



Received: 02-11-2023
Accepted: 12-12-2023

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

Human resource management strategy at Vietnamese electric power companies

Nguyen Thi Thanh Huong

University of Transport Ho Chi Minh City, Vietnam

Corresponding Author: **Nguyen Thi Thanh Huong**

Abstract

The electricity industry is a very important economic and technical sector that has a strategic impact on the development of many economic sectors. Without electricity, all areas of production will stagnate, from individual production to industrial-scale production. "Electricity must be one step ahead" is a correct and consistent viewpoint set out very early in the Party's resolutions. The process of producing and consuming electricity is a process that is always unified and inseparable, because electricity cannot be stored, and production must always meet consumption needs. Regarding human resource management activities, it

plays a very important role and helps achieve the strategic goals of Go Vap Power Company. Human resource management is any activity related to influencing the relationship between all employees and the company, managing people. It includes addressing training, benefits and compensation issues to boost employee morale to motivate employees. More specifically, it is the job of planning, implementing and controlling plans to use resources in the company to bring about the best results and in the most effective way.

Keywords: Electricity Business, Human Resource Management, Strategy

1. Introduction

1.1 Concepts of human resource management

1.1.1 Human resources concept

Every organization, large or small, uses many different sources of capital to operate its business. But no matter what industry a business operates in, they must have people to put their capital to work. Those people belong to the human resources of the enterprise. Human resources are also an issue of concern for scientists. Based on the research, some opinions are given as follows:

An organization's human resources include all the efforts, skills or abilities of all the people working for that organization. (Manmohan Joshi, 2013, page 9)

An organization's human resources are formed on the basis of individuals with different roles and linked together according to certain goals. Human resources are different from other enterprise resources due to human nature. (Tran Kim Dung, 2015, page 1)

"Human resources of an organization include all the workers working in that organization, and human resources are understood as the resources of each person, which include physical and mental strength. (Nguyen Ngoc Quan and Nguyen Van Diem, 2012, pages 5-6).

Thus, from different perspectives on human resources, it can be understood that human resources are valuable assets of an organization. Human resources not only include the working ability of each individual but also the amount of knowledge, skills and experience they bring. Human resource management and development plays an extremely important role in enhancing labor productivity, improving product and service quality, meeting customer needs and ensuring sustainable development of organization. Therefore, human resources play an important role in personal development as well as the development of organizations and countries. Investing and developing human resources is very important to achieve success and sustainable development.

1.1.2 Concept of human resource management

People are considered the most valuable resource of an organization. Accordingly, the role of human resource management is equally important. Although technology is developing at an increasingly rapid pace and replacing people in many positions, human resource management is still a key force in every business. *And on the basis of that research, some opinions are given as follows:*

Human resource management is a system of philosophies, policies and functional activities on attracting, training, developing and maintaining an organization's people to achieve optimal results for both the organization and its employees. (Tran Kim Dung, 2015, page 3)

Human resource management develops strategies to find the best people, promoting the development of their skills and knowledge through training programs and opportunities for personal and professional development. And provide compensation and benefits to support knowledge sharing and appropriately reward people based on their contributions to the organization. (Richard L. Daft, 2016, p. 484)

Human resource management is the overall coordination of planning, recruiting, selecting, maintaining, developing, motivating and creating favorable conditions for human resources through the organization, to achieve the strategic goals and vision of the organization. (Nguyen Huu Than, 2007, page 17)

Above is all the knowledge surrounding the concept of human resource management. From the above concepts, the following conclusion is drawn: human resource management is the process of managing and operating activities related to people in the organization to ensure the development and optimization of work performance. both individuals and organizations. It includes attracting and recruiting the best employees, training and developing employee skills, retaining and promoting employee contributions, and creating favorable working conditions and environments. for organizational success.

1.1.3 Human resource management model

For the human resources model, there are three functional groups: attracting, training - developing and maintaining human resources. Starting from the goals of human resource management, there will be corresponding policies, procedures and activities. This model emphasizes that the three functional groups of activities are interrelated. Each functional group of human resources has a close relationship with each other and directly impacts the remaining two functional groups, forming a closed position serving human resource management.

This model has set the goal of creating an effective system to attract, train, develop, and maintain the best resources. At the same time, this model also focuses on dividing and using human resources to achieve interaction and uniformity between departments. Therefore, in this article, we use the model to analyze and evaluate the current situation and propose solutions in chapter 3.

1.2 Characteristics, functions and roles of human resource management

1.2.1 Characteristics of human resource management

Human resource management is a part of business management, human resource management is business management based on the key force, people. This is the biggest and most important feature of human resource

management, affecting all aspects of human resource management.

1.2.2 Functions of human resource management

According to Tran Kim Dung (2015), the human resource management function is divided into the following 3 groups:

- Human resource attraction functional group: this functional group focuses on ensuring there is a sufficient number of employees with appropriate qualities for the business's work. To be able to recruit the right people for the right job, businesses must first base on their production and business plans and the current situation of using employees in the business to determine which jobs need to recruit more people.
- Training and development function group: this function group focuses on improving employee capacity, ensuring that employees in the enterprise have the necessary skills and qualifications to complete the job well. assigned and create conditions for employees to maximize their personal abilities.
- Human resource maintenance functional group: this functional group focuses on maintaining and effectively using human resources in the enterprise. This functional group includes two smaller functions: stimulating and motivating employees and maintaining and developing good labor relationships in the enterprise.

1.2.3 The role of human resource management

Identify opportunities and barriers to achieving your business goals and provide managers, as well as employees in the company, with a broader perspective. Inspire fresh thinking and generate new creative ideas to solve the problems at hand. Nurture a spirit of urgency and a spirit of positive action among employees within the company. Always check during investment and management activities. Develop long-term action guidelines for key issues in each stage. Provide strategic perspectives in business management and employee exploitation.

1.3 Content of human resource management activities

1.3.1 Attract human resources

1.3.1.1 Human resource planning

Human resource planning is the process of researching, determining human resource needs, making policies and implementing operational programs to ensure that businesses have enough human resources with appropriate qualities and skills. appropriate to perform work with high productivity, quality and efficiency according to business strategies. (Tran Kim Dung, 2015, pages 37 -38)

Human resource planning is the process of implementing plans and programs to ensure that the agency will have the right number of people in the right place, at the right time, and in the right place. (Nguyen Huu Than, 2006, page 63)

Human resource planning is a process and a planning system. It shows how an organization estimates its future supply and demand for human resources. (John M. Ivancevich 2010, p. 163)

Thus, based on the above definitions, human resource planning is the process of identifying needs and planning to ensure that the organization will have enough human resources, with the appropriate qualities, skills and quantity. appropriately, to perform work with high productivity, quality and efficiency. This process includes researching and forecasting future human resource needs, recruiting and

selecting suitable employees, training and developing employees and managing employee performance, and creating a supportive environment. Favorable and attractive working environment to retain and attract talented employees. The goal of human resource planning is to ensure that the organization has enough quality human resources to meet job requirements and development goals of the organization.

The human resource planning process needs to be carried out in close connection with the process of planning and implementing the business strategies and policies of the enterprise. Normally, the planning process is carried out according to the following steps: (1) Analyze the environment, determine development and business goals and strategies for the enterprise, (2) Analyze the current state of resource management human resources in the enterprise, devising a human resource strategy consistent with the business development strategy. (3) Forecast workload (for long-term and medium-term goals and plans) or determine workload and conduct job analysis (for short-term goals and plans), (4) Forecasting human resource needs (for long-term and medium-term goals and plans) or determining human resource needs (for short-term goals and plans), (5) Analyze the relationship between supply and demand of human resources, the ability to adjust, and propose policies, plans, and implementation programs to help businesses adapt to new needs and improve the efficiency of human resource use, (6) Implement the enterprise's human resource management policies, plans, and programs in step five, (7) Check and evaluate the implementation situation.

1.3.1.2 Job analysis

Job analysis is the process of studying job content to determine performance conditions, tasks, responsibilities, and authority when performing the job and the necessary qualities and skills employees must have to perform the job. does a good job. (Source: Tran Kim Dung, 2015, page 65)

The results of job analysis are:

- Job description table: functions, tasks, work relationships, working conditions, inspection and supervision requirements... helps the performer clearly understand job responsibilities and authorities.
- Job standards table: education level, experience, problem-solving ability, skills and personal characteristics most suitable for the job.

A summary of the benefits of job analysis for human resource management activities in businesses is presented in the figure

In short, job analysis provides information about job requirements and characteristics such as what actions need to be performed, how and why; What machinery and tools are needed when performing the job; relationships with superiors and colleagues in performing work... In particular, job analysis is a very effective tool to help organizations and businesses that are newly established or in need of reform or change. Change the organizational structure and reduce staffing to improve production and business efficiency. (Tran Kim Dung, 2015, page 66)

1.3.1.3 Recruitment

Recruitment is a means to narrow the quantitative and qualitative gaps between needs and human resources. Of course, it is a more expensive means than training, so it is

less used. In the public sector, recruitment is a means of strategic significance. (Ha Van Hoi, 2006, page 9)

Recruitment is the set of activities an organization uses to attract job seekers with the abilities and qualities needed to help the organization accomplish its goals. (John M. Ivancevich, 2010, page 258)

From the above concepts, recruitment is an important process in human resource management, aimed at finding and selecting the most suitable candidates for the job position and the organization. Thereby, recruitment helps ensure the suitability and effectiveness of human resources, thereby creating consensus between needs and human resources in the organization. Through the recruitment process, organizations can attract and possess the best talents, thereby increasing competitiveness and sustainable development.

Recruitment can often be from an internal source of candidates who are considered trustworthy because the organization has some knowledge of some of their background information, their work style and achievements within the company and they know their working style from the company or external candidates. However, nowadays business candidates are often selected by employers for management positions.

When an organization has exhausted its internal candidate pool, it can recruit candidates from outside. There are many forms of external recruitment such as advertising on mass media, recruitment through job introduction centers, recruitment from universities, colleges, vocational training establishments... In addition, currently employee recruitment is done via the Internet. However, hiring more people can also be compensated by requiring overtime...

The recruitment process is usually conducted in 10 steps as follows: (1) recruitment preparation; (2) recruitment announcement; (3) obtain and research records; (4) preliminary interview; (5) multiple choice test; (6) second interview; (7) verification and investigation; (8) medical examination and (9) recruitment decision and (10) job placement. However, in the above steps, the interview and multiple-choice tests are considered important because they can evaluate the candidate's knowledge and test their skills, experience and attitude.

1.3.2 Training and developing human resources

1.3.2.1 Career orientation and development

According to Nguyen Van Ho, "occupation is a form of labor that is both social and personal in which people as active subjects are required to satisfy certain needs of society. and individuals" (Nguyen Van Ho, 2000).

Companies can help employees develop their careers through career programs such as: organizing seminars or career counseling; set career goals; provide feedback on job performance; set high standards and create training opportunities for multi-skilled employees. Create many necessary opportunities for employees to achieve career development priorities; provided feedback helps employees understand how well they perform and their potential for career development, setting high expectations and standards. Thanks to such activities and programs, businesses not only create a career development environment for employees but also demonstrate commitment and interest in employees' personal and career development. This is also an important factor to attract and retain talent in the business.

1.3.2.2 Training and developing

Training and development is the process that allows people to acquire knowledge, learn new skills, change perspectives (mindsets) or behaviors to improve the individual's ability to perform work. Training is often oriented toward improving an employee's ability to perform their current job; Development focuses on improving the capacity of employees to serve the future work of organizations and businesses. (Nguyen Hoang Tien – Pham Thi Diem, 2020, pages 123 – 124)

Training forms are very diverse and can be classified according to: (a) training content orientation; (b) purpose of training content; (c) organization; (d) location or place of training (on-the-job and off-the-job training); (e) target learners (new training and retraining). (Tran Kim Dung, 2015)

Implementation of the training process in the enterprise is applied: (a) at the workplace in the form of on-the-spot mentoring, rotating jobs; (b) outside the workplace, in the form of case studies, management games, workshops, university contact programs, model coaching and role-playing methods. (Tran Kim Dung, 2015)

Training plays a very important role for employees as it helps employees develop and improve the skills, knowledge and abilities needed to perform their jobs better. Thanks to training, employees can grasp and apply new technologies and methods, helping to increase work efficiency and better meet job requirements. Training not only helps employees improve their skills and abilities but also creates a closer connection between businesses and employees. Employees who are invested in training will feel appreciated and oriented towards development within the company, thereby helping to maintain and retain good employees in the business. Training helps create an environment capable of continuous innovation and development within a business. Trained employees can bring new ideas and creative working methods, thereby creating continuous growth and innovation within the company.

The training process includes the following important steps:
Step 1: Identify training needs is to analyze the gap between the knowledge, skills, and abilities needed to perform the job and the current status, and on that basis determine when, where, and what content to train. and how many people?

Step 2: Plan and prepare, including determining training goals, selecting training subjects, developing content, choosing training forms and methods, selecting teachers, and estimating costs training, facilities....

Step 3: Organize training, based on the plan and results of preparation, organize training, monitor progress, and adjust if necessary.

Step 4: Evaluate the effectiveness of training, you can combine factors according to the learner's reaction, the knowledge and skills acquired, the level of application to work performance, and the organizational results achieved.

Human resource training and development is an organized activity carried out over a period of time to achieve personality change. This definition includes three different activities: training, education, and development related to work, individuals, and the organization. These three components of human resource development and training are important for organizational success and human capacity development.

1.3.3 Maintain human resources

1.3.3.1 Evaluate work performance

Evaluating work performance is one of the strategic tasks of human resource management. Evaluating work performance is determining the level of work completion of a collective or individual compared to set standards or comparing with the work results of other groups or individuals performing the same work. (Nguyen Hoang Tien – Pham Thi Diem, 2020, page 136)

Evaluating work performance is determining the level of work completion of a collective or individual compared to set standards or comparing with the work results of other groups and individuals performing the same work. job. (Tran Kim Dung, 2015, page 226)

Thus, it can be seen that although the above concepts are different, in essence, job performance evaluation is the process of evaluating the level of work completion of a collective or individual based on standards. and set targets. It helps identify employee strengths and weaknesses, thereby finding ways to overcome and improve work efficiency. Evaluating work performance also allows identifying individuals or groups with good abilities and skills, thereby creating conditions for development and advancement at work.

Methods of evaluating work results include the alternating ranking method, paired comparison method, scoreboard method, retention method, behavioral observation method, management by objectives method, and method of evaluating work results. Evaluate work performance according to key performance indicators (KPI).

KPIs are important indicators used to evaluate the level of work completion and goal achievement of an organization, a group or an individual. KPIs provide measurement information to monitor and evaluate performance and work progress. A KPI is designed based on the specific goal that an organization or individual wants to achieve. KPIs are often measured using quantitative metrics or qualitative goals, which are then compared with pre-set goals or standards. Tracking KPIs helps organizations and individuals identify their strengths and weaknesses, from which they can take measures to improve operations and achieve better performance.

1.3.3.2 Paying labor

According to the provisions of Article 90, Labor Code 2019, salary is the amount of money that the employer pays to the employee according to the agreement to perform work, including salary according to job or title, allowance. salary and other additional payments (if any). (Law Library, 2023)

❖ Income structure includes:

Base salary is paid on a fixed basis to employees for performing specific job responsibilities. Basic salary is calculated based on working time or product price and does not include additional payments such as overtime pay, incentive pay, etc.

Wage allowance is payment for labor in addition to the basic salary. It supplements the basic salary, compensating employees when they have to work in unstable or unfavorable conditions that are not taken into account when determining the basic salary, such as hazardous or dangerous allowances, overtime allowance,...

Bonus is a type of material stimulus that has a very positive effect on employees in striving to perform better at work. There are many types of rewards. In reality, organizations and businesses can apply some or all of the following types of rewards: Productivity and quality rewards; savings bonus; reward initiatives; Bonuses based on the overall business performance of the enterprise; Bonus for finding new sources of supply and consumption, signing new contracts; guaranteed bonus for workdays; reward; ...

Benefits are the types of benefits that workers enjoy that are very diverse and depend on many different factors such as Government regulations, people's customs, level of economic development, financial capacity and factors and specific circumstances of the enterprise.

❖ Objectives of the salary system

- Attract employees
- Maintain good employees
- Stimulate and motivate employees
- Meet legal requirements

1.3.3.3 Labor relations

According to Clause 5, Article 3 of the 2019 Labor Code, labor relations are social relations arising in the hiring, employment, and payment of wages between employees, employers, and representative organizations of the parties and competent state agencies. (*Law Library, 2023*)

According to the provisions of Article 188 of the 2012 Labor Code, the grassroots trade union performs the role of representing and protecting the legal and legitimate rights and interests of trade union members and workers; Participate, negotiate, sign and supervise the implementation of collective labor agreements, salary scales, payroll, labor norms, salary regulations, bonus regulations, labor regulations, and democratic regulations in businesses, agencies and organizations; Participate in and support the resolution of labor disputes; Dialogue and cooperate with employers to build harmonious, stable and progressive labor relations at businesses, agencies and organizations. (*Law Library, 2018*).

Collective Labor Agreement is a written agreement between the collective of employees and the employer on labor and employment conditions, rights and obligations of both parties in the labor relationship.

Thus, labor relations are a very important factor affecting the effectiveness of a company's human resources operations. Because labor relations involve superior skills, care, protection if necessary, recognition, and fair treatment of subordinates. In addition, regarding relationships with superiors, experts also believe that employees need support from colleagues when necessary, to find comfort when working with colleagues, and at the same time, employees need to see that their colleagues Their profession is dedicated to their work to achieve the best results.

1.4 Factors affecting human resource management

Human resources are considered a valuable asset of every organization and human resource management plays an important role in the development and success of a business. However, to effectively manage human resources, it is necessary to clearly understand the factors that affect this process.

1.4.1 Factors inside the business

Includes factors such as finances, mission, goals,

organizational tasks, strategic policies, socio-psychological environment and unit organizational structure.

Finance: is the company's ability to mobilize capital, allocate and use capital sources, control costs and establish good financial relationships with stakeholders.

Leadership team: This has a huge impact on human resource management in the company, reflected in the communication style and incentives used to influence employee behavior.

Company goal: influence management activities, including human resource management. It is a factor in the company's internal environment and affects a number of specialized departments, including human resources.

Business development strategy: Its function is to research and direct human resource development strategies, create a team of managers, experts, skilled workers and promote their talents. It is a competitive advantage and a driving force in shaping the business strategy of any company.

Organizational structure: is the arrangement of departments, relationships and information flow between tasks and levels. It defines the functions, tasks, and powers of those involved in the job and has a significant impact on the company's business operations.

Organizational culture: It is considered a concept that only exists in an organization, not in an individual. Organizational culture refers to the perceptions and behaviors of its members and outside the organization. In theory, no organization has the same culture as another, even though they may be similar in many ways. A company's organizational culture affects job performance and employee satisfaction; company's business.

Trade union: is a factor that affects management decisions, including decisions about personnel (management, supervision, maintaining the material and spiritual life of workers...).

1.4.2 Factors within the business

The external environment of an organization is the factors, forces, institutions... located outside of the enterprise that management cannot control but they affect the operations and performance of the enterprise. A company's macro environment includes all the factors and forces that influence the company's operations and performance. There are six main factors in the macro environment:

- Economic environment: shows the growth or decline of real income, accumulated savings, debt and changes in consumption habits. Economic growth, interest rates, exchange rates, inflation rates, tax policies, wage/price controls, balance of payments, financing.
- Natural environment: nature has a profound influence on human life, lifestyle and needs, natural conditions include geographical location, climate and natural landscape.
- Technological environment: is a factor that has a strong and direct impact on businesses. Technological factors are often expressed in new production methods, new techniques, new materials, production tools, and know-how. decisions, inventions, application programs... When technology develops, businesses have the opportunity to apply technical achievements to create products and services of higher quality, develop their business and improve their business. competitiveness. _ However, this also brings companies the risk of being left behind and weakening their competitiveness if they

do not quickly update technology.

- Demographic environment: Population development with an increasing labor force requires the creation of many new jobs; On the contrary, it will cause the aging of the workforce in the company and the scarcity of human resources and educational qualifications.
- Political - legal environment: demonstrates the regulation of basic business activities, strengthened State agencies and the development of important interest groups. It also affects human resource management, linking the company to recruitment and employee compensation, requiring good labor relations.
- Socio-cultural environment: the influence of cultural factors is long-term and subtle, difficult to detect. The socio-cultural characteristics of each country and each region also clearly affect human resource management at different levels of values, gender, class..., products and services affecting different levels. affects the production and consumption processes... Dominant influence on consumer behavior and business managers.

1.6 Lessons learned on human resource management

Unilever is one of the companies implementing a new and effective human resource management model. Unilever's strategic leadership, led by Chief People Officer Douglas Baillie, strongly believes that employee satisfaction has a direct impact on the company's success and growth.

- Create an open working environment

Unilever always prioritizes creating open opportunities for those who strive to progress at work. Organize regular internal and external training courses so employees can learn and exchange experiences with colleagues in many other countries.

- Consider people as the core for business development
Unilever's operating principle is "People are the most important asset, the deciding factor for the success of the business". The company has a strong focus on human rights and ensures strict enforcement of human rights according to established regulations.
- The human resources department is a strategic partner department

Unilever plans human resources as a strategic cooperation department, a guideline for the entire enterprise. Instead of simply offering training programs or welfare policies for employees, the human resources department also plays a role in connecting businesses, improving employees' skills and productivity.

- Promote the spirit of cohesion

At Unilever, department heads and team leaders must coordinate with strategic partner departments to create effective human resource plans for the departments they are responsible for. Personnel in every position must have a clear understanding of the job, the company culture, and the colleagues they work with. Department heads and senior managers act as catalysts and advisors to help employees integrate as quickly as possible. Unilever strives to create an open and engaged work environment - not only to improve team performance but also to retain employees.

- Different senior personnel training plan

Unilever holds regular cross-departmental meetings in many offices around the world and together plans employee training, needs and ways to improve employee skills and recruitment strategies. The company's new employees are always invested in developing both expertise and capacity.

All roles, tasks, and responsibilities for each job, individual, group, and company. Thanks to clear direction, Unilever's human resources strategy is always highly appreciated and brings certain successes to the business. At Vietnam HR Awards 2014, Unilever was awarded in the categories "Human Resource Planning & Sourcing" and "Working Environment". In 2016, Unilever reached the TOP 10 best working environments in Vietnam.

- Actively promote corporate culture
Unilever tries to create the image of a strong company, a united group with different values. The secret to attracting employees and expanding your customer base.
- Using technology software improves employee satisfaction

With a strong global human resources team, technology software is considered a powerful arm to help Unilever manage employees and change jobs easily and conveniently. In summary, the lesson learned about human resource management at Unilever company is to create an open working environment and opportunities to improve skills for employees at work, considering people as an important factor and respecting them. human rights, human resources is a strategic partner department and plays a role in connecting businesses, promoting a spirit of cohesion and a clear understanding of work and colleagues, providing other high-level personnel training plans differentiate and invest in employee development, promote corporate culture and attract employees and customers, use technology software to improve human resource and work management, create employee satisfaction and achieve success and development for the company.

2. Conclude

This article has clarified the concepts of the theoretical basis of human resource management. It includes the concept of human resources, concepts, characteristics, roles and functions of human resource management in order to systematize the content about the current status of human resource management activities at the company.

First, this chapter defines human resources as the most important resource of an organization. Human resources include members within the organization, including employees and management. They play an important role in carrying out tasks and achieving organizational goals.

Next, this chapter emphasizes the role of human resource management in organizational success. Human resource management is the process of managing and developing employees to meet job requirements and contribute to organizational goals. It includes recruitment, training and development, job analysis, performance appraisal, employee motivation and retention. Human resource management activities need to be conducted with appropriate policies and methods to ensure that the organization has enough qualified human resources to meet job requirements and organizational goals.

Finally, the factors affecting human resource management, criteria for evaluating human resource management, and lessons learned from human resource management are presented. It emphasizes the interrelationship between business environment and organizational culture on human resource management, provides criteria for evaluating human resource management, and shares important lessons from practical experience.

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