Person	107.500	107.499	104.079	101.830	100.478	100.428	100.257
7	Number of people with health type 4 & 5	Person	8.540	8.836	9.461	9.316	8.284	-	-
8	Number of people with occupational diseases	Person	79	73	77	73	32	-	-
III. Signing labor contracts									
9	Number of employees signing indefinite-term labor contracts	Person	107.500	107.499	104.079	101.830	100.478	100.428	100.257
10	Ratio to CNVCLD	%	100	100	100	100	100	100	100
11	Number of people who have paid social insurance, health insurance and unemployment insurance	Person	107.500	107.499	104.079	101.830	100.478	100.428	100.257
12	Ratio to CNVCLD	%	100	100	100	100	100	100	100
13	Number of people who have not paid social insurance, health insurance and unemployment insurance	Person	0	0	0	0	0	0	0
14	Ratio to CNVCLD	%	0	0	0	0	0	0	0

Source: EVN Annual Report from 2016-2022

3.2.2. The reality of creating motivation through the scientific arrangement and use of human resources

Arrange the right person - the right job - the right expertise

Table 3.2. Number of employees sorted by professional capacity

Stt	Content	Unit	2016	2017	2018	2019	2020	2021	2022
1	Number of employees	Person	107.500	107.499	104.079	101.830	100.478	100.428	100.257
2	Number of female employees	Person	22.194	22.736	21.531	21.215	20.803	21.078	20.661
3	Number of masters, doctorates	Person	2.930	2.945	3.046	3.394	4.095	5.235	5.441
4	University	Person	35.215	35.662	36.421	37.230	43.627	43.946	44.979
5	College, intermediate	Person	25.150	25.870	27.425	19.157	16.750	16.556	15.097
6	Other qualifications	Person	30.570	43.737	37.187	28.049	26.006	25.765	25.237

Source: EVN Annual Report from 2016-2022

Analysis of statistics shows that: The trend is gradually increasing steadily and is stable; Over 60% of employees have a college degree or higher. In the short term, by 2025, EVN will focus on exploiting and using the real capacity of employees and transforming them into P, or added value; especially with Industry 4.0, employees need to have a digital and multi-skill mindset.

Arrange and divided age-appropriate work

As of December 2022, the Group has 100,257 employees (including 20,661 female employees, accounting for 20.6%), master's and doctoral degrees accounting for 5.6%; universities accounted for 46.4%; colleges accounted for 6.3%; TCCN accounted for 34.3%; other laborers 3.7%; untrained workers accounted for 3.7%. Regarding the working age, there is currently an aging phenomenon, employees under the age of 30 account for 8.1%, and the age of 40-60 years accounts for over 54%.

Table 3.3. Labor structure by age (31/12/2022)

Stt	Block	< 26	26-30	31-35	36-40	41-45	46-50	51-55	56 -60	> 60
1	General Service Management and Provision Division	40	158	306	339	247	155	120	104	5
2	Consulting and production preparation	131	376	593	723	462	290	297	234	19
3	Generator Block	530	2.859	3.354	2.361	1.441	1.020	1.363	622	9
4	Power Transmission Block	152	1.031	1.265	1.643	1.400	1.164	697	280	5
5	Electricity distribution and trading sector	947	8.741	17.452	17.949	11.611	9.292	6.261	3.594	38
6	Sum	1.800	13.165	22.970	23.015	15.161	11.921	8.738	4.834	76

Source: EVN Report 2022

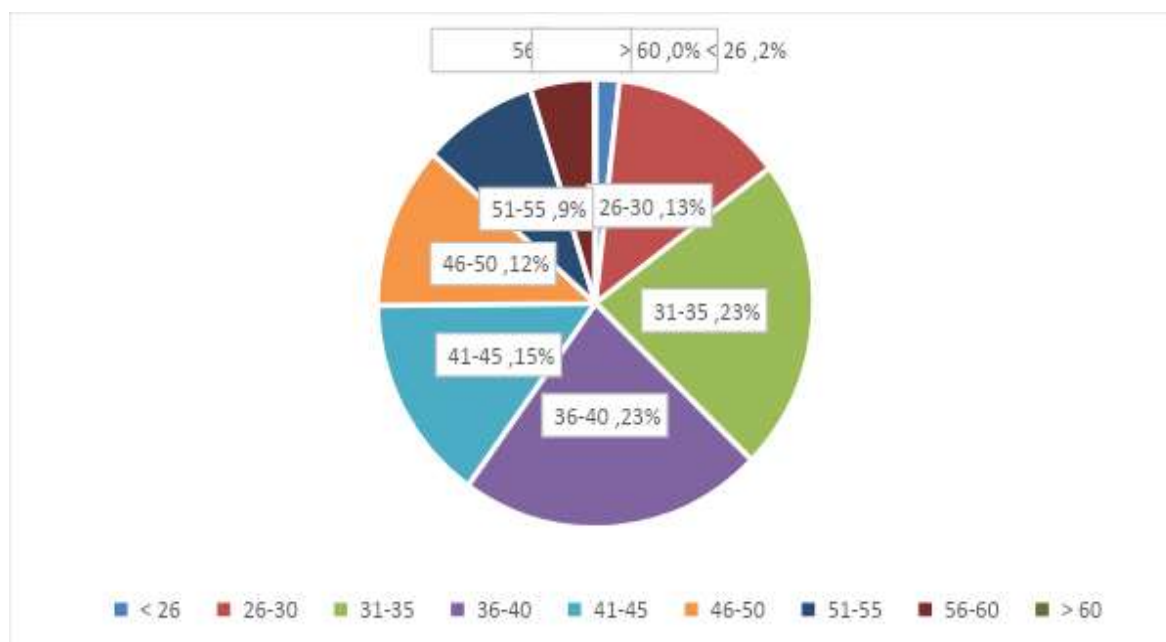


Figure 3.1. Structure of employees by age (until 31/12/2022)

Source: EVN Report 2022

The rate of advanced age tends to increase

The age group from 36 to 40 is the highest and strives to remain relatively stable.

Under 35 years old tends to decrease

After 10 years, workers aged 46 to 50 have the highest rate. If compared to TENAGA, having a workforce under 35 years old of 49% will have an advantage in digital transformation and enter Industry 4.0.

3.2.3. The current situation of creating motivation through training, fostering, hiring, rotating, appointing, commenting, evaluating and classifying cadres and employees

The Group develops and promulgates the implementation of the Human Resource Development Training Plan for the period of 2016 - 2020 and is expected to 2030, the EVN Expert Team Building Project, in order to set out goals and solutions to build and develop NNL from the perspective of creating motivation for employees

Human resources 4.0 and digital human resources are a close trend and EVN has also proactively developed strategies and plans for the development of digital human resources and human resources 4.0 in accordance with the specificities of the industry and the digital ecosystem.

3.2.4. The current situation of creating motivation through the emulation and reward policy

The Group's emulation and commendation work is carried out in accordance with the Law on Emulation, Commendation and Reward and state regulations. The role and importance of Emulation - Commendation is very important, it establishes

an environment in which collectives and individuals strive to rise. Emulation and commendation are one of the driving forces for work, especially in units that have a correct and full awareness of the nature of emulation is to try, explore and promote potentials and advantages to achieve the highest work results. Emulation is essentially different from jealous competition. Emulation arouses and activates effort, improvement and towards high achievements.

3.2.5. The current situation creates motivation for employees through ensuring occupational safety and health

The current safety and hygiene network in the whole industry has 7,225 people. The trade unions of the units have coordinated with experts at the same level to organize many activities to improve the operational efficiency of the safety worker network such as: Organizing training, training and testing; annually organize the Good Safety Officer Contest, the Good Worker Contest, the Good Dispatcher Contest, etc.; commend and reward good workers and good safety officers at all levels.

Table 3.4. Occupational safety and health in the period of 2016 - 2022

TT	Content	Unit	2016	2017	2018	2019	2020	2021	2022
I	<i>Occupational accidents; traffic accidents</i>								
1	Total number of occupational accidents	Affair	14	10	13	9	9	19	17
2	Number of fatal occupational accidents	Affair	8	3	5	3	5	11	3
3	Number of deaths	Person	8	3	5	3	5	11	3
4	Number of people suffering from severe occupational accidents	Affair	5	4	6	3	4	10	14
5	Number of people with mild occupational accidents	Affair	4	3	4	4	0	0	0
6	Total number of traffic accidents	Affair	37	37	19	24	42	31	38
7	Number of deaths	Affair	10	10	1	3	6	6	9
8	Number of people with severe TN	Affair	15	20	17	21	38	25	27
9	Number of people with mild TN	Affair	6	3	6	1	3	0	0
II	<i>OSH Network</i>								
1	Amount	Person	7.063	7.243	7.016	5.600	8.162	7.048	7.225

Source: EVN Annual Report from 2026-2022

3.2.6. The current situation of creating motivation through building the culture of the power group

In recent years, the contents of the tasks of implementing corporate culture have been clearly and transparently oriented according to the areas of work on corporate culture such as plan development; communication; training and training; inspection and evaluation of implementation activities; summarizing, grading and rewarding corporate culture.

The corporate culture in EVN is built at many levels, criteria are implemented synchronously from the Group to the grassroots. The system of ethical standards of leaders, ethics of party members, ethics, responsibilities, civic obligations, and especially Ho Chi Minh's ideology and ethics are identified as the core values of EVN's culture.

3.2.7. The current situation of creating motivation through taking care of workers' lives and social security work

Care, regular support, and key support activities:

Covid-19 pandemic prevention campaign

3.2.8. Evaluating the results of motivating employees at EVN

From the results of the survey of employees at EVN and its affiliated units, the situation of motivating employees is shown in the appendix tables

3.3. EVALUATING THE RESULTS OF MOTIVATING EMPLOYEES AT THE ELECTRICITY OF VIETNAM IN THE PERIOD OF 2016 - 2022

3.3.1. Achievements (advantages, strengths)

- The Party Central Committee, the Government, the Capital Management Committee and departments, ministries, mass organizations in the Central Government, the Party Committee of the Central Enterprise Sector have special attention to the electricity industry and EVN.

- The system of policies on remuneration, remuneration and remuneration for employees in EVN is constantly improving.

- Political and social organizations, especially trade unions at all levels, take care of and protect legitimate interests in accordance with guidelines and policies, especially in the implementation of three codes: labor, trade unions and enterprise laws. The percentage of employees receiving annual vacation is increasing. From 45% in 2015 to 74.5% in 2022.

- The working environment ensures occupational safety, minimizes the high risk of occupational accidents and occupational diseases, giving employees a sense of security in performing tasks

- The rate of employees changing jobs and quitting their jobs from EVN is getting lower and lower due to the increasingly good remuneration, commendation, remuneration and social security regime.

3.3.2. Limitations, weaknesses and causes

Limitations and weaknesses

- The salary scale system in EVN Group is not really scientific and fair. Salaries that are not specified in each working position will be difficult to motivate employees.

- Creating motivation for employees is not fully aware within EVN's leaders at all levels, even at the group level, there is no high unity and consensus in practical activities.

- The situation of not being assured of work, less creativity in improving labor process management, has not become a regular and stable trend but has only stopped at the level of movement, that is, there is a new development, and it will return to the starting point for a long time.

Cause

First of all, the awareness of motivating employees has not been highly unified among the group's leaders.

Secondly, the State's regulations on the system of salary scales and payrolls for employees in state-owned enterprises for a long time have not been scientific, not really suitable for practical mobilization, and have not been concretized in each labor position.

Third, the cultural and spiritual needs of workers tend to be impoverished and deviate from standards.

Fourth, the lack of creative and regenerative labor space

Fifth, employees are not really interested in the highest needs.

Chapter 4

DIRECTIONS AND SOLUTIONS TO MOTIVATE EMPLOYEES OF VIETNAM ELECTRICITY TO 2030

4.1. THE INTERNATIONAL AND DOMESTIC SITUATION AFFECTS THE MOTIVATION OF EMPLOYEES OF THE ELECTRICITY OF VIETNAM UNTIL 2030

Background and prospects for the development of Vietnam Electricity to 2030 (related to motivating employees)

International context

In the coming time, the world and regional economic and political situation will continue to undergo complicated, unpredictable, rapid and unpredictable changes. The trend of peace, cooperation and development is still the mainstream, but there are many potential obstacles, difficulties, challenges, strategic competition, economic competition, and trade wars between regions and centers that take place fiercely. Industry 4.0 has developed strongly, having a profound impact on all aspects of economic and social life around the world. Climate change due to the impact of greenhouse gas emissions from

industrialization, OS, and urbanization has been disrupting the normal state of the earth. Rising global temperatures, melting ice in the Arctic, El Niño and La Nina, rising sea levels... threatening to destroy the common home - the earth. The energy for production and human life is still mainly electricity. Green electricity, clean electricity, renewable electricity, and environmentally friendly electricity to replace electricity with greenhouse gas emissions is a trend, even a vital law globally. At COP 26, the Prime Minister committed to the international community that by 2050, Vietnam will achieve zero greenhouse gas emissions = > Netzero. Accordingly, there is a large-scale, fast-speed movement campaign from "dirty" electricity to *green-clean-friendly electricity*

Domestic context

Domestically, in the period of 2030, with a vision to 2045, the world context has many changes, bringing opportunities and challenges to the development of all aspects of the country. The implementation of solutions to comprehensively promote the renewal, construction and development of the country and the defense of the Fatherland in the new period requires drastic and timely direction and leadership of the Party, the Government, the entire political system, along with joint efforts, the consensus of the business community and people is an important foundation to move towards a prosperous society, belonging to the upper-middle-income group by 2030; by 2045, it will become a developed country, belonging to the group of high-income countries.

Background of the electricity industry

The demand for electricity for industry, OS, electricity and residential and residential electricity continues to increase rapidly, while the natural conditions for electricity production tend to decrease. Fossil fuels have become scarce both domestically and internationally, and oil prices have fluctuated erratically. The pressure to transition from 'traditional' energy to clean energy is increasing. In the era of Industry 4.0, technological transformation, digitalization and deep integration, EVN continues to be assigned the responsibility of meeting electricity needs for the entire renovation, construction and defense of the Fatherland led by the Party. EVN's production, business and development investment activities in the coming time will be affected by many market factors when Vietnam's economy deeply integrates into the world market. A series of bilateral and multilateral FTAs are effective, requiring EVN to drastically complete digital transformation and strive to become a modern digital enterprise.

4.2. VIEWS AND DIRECTIONS TO MOTIVATE EMPLOYEES IN THE ELECTRICITY OF VIETNAM TO 2030.

4.2.1. Attitude

First, to create motivation for EVN employees on the basis of

harmoniously settling the relationship of interests, ensuring legal and legitimate rights and interests, constantly improving the material and spiritual life of employees

Second, to motivate employees on the basis of the Party's guidelines, state policies and laws and the Group's production and business efficiency.

Third, promote democracy in the group, focus on democracy at the grassroots, listen to legitimate opinions and aspirations to best satisfy (possible) the material and spiritual needs of employees

Fourth, Employees are identified as the most valuable asset and the center for all activities and development of the Vietnam Electricity Group.

4.2.2. Orientation to motivate employees of Vietnam Electricity to 2030.

(1) Promote the application of advanced and modern achievements of science and technology, especially the achievements of Industry 4.0 and the art of modern corporate governance, improve labor productivity, lower product costs, increase profits in order to improve the lives of EVN Group's employees

(2) Constantly building and perfecting EVN culture and cultural institutions, in order to create a healthy spiritual life, as raw materials and nutrients for the spiritual motivation of EVN employees.

(3) Harmoniously handle labor relations within EVN in the direction of bold electricity identity, or EVN identity.

(4) Build a truly scientific institution for distributing wages and income based on the latest achievements in 4.0 technology and the most advanced science.

4.3. THE MAIN SOLUTION IS TO MOTIVATE EMPLOYEES OF THE ELECTRICITY OF VIETNAM BY 2030

4.3.1. Raise awareness, create strong changes in leaders, managers at all levels and employees about the position, role and importance of motivating employees

Awareness is a very important starting point and it is associated with the entire process of practical human activities. First of all, leaders and managers at all levels must clearly understand and correctly determine the motivation and motivation of employees.

4.3.2. Solutions on salary, income and welfare regimes and policies

Salary is the most important factor in motivating employees. Increasing salaries and increasing actual income will encourage and create excitement for employees. The wage regime must be scientific and appropriate because all errors in income distribution affect both the material needs and the spiritual needs of workers. Social welfare is a method of distribution based on the principle of community mutual assistance and the principle of "making up for

it" in terms of different capacities and individual disabilities. Focus on the effective application of the 3P salary model.

4.3.3. Solutions to recruit, arrange and rationally use labor resources in accordance with the capacity and strengths of each person

The electricity industry requires human resources from the simplest to the most complex, with tens of thousands of different specific workers: from technical workers, engineers, experts, and senior experts. In terms of labor management, it is impossible to allow the situation to occur in the opposite industry, not the profession, the wrong profession, the wrong specialty, and the wrong strength. Even if it's very little. Only then can economic efficiency be improved and income increased for employees.

4.3.4. Solutions on labor protection and occupational safety and health

Improve the efficiency of occupational safety and health. Promote the building of a culture of occupational safety at the workplace, improve working conditions, prevent occupational accidents and occupational diseases for employees. Ensuring working conditions. Continue to coordinate to take care of and support employees in terms of housing, trade union shelter programs, improve working conditions, and create cohesion between employees and units.

To organize mass physical training and sports and arts movements by doing them appropriately and effectively. Do a good job of social security inside and outside the Group.

4.3.5. Solutions to promote the emulation movement and commend and encourage the spirit of employees

The field of emulation and commendation must be closely associated with the evaluation of work efficiency in order to achieve two purposes:

- Evaluate the effectiveness of the work as a basis for correct and accurate remuneration
- Rewards (in many forms) both supplement income, honor and treat employees who have initiative, determination, enthusiasm, and movement building.
- Extensive implementation of labor assessment through BSC indicators & KPIs.

4.3.6. Solutions to build and implement corporate culture (electricity culture)

- Building EVN culture on the basis of advanced Vietnamese culture, imbued with national identity.

- Promote the implementation of corporate culture, preserve and develop a strong brand, be a reliable partner, and be a professional service provider; making EVN a leading digital enterprise with a strong culture in Vietnam.

- Building EVN's culture to ensure the full implementation of the core value system, ethical standards in the culture of conduct, and rules of

communication and behavior throughout EVN; improve the sense of responsibility and self-awareness of employees, turning corporate culture into an endogenous strength, an internal motivation to promote EVN.

- Regularly take care of and promote traditional values and identities, specifically which is an important foundation for sustainable development, attaching importance to arousing the pride of employees in the tradition of Vietnam's electricity industry.

4.3.7. Solutions to improve the quality of training, coaching and use of human resources

Strongly and effectively apply LMS e-training software; E-learning in an innovative way, suitable for many forms.

Building a system of lecturers, both permanent and visiting lecturers, focusing on practical reports of experts and senior leaders of the group. For many specific workers (C.Marx), it is necessary to apply the motto, holding hands.

Evaluate training results through a set of specialized indicators.

Appropriately apply the 70-20-10 formula model: (where 70% learn informally at work, 20% learn through relationships (feedback), 10% learn formally (reading, courses).

Restructuring in the direction of increasing training costs both in relative and absolute terms.

Consolidating and perfecting in the direction of clear responsibilities and tasks, professionalism, currently training centers and scientific research institutions are tasked with developing human resources in all 3 aspects: quantity – quality – structure, of which the most important is the quality of human resources.

4.3.8. Solutions to create development and promotion opportunities for employees

There is a mechanism for recruiting, fostering and employing talents, paying remuneration and remuneration to honor employees and creating endless paths for employees in EVN to strive. The Chairman, CEO and leaders of EVN must clearly declare a message to everyone about EVN's policy of employing and employing talents.

EVN needs to build a clear promotion roadmap that is an affirmation to potential employees that you not only want to invest in their professional development but also want them to achieve even higher positions in the Group.

4.3.9. Solutions to strengthen the role of socio-political organizations, promote democracy in protecting the legitimate rights and interests of employees.

- Promote propaganda and dissemination in order to raise awareness and create changes among cadres, Party members, union members and employees

about the position, role and importance of socio-political organizations.

- Reviewing, amending and supplementing statutes, regulations and collective labor agreements; Properly implement regimes and policies to take care of the lives of trade union members and employees; periodically organize employee conferences, periodic dialogues, etc.

- To effectively implement emulation movements in production labor in order to ensure a safe and stable electricity supply in service of economic, political, cultural, social and daily activities of the people of the whole country.

- Regularly fostering and training union members, words to select and introduce *elite* union members *to the* Party for consideration and admission.

- Effectively implement the movement of culture, art, physical training and sports to protect, improve health and prevent diseases for employees

- Actively organize social charity activities for the community so that employees can participate, thereby improving EVN's image and brand.

CONCLUSION

The thesis "*Motivating employees in the Electricity of Vietnam*" has delved into the perspective of motivating employees in the Electricity of Vietnam. Accordingly, the thesis has achieved the following results:

Firstly, the thesis has systematized the theoretical basis of labor motivation and creating motivation in labor. This is important in identifying the foundation for innovation and development for operating state economic models when human resource management has not been professionalized and is still being carried out according to the path of experience. The theoretical models that the thesis studies are typical models of motivation in the world, spanning the history of management science. Each model can be applied to the empirical study of state-owned economic corporations (SOEs) in Vietnam in a different aspect and way.

Secondly, the thesis has delved into the empirical lessons from the labor institutions of 3 typical countries for the study continents: Germany, China, South Africa and 03 domestic corporations, namely PetroVietnam Group, Viettel Group and Vingroup. Each lesson learned is a good suggestion for the thesis author in finding the cause of the current situation and the system of solutions to the problem of motivating employees at the Electricity of Vietnam.

Thirdly, the thesis has conducted a study on the current situation of a new problem of motivating employees in EVN. That study was conducted with two prominent methods: using secondary data from reports and research documents

about corporations, and using primary data in questionnaire surveys with 1,045 employees working in EVN's units to analyze through econometric algorithms under the support of SPSS.

Accordingly, the method of finding solutions to the current situation of motivating employees at EVN from both macro and micro perspectives is carried out in a new and modern way. It is a method of triangulation cross-examination when using the theoretical basis as a basis for comparison with qualitative (secondary documents) and quantitative experimental research (primary survey data) to give an empirical perspective on the status of motivation for employees at EVN.

Fourthly, the thesis has clarified the current situation of production and business and development prospects of EVN in the context of Industry 4.0. The financial, production, human resources and business market status of EVN shows the stature and socio-political significance of EVN. At the same time, through that research, the thesis also shows that the long-term existence of the form of economic groups is an inevitable requirement for the Vietnamese economy.

Fifth, the thesis has drawn a framework model to innovate activities to motivate employees in the SAVT in Vietnam in the direction of focusing resources on 4 groups of factors that mainly affect the working motivation of employees here. Since then, the thesis has proposed 09 solutions to motivate employees in the Electricity of Vietnam to 2030, with a vision to 2045: Raising awareness, creating changes for leaders, managers, and employees about the position, role, and importance of motivating employees; Recruiting, arranging and rationally using labor resources in accordance with the capacity and strengths of each employee; Salary is the most important factor in motivating employees; Building a working environment with an open working space, improving the efficiency of occupational safety and health; Attaching importance to the work of emulation and commendation, encouraging the spirit of employees; Building EVN's culture ensures the full implementation of the core value system, ethical standards in the culture of conduct, and rules of communication and behavior throughout EVN; Improve the quality of training and training of labor resources; There is a mechanism for recruiting, fostering and employing talents.

**THE LIST OF SCIENTIFIC WORKS OF THE AUTHOR HAS BEEN
PUBLISHED RELATED TO THE THESIS TOPIC**

1. Cao Thi Phuong, (2023), “Creating motivation for employees to meet the requirements of the new era”, *Journal of State Management*, No. 334 November, pp.74-77.
2. Cao Thi Phuong, (2023), “Creating a driving force for Vietnamese intellectuals to develop to meet the requirements of the industrial revolution 4.0”, *Communist Magazine*.
3. Cao Thi Phuong, (2023), “Some theoretical and practical issues on motivating employees in State economic groups”, *Journal of finance & accounting research*, no. 06 (25).
4. Cao Thi Phuong, (2024), “Creating work motivation for employees through the implementation of Corporate Culture at the Electricity of Vietnam”, *Journal of State Organizations*, pp.35-38.