

**MINISTRY OF EDUCATION AND TRAINING  
HANOI UNIVERSITY OF MINING AND GEOLOGY**

**NGUYEN THANH THUY**

**STUDY ON MOTIVATIONAL TECHNIQUES FOR  
EMPLOYEES IN THE OIL AND GAS  
EXPLORATION AND PRODUCTION OF THE  
VIETNAM NATIONAL OIL AND GAS GROUP**

**SUMMARY OF DISSERTATION IN ECONOMICS**

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Supervisors:

- 1. Dr. Phan Thi Thai**, Hanoi University of Mining and Geology
- 2. Assoc.Prof. Dr. Tran Thi Thu**, National Economics University

Reviewer 1: **Prof. Dr. Tu Sy Sua**  
University of Transport and Communications

Reviewer 2: **Assoc.Prof. Dr. Nguyen Ba Uan**  
ThuyLoi University

Reviewer 3: **Dr. Bui Thi Thu Thuy**  
Hanoi University of Mining and Geology

The dissertation was successfully defended at the Hanoi University of Mining and Geology doctoral committee at ....., date ..... 2022.

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# INTRODUCTION

## 1. Rationale of the study

Facing competitive pressure from organizations and businesses when Vietnam joins the ASEAN Free Trade Area (AFTA) and the requirements of digital economy development, circular economy, green growth, and trends energy transition is inevitable in international integration. Therefore, organizations mobilize resources in general and human resources, in particular to improve business performance and provide the best products and services to customers. Enterprise managers should have solutions to motivate employees through incentive policies and management methods, so employees promote their abilities, employee loyalty, and qualified workers attraction.

Vietnam National Oil and Gas Group (PVN) plays an important role in national economic development, in which exploration and production (E&P) is the upstream and most crucial stage in increasing the volume of oil and gas, deciding the development of the following stages to achieve the goal of national energy security, affirming Vietnam's international maritime interests and sovereignty.

The goal of the Vietnam national oil and gas Group in the oil and gas exploration and production for the period of 2021-2025 and a vision to 2030 is to employ experts and engineers effectively to keep up with the international working environment (more than 6,000 employees). PVN has human resource management solutions and remuneration policies to retain and attract experts in the oil and gas exploration and production, but it is facing many difficulties such as qualified workers who quit their jobs to foreign oil and gas companies or to other sectors. Therefore, PVN needs to have appropriate

solutions to motivate employees in the oil and gas exploration and production. In addition, only a few studies studied the human resource management of PVN, and motivational techniques for employees in the oil and gas exploration and production have not been comprehensively and systematically studied. For this reason, through a study undertaken to close this gap, Ph.D. student selected the topic: “*Study on motivational techniques for employees in the oil and gas exploration and production of the Vietnam National Oil and Gas Group*”.

## **2. Research objectives**

Based on an analysis of the current situation of motivational techniques for employees in the oil and gas exploration and production, the research proposes motivational techniques solutions to attract, retain employees, develop the workforce, improve employees’ performance and successfully implement the development strategy of PVN.

## **3. The object and scope of the research**

### ***a. Research object***

The research analyzed motivational techniques and solutions of PVN for motivating employees in the oil and gas exploration and production.

### ***b. Research scope***

- Spatial extent: workforce in the oil and gas exploration and production of PVN, including employees working on oil and gas projects under the Vietnam-Russia Joint Venture Company (VSP) and the PetroVietnam Exploration Production Corporation (PVEP).

- Scope of content: Analysis of the situation of motivational techniques for employees, factors affecting motivational techniques and solutions to attract, retain and

develop the workforce in the oil and gas exploration and production of PVN

- Scope of time: Data was collected during 2016 – 2020 to analyze the current situation of motivational techniques for employees and solutions towards 2035

#### **4. Innovative results of the research**

*Theoretical aspect:* The research built a theoretical model and a motivational scale for employees in the oil and gas exploration and production.

*Practical aspect:*

- The research measured and proved the causal impact of policies on motivating employees in the oil and gas exploration and production of PVN

- The research proposed solutions to motivate employees in the oil and gas exploration and production of PVN

#### **5. New contribution of the research**

- The dissertation analyzed and systematized the theoretical issues about motivational techniques for employees, which contribute to motivational techniques in the oil and gas exploration and production.

- The dissertation analyzed the current motivational techniques for employees in the oil and gas exploration and production companies. Moreover, the dissertation developed a model of motivational techniques and tested it. The result shows that the motivational techniques positively impact the employees.

- The dissertation carried out quantitative research to identify the basic motivational policies for employees in the oil and gas exploration and production, namely (1) training and

development; (2) the policy of wage, cash bonuses, and discipline; (3) the recruitment and employment.

- The dissertation results help managers of the oil and gas exploration and production companies give solutions to motivate employees in accordance with the strategic goals of the Vietnam National Oil and Gas Group until 2035.

## **6. Structure of the dissertation**

In addition to the introduction, conclusion, list of references and appendices, the dissertation is structured in 5 chapters as follows:

*Chapter 1:* Overview of publications on motivational techniques for employees

*Chapter 2:* Theoretical and practical basis of motivation for employees in the oil and gas exploration and production

*Chapter 3:* Research methodology

*Chapter 4:* The current motivational techniques for employees in the oil and gas exploration and production of PVN

*Chapter 5:* Solutions to improve motivational techniques for employees in the oil and gas exploration and production of PVN.

## **CHAPTER 1: OVERVIEW OF PUBLICATIONS ON MOTIVATIONAL TECHNIQUES FOR EMPLOYEES**

### **1.1. Overview of publications on employees' motivation**

#### ***1.1.1. Overview of international publications on motivational techniques for employees***

##### *a. Motivational theories*

Scholars divide employee motivation theories into three groups: the theory of the origin of motivation, the theory of the motivational process, and the theory of social character.

##### *b. Role of motivational techniques for employees*

Some studies indicated the role of motivation techniques for employees: (1) improving labor productivity, work efficiency; (2) improving job satisfaction; (3) ensuring employees' commitment to the organization; (4) Retaining employees in the organization.

##### *c. Motivational factors for employees in organizations*

An overview of studies on motivational factors includes: (1) culture, economics, and politics, (2) incentives policies such as salary, bonus, special rights, benefits, and awards... (3) Synthesize many motivational factors such as internal factors (nature of work, opportunities, training and promotion) and external factors (salaries, participation in decisions, rewards, relationships with managers, working conditions)

*d. The influence of factors to motivate employees: Measure by multivariate equation*

#### ***1.1.2. Overview of national publications on motivational techniques for employees***

Motivation theory applied in different sectors shows that the role of motivation is to keep employees engaged with the

enterprise, satisfy their work, and positively impact employees' psychology.

Studies on employee motivational factors indicate that combining many external and internal motivational factors and financial and non-financial factors is necessary. and employ quantitative models to evaluate the impact of motivational techniques on the employees.

## **1.2. Overview of national publications on motivational techniques for the employee in the mining industry**

Some international studies on motivating employees in countries with developed oil and gas industries such as Iran, Russia, Pakistan, Malaysia, Omani show that motivational techniques for employees should be suitable to the characteristics of the oil and gas industry in terms of territories, different climates, many risks and high requirements on health, high qualifications and high internationality.

There has not been any research on motivational techniques for employees in the oil and gas exploration and production in Vietnam, but some studies analyzed wages, the quality of human petroleum resources or quality human resources development of PVN.

## **1.3. Conclusions drawn from the review and research gaps.**

### ***1.3.1. Conclusions drawn from the review***

Results from domestic and international publications on motivational techniques for employees are an important theoretical basis for solution orientation, forming theoretical frameworks of motivational techniques for employees in the oil and gas exploration and production.



Some international studies on motivating employees in the mining industry in general and the oil and gas industry in particular show that motivational factors such as training, remuneration, recruitment, and environmental working conditions are used to motivate employees. This is an important research result used to develop my research.

### ***1.3.2. Research gap***

The dissertation focused on the following content:

(1) Determining a theoretical framework of motivational techniques for employees in the oil and gas exploration and production based on the theoretical studies on motivational techniques for employees and the role of motivational techniques for an organization

(2) Developing a model of motivational techniques (from the perspective of employers, motivational policies for employees). Data collection was carried out to analyze the influence of those factors on the goal of motivating the employees in the oil and gas exploration and production of PVN.

(3) Analyzing the current situation of motivational techniques for employees in the oil and gas exploration and production of PVN with implemented motivational policies, pointing out what can be done, what exists and causes.

(4) Proposing solutions to improve the existing limitations in motivating employees in the oil and gas exploration and production of PVN to recommend a new motivational mechanism that can attract, retain and develop the employees.

## **CHAPTER 2: THEORETICAL AND PRACTICAL BASIS OF MOTIVATION FOR EMPLOYEES IN THE OIL AND GAS EXPLORATION AND PRODUCTION**

### **2.1. Theoretical basis of employee motivation**

#### ***2.1.1. Employee motivation***

##### *a. Concept*

Based on the results from recent studies, the research makes a point of view on motivational techniques for employee: “Work motivation are factors that positively affect employees, increase their dedication and creativity in performing the work assigned by the organization/enterprise, and enhance the long-term attachment of employees to the organization/enterprise”..

##### *b. The role of employee motivation*

The role of employee motivation is summarized as follows: (1) For individuals, employees are inspired to improve their capacity, promote creativity, satisfy job, and cooperate in work; (2) For organizations/enterprises, employee motivation contributes to cooperation, corporate culture, improving prestige, competitive position and attracting highly qualified workers; (3) For society, sustainable development society.

##### *c. Factors affecting employee motivation*

The dissertation is studied from the employer's point of view (organization/enterprise), so the research focused on analyzing the factors belonging to the organization/enterprise, including six factors: (a) Management policy of the organization/enterprise, (b) corporate culture, (c) Objectives of the organization/enterprise, (d) Organization/enterprise leadership, (e) Salary, bonus and incentives system and (f) Working conditions.

### ***2.1.2. Employee motivation***

The research adopted the concept of motivation of Bui Anh Tuan, Pham Thuy Huong (2009): Motivation is understood as the Employers promulgate policies, and management methods that positively affect employees in order to make them motivated at work.

Employee motivation methods are developed according to motivational causes (external and internal motivational methods) or according to the age of people.

The motivational policies for employees are developed based on six groups of motivational factors: (1) Recruitment and employment policies; (2) Training and development policies; (3) Salary, bonus and discipline policies; (4) Working environment; (5) Propaganda and education; (6) Personal characteristics of employees.

### **2.2. Characteristics and motivational issues for employees in the oil and gas exploration and production**

The requirements for employees in the oil and gas exploration and production are the basis for determining the motivational techniques for employees, shown in the following contents:

\* The motivational techniques for employees in the oil and gas exploration and production must ensure the stable maintenance of the value chain of production in the oil and gas industry, sustainable development and national energy security.

\* The motivational techniques for employees in the oil and gas exploration and production must be systematically and synchronously implemented with solutions associated with labor characteristics and the high internationality of the oil and gas

industry in general and in the oil and gas exploration and production in particular.

\* The motivational techniques for employees in the oil and gas exploration and production must encourage employees to be creative, pioneer in the application of science and technology according to the development of the oil and gas industry in the world; dare to take risks and challenges in the exploration and production of new energy sources

\* The motivational techniques for employees in the oil and gas exploration and production must retain employees, especially workers with professional and technical qualifications, with high international integration ability.

\* The motivational techniques for employees in the oil and gas exploration and production must use a combination of motivational techniques.

### **2.3. Experiences in the motivational techniques for employees of some international oil and gas corporations and lessons for PVN**

Experiences in motivating employees in Petronas, Shell, and Total and lessons learned for PVN.

## **CHAPTER 3: RESEARCH METHODOLOGY**

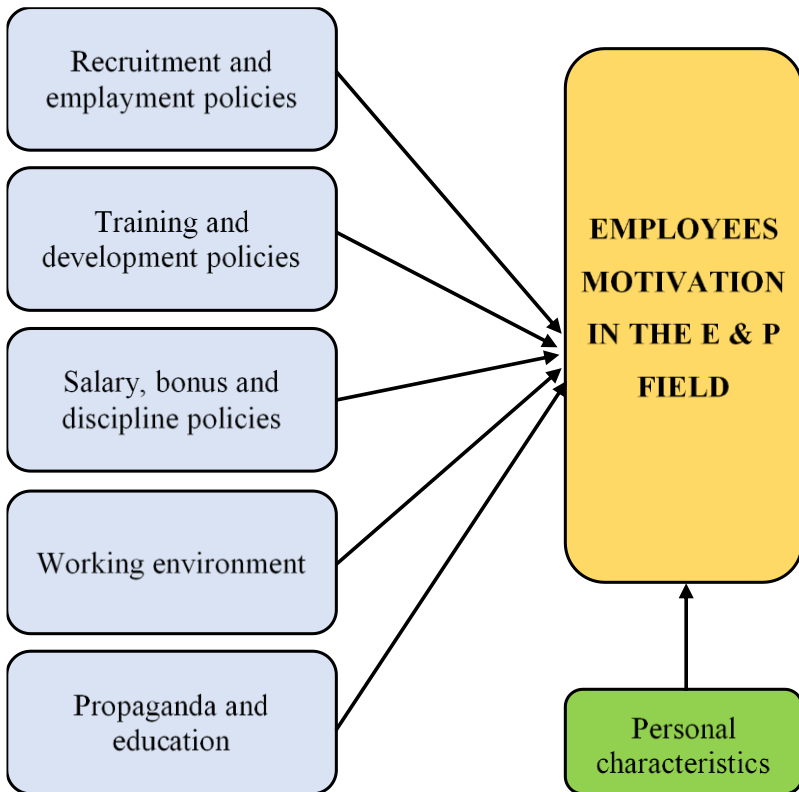
### **3.1. Secondary data**

A systematized method was employed to study the overview of relevant national and international documents related to the dissertation. In addition, the Statistical method was used to analyze the time series data, and point out the current situation of motivational policies.

### 3.2. Primary data

#### 3.2.1. *Research hypotheses, research models, scales used in the research*

Overview of national and international studies on motivational techniques for employees in the oil and gas exploration and production and the factors that affect employee motivation. Moreover, the researcher has developed research hypotheses and models (Figure 3-1).



**Figure 3.1. Research model to motivate employees in the oil and gas exploration and production**

### ***3.2.2. Data collection and data analysis method***

Preliminary research includes qualitative research (in-depth interviews) and preliminary quantitative research; (2) Formal Quantitative Research.

#### ***a. Qualitative research (in-depth interviews)***

- \* Interviewees: experts, managers, and staff

- \* Purpose: Identify motivational factors and research models.

#### ***b. Quantitative research (preliminary and formal)***

Data collection was carried out in combination with telephone interviews and email questionnaires

The sample in the formal quantitative study was selected by the convenient sampling method and the sample size was determined to be 400 employees in the oil and gas exploration and production of VSP and PVEP. Each oil and gas field selects from 20-25 people to interview with a response rate of 95%. After collecting enough data, the data was cleaned. The questionnaire information was coded, then entered and analyzed by SPSS version 22 software. The quantitative research results are carried out according to the following contents: Cronbach's Alpha reliability coefficient; Exploratory Factor Analysis (EFA); Correlation analysis and linear regression; T-Test.

## **CHAPTER 4: THE CURRENT MOTIVATIONAL TECHNIQUES FOR EMPLOYEES IN THE OIL AND GAS EXPLORATION AND PRODUCTION OF PVN**

### **4.1. Overview of the Vietnam National Oil and Gas Group**

Vietnam National Oil and Gas Group is a class I enterprise, operating multi-disciplinarily in the field of oil and

gas domestically and abroad; synchronously from oil and gas prospection, exploration and exploitation to the development of the gas-power-processing industry and oil and gas services. The enterprise's performance contributes to ensuring the country's energy security.

Currently, oil and gas exploration and production activities are mainly carried out by PetroVietnam Exploration and Production Corporation (PVEP) and Vietnam Russia Joint Venture (VSP). Oil production has a negative growth rate. The related reasons are that the large mines and the mines exploiting near the shore are almost exhausted and the medium mines are declining rapidly. Additionally, the reserves have not been increased given the lack of newly discovered mines.

#### **4.2. Labor Situation in the Field of Oil and Gas Exploration and Production of the Vietnam National Oil and Gas Group**

The labor structure has changed with the decreased number in the period 2016 - 2020 as PVN has been equitizing and restructuring in five main fields.

Regarding labor quality, workers in the field of oil and gas exploration and production generally are highly qualified and skilled with good health. This is related to their work's international nature, modern technology access requirements; and risky and volatile production situations. The proportion of workers with university and post-graduate degrees has increased. Furthermore, technical workers account for an average proportion (about 48%) of this field's total number of employees.

#### **4.3. The Situation of Motivational Techniques for Employees in the Field of Oil and Gas Exploration and Exploitation of the Vietnam National Oil and Gas Group (PVN)**

#### ***4.3.1. General policies to motivate employees of the Vietnam National Oil and Gas Group***

The decisions related to the motivational techniques for employees of PVN are based on legal documents including Laws, Decrees, Circulars guiding the implementation of the Labor Code, Petroleum Law, Law on emulation and commendation and Law on occupational safety and hygiene, etc. This includes (1) policies on recruitment and employment; (2) the Group's policies on labor assessment and economic remuneration; (3) the Group's policy on training and developing employees with regulations on organization and management of training, regulations on management and use of funds for training, regulations on recruitment and management of employees; and (4) non-financial motivational incentives shown in movements of emulating creative labor, emulation of occupational safety, emulation on key projects to enhance production technique in production, and thereby contributing considerable benefits to PVN. Building a solid foundation of petroleum culture to connect generations of oil and gas workers and culture in the new era of integration; (5) policy on working environment ensured by a quality management system according to international standards such as OHSAS 18001, ISO 14001 and ISO 9001; (6) renewed propaganda, consultation and problem-solving solutions by PVN and the oil and gas union and trade unions at all levels, implementing the regulation on grassroots democracy, employee conference and social commentary.

#### ***4.3.2. Policies to motivate employees in the direct units' oil and gas exploration and production.***



(1) VSP has regulations on recruitment and employment according to the resolution of the VSP council with the allocation of leadership positions to be assumed by both parties; staff management regulations. In the salary regulation, there are regulations on salary for titles and bonuses based on the results of production and business activities and according to the reward regulations. Regarding allowances and benefits, VSP has its regulations on allowances for sea, night work, and industry-specific allowances (allowances far from home). In addition, other regimes are applied such as lunch, meals, accommodation for marine workers, insurance and health care. Regarding the working environment and corporate culture, the company organizes periodical dialogues at the workplace, encourages employees to participate in initiatives and inventions, and ensures the job requirements regarding production safety, health and environmental protection. VSP has developed and applied quality management systems according to ISO 9001, occupational health and safety according to OHSAS 18001 and environmental protection according to ISO 14001.

(2) PetroVietnam Exploration and Exploitation Corporation (PVEP) develops motivational policies oriented to turning human resources into a strategic competitive advantage and playing a decisive role in accomplishing the development goals of the Corporation. In terms of employee utilization, title standards, employee policies and regulations on assessing the level of task completion are developed. Regarding training and human resource development, employees participating in the organized courses enjoy their rights, and perform the prescribed tasks and responsibilities. Furthermore, a human resource development plan is created based on international oil and gas

standards and PVEP's title standards. Salary and allowance regimes are specified in the employee prescription. Following that, employee salary includes basic salary, title salary and salary allowance, while allowances include position allowance, part-time cadre allowance, responsibility allowance, oil and gas exploration and production allowance. For the work of emulation and commendation, PVEP has issued the regulation on emulation and commendation, including annual bonus, annual performance bonus, unexpected achievement bonus and rewards for special oil and gas events. PVEP commits to creating and maintaining a respectful and professional working environment with recognized and deservedly evaluated efforts and dedications. This is also to build up a collective labor agreement and corporate culture.

#### ***4.3.3. Assessing the influential level of factors affecting motivational techniques for employees in the field of oil and gas exploration and exploitation***

- (1) Results of the reliability of the scale analysis*
- (2) Results of exploratory factor analysis (EFA)*
- (3) Results of correlation analysis of variables in the model*
- (4) Linear regression analysis*

Testing theoretical models and research hypotheses to identify factors affecting motivational techniques for employees in the field of oil and gas exploration and exploitation results in a standardized regression equation as below:

$$\mathbf{DL = 0.404LK + 0.283 DTPT+ 0.133 TCSD}$$

- (5) Test of motivational differences according to individual characteristics*

With a value (Sig.) > 0.05, the results show that there is no difference in labor motivation between individual characteristics such as age and working experience.

The analysis and verification results have identified three factors affecting the motivational techniques for employees in the field of oil and gas exploration and exploitation including the **factor of salary, bonus and discipline policies; the factor of training and development policies and the factor of selection and utilization policies.**

#### **4.4. General Assessment of Motivational Techniques for Employees in the Field of Oil and Gas Exploration and Exploitation of the Vietnam National Oil and Gas Group**

##### **4.4.1. Achievements**

*Firstly*, PVN has developed the "Strategy for training and developing human resources of the Vietnam Oil and Gas Group for the period 2016-2025, with a vision to 2035" as a basis for building a system of motivational policies for employees, including those in oil and gas exploration and exploitation. This system aims to develop human resources for oil and gas exploration and exploitation.

*Secondly*, PVN has built and consolidated a system of legal documents on human resource management that is consistent with its units.

*Thirdly*, PVN has identified oil and gas exploration and exploitation as the company's core stage. As a result, it has a policy of developing relevant human resources to play the leading role in accessing advanced technology in the field of oil and gas worldwide.

*Fourthly*, the results of the Ph.D. student's research on the current situation of motivational techniques for employees in the

oil and gas exploration and exploitation field are comparable with findings from other studies in Vietnam and the world.

#### **4.4.2. Limitations**

*Firstly*, Even though, PVN has issued regulations related to employees, there are no unified policies to motivate employees in the field of oil and gas exploration and production. This leads to implicit internal competition when comparing companies, thereby reducing motivation.

*Secondly*, most of the issued regulations of PVN to attract and respect employees in the field of oil and gas exploration and exploitation is not suitable for the current period with the increasing integration of the international economy.

*Thirdly*, the policies to motivate employees are limited as the influence of motivational factors on employees is at an average level. Specifically, the impact of salary, bonus and discipline policies; the factor of training and development policy and the factor of selection and utilization policies on motivational techniques for employees are at 40%, 28% and 13% respectively.

## **CHAPTER 5: SOLUTIONS TO IMPROVE MOTIVATIONAL TECHNIQUES FOR EMPLOYEES IN THE OIL AND GAS EXPLORATION AND PRODUCTION OF PVN**

### **5.1. Current Context and Requirements for Motivational Techniques for Employees in the Field of Oil and Gas Exploration and Exploitation of the Vietnam National Oil and Gas Group**

#### ***5.1.1. International integration in the oil and gas field***

### ***5.1.2. Development orientation of Vietnam's oil and gas industry to 2025 and vision to 2035***

The development of Vietnam's oil and gas industry is associated with the socio-economic development strategy, the national energy development strategy, the Vietnam sea and island strategy, ensuring energy security and protecting the country's sovereignty of the sea and islands. This is targeted at economic efficiency, sustainability and promotion of international cooperation according to the market economy principles. Promoting traditional oil and gas prospection and exploration; increasing investment in deep-water and offshore areas, associated with the protection of national sovereignty at sea; and expanding exploration of non-conventional energy sources are additionally aimed.

Objectives in the field of oil and gas exploration and exploitation are established according to Resolution No. 55-NQ/TW dated 11/02/2020.

### ***5.1.3. Perspectives on motivational techniques for employees in the field of oil and gas exploration and exploitation***

(1) Motivational techniques for employees in the field of oil and gas exploration and exploitation must be based on the policies on human resource management that PVN sets out to attract, retain and develop human resources, especially high-quality employees. (2) Motivational techniques for employees must be considered as one of the key contents in building a talent management strategy in the field of oil and gas exploration and production. (3) Motivational techniques for employees in the field of oil and gas exploration and exploitation are necessary to improve the efficiency of human resource management practices. (4) Motivational techniques for employees in the field

of oil and gas exploration and exploitation must be measured in each unit. (5) The work of motivating employees must be associated with the need to restructure the enterprise and renew the corporate culture.

## **5.2. Solutions to Motivate Employees in the Field of Oil and Gas Exploration and Exploitation in the Vietnam National Oil and Gas Group**

### ***5.2.1. Completing policies on salary, bonus, and discipline for employees in the field of oil and gas exploration and exploitation***

- Supplementing and renewing regulations on encouraging material-economic motivation to ensure employee retention and attract high-skilled workers in the field of oil and gas exploration and exploitation.

- Applying the 3P salary system (title salary, personal salary and performance-based salary). It is recommended to create incentive regimes for employees working on oil and gas projects with dangerous conditions. A specific mechanism for tax exemption and maintaining seafaring allowance income is recommended for those working in the fields requiring high technological capacity. There should be a safety bonus scheme for workers working on oil and gas projects. Furthermore, a professional seniority regime should be built as a knowledge management system.

### ***5.2.2. Strengthen training and workforce development practices in the field of oil and gas exploration and exploitation according to international standards***

*Regarding training:*

- Creating training plans for a team of managers, technical experts and leading experts in the field of exploration and exploitation.

- Developing standard training programs according to majors and fields of oil and gas exploration and exploitation to standardize the workforce.

- Strengthening cooperation with oil and gas contractors, joint ventures with foreign countries in intensive training in oil and gas exploration and exploitation, or sending staff to alternately work at joint ventures and foreign contractors.

- Promoting internal resources in training through qualified staff and highly technical workers.

- Applying the target of time to achieve the ability to work actively (the training time required for a newly graduated engineer to become a capable technical staff) as a basis.

*Regarding human resource development:*

- Developing a personal development plan for each job position since it was newly recruited and professional and technical training plans for experienced employees.

- Arranging jobs by qualifications, occupations and capabilities.

- Applying the career development model for human resource development (experience from foreign oil and gas companies). As such, there are two directions: developing employees into technical experts or management experts according to the letter Y model.

### ***5.2.3. Completing the recruitment and employment of labor in the field of oil and gas exploration and exploitation***

*Selection:*

- Publicizing and standardizing the selection, ensuring that the recruitment demand information is available on the Group's website and to its member units.

- No limiting recruitment sources. Targeting high professional and technical qualifications employees for the internationalization of human resources in the oil and gas exploration and exploitation sector.

- Forecasting human demand according to the talent supply chain model to develop human resource plans in the future.

*Employee utilization according to the job requirements:*

- Developing employee regulations that are suitable with specific management mechanisms and are of high internationality to ensure the attraction, retention and encouragement of qualified employees to work at the Group.

#### **5.2.4. Other solutions**

*(1) Regularly evaluate the effectiveness of motivational techniques for employees*

- Establishing a feedback system on the effectiveness of motivational techniques for employees through indirect indicators, such as job performance results, working attitude, sense of discipline, and level of commitment to the enterprise, or through direct quantitative tests.

- Applying key indicators (KPIs) to measure the effectiveness of motivational techniques for employees through policies.

*(2) Develop a method to evaluate job performance according to key performance indicators (KPIs)*



Key performance indicators allow measuring performance results across all processes and job functions and should be compared with the company's benchmarks in the industry.

*(3) Restructure units operating in oil and gas exploration and production, affirming each employee's role and responsibility.*

For oil and gas exploration and exploitation units, restructuring practices include financial, management and labor organization, operations and governance and technology restructuring

*(4) Reinventing Petrovietnam culture*

Decision No. 6774/QĐ-DKVN on approving the "Project on Regeneration of PetroVietnam Culture" is a guideline and a basis for firms operating in the oil and gas exploration and exploitation field to identify, amend and supplement the Petrovietnam cultural value system and related regulations.

## **CONCLUSION**

The thesis focuses on the following contents:

*Firstly*, the study systematizes general theoretical issues related to employee motivation and motivational techniques. This is important in determining policies to create labor in the field of oil and gas exploration and exploitation.

*Secondly*, the study evaluates the current situation of motivational techniques for employees in PVN at large and units operating in the field of oil and gas exploration and exploitation in particular. With appropriate research methods, combining secondary data such as reports, documents of the Group and its units, and primary data collected from a survey with 400 employees working in the oil and gas sector in Vietnam, the

research determines the importance of motivational techniques for employees in such field in ensuring the Group's strategic goals. Relevant results are consistent with the current context.

*Thirdly*, the thesis identifies the policy factors affecting motivational techniques for employees in the field of exploration and exploitation. These factors include (1) salary, bonus, and discipline; (2) training and development and (3) selection and utilization. The influence level on motivational techniques for employees varies between factors. Therefore, it is necessary to release appropriate policies to motivate employees and ensure human resource qualifications.

*Fourthly*, the study proposes groups of solutions and recommendations for motivational techniques for employees in the oil and gas exploration and exploitation field, which are in line with PVN's strategic goals until 2035 and economic integration conditions.

Besides, the thesis exposes some limitations:

- The number of surveyed units is quite limited as only VSP and PVEP (domestic oil and gas projects) are included. Increasing the sample size could be useful to obtain a more accurate and complete understanding of motivational techniques for employees in the oil and gas exploration and exploitation field.

- More in-depth qualitative surveys are required to understand the causes of existence as well as the solutions to overcome.

## LIST OF PUBLICATIONS

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3. **Nguyen Thanh Thuy** (2016), *Application of JDI model to investigate job satisfaction of employees working on Viet Nam oilrigs*, Proceedings of the ESASGD 2016, Session: Economic Management in Mineral Activities (EMMA), Hanoi, pp.36-41, (ISBN: 978-604-76-1171-3).
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