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## **Increase of personnel potential in oil and gas producing enterprises**

### **Abstract**

*Object:* The article examines the labor resources of the oil production sector, gives their characteristics, basic requirements and approaches to classification and professional activity, skills and knowledge and competence, which today determines the relevance of this problem, based on the demand of the labor market. All these and other aspects of staffing directly affect the management system, the growth of human capital, the formation of a modern contingent of employees capable of ensuring economic growth in the field of oil production and gas supply and interchangeability in various situations of an external and internal nature arising in oil companies.

*Methods:* To achieve the research goal, general scientific methods were widely used, in particular, the method of analysis, induction, questionnaire.

*Findings:* The authors identified the main problems of personnel in oil and gas companies, conducted a survey of the degree of satisfaction of personnel with their working conditions to determine the effectiveness of personnel activities and noted the importance of using the calculation of bonus payments, the criterion of the employee efficiency coefficient to achieve maximum efficiency in the use of human resources.

*Conclusions:* In modern economic conditions of modernization of production, the role of the human factor is steadily increasing, and higher requirements are placed on the level of knowledge, skills and competencies of employees. In this regard, based on the conducted research, it can be concluded that the development of human resources and its improvement is becoming one of the essential directions of strategic management of a modern organization.

*Keywords:* personnel, personnel potential, qualifications, personnel policy, oil and gas industry, Code of Business Ethics, incentive system, hard-skills, soft- skills.

### **Introduction**

The development of the organization at the present stage is impossible to imagine without the presence of a developed human resource potential. In a rapidly developing and unstable market, effective personnel management allows companies to increase their opportunities for sustainable development. Therefore, the problems of increasing and transforming human resources are becoming increasingly popular.

The oil and gas industry is experiencing constant problems with a shortage of highly qualified personnel. Also, difficult and dangerous working conditions in the oil and gas industry are an unattractive factor for young professionals. Therefore, companies need to think seriously about the strategy of personnel management, taking into account also the involvement of young professionals.

As practice shows, the reasons for the failures of companies in the oil and gas market are largely due to insufficient motivation and stimulation of employees of organizations, and in some cases their absence, which determines the actual nature and practical significance of the research topic.

*Hypothesis.* In order to provide the company with highly qualified specialists who make up the core of a dynamically developing oil and gas company, to create an incentive to work effectively, human resources managers need to implement a human resource management system.

### **Literature review**

Simarova I. S. et al. (2018) argue that in the conditions of increasing the role of the innovative factor of economic growth of companies, the requirements for the qualitative characteristics of personnel and, above all, for their professional qualification level are increasing. At the same time, the qualification of personnel should correspond not only to production tasks, but also take into account the specific requirements for competencies specific to a particular company.

In his research, Tiratsu D. (2016) came to the conclusion that the productivity of the company's personnel as the main criterion for the effective use of human resources largely depends on the level of staff qualifications. In this regard, "high requirements for the level of competence of personnel have become a prerequisite, especially in engineering industries". Christian Brannstrom, Michael Ewers, Peter Schwarz scientists

argue that labor mobility — especially among skilled workers — will accelerate the transition to peak oil. In addition, the choice of qualified workers will make it difficult to restore oil production and slow down the transition to renewable energy sources.

Filin S. A. and others (2012) in their research answer the question “Why are modern technologies of personnel management so slowly being instilled in Kazakhstan?” Since this issue is of concern to many company managers who are engaged in working with the personnel of enterprises. The discrepancy between the stage of development of the organization and the methods being implemented: very often HR managers begin to introduce those technologies to which the organization has not yet “grown up”. And it is unlikely that it will be possible to radically change personnel management, which is a means of personnel policy, without changing the subsystems of managing other resources of the organization (production management, financial management, information management), because everything is connected.

Thus, according to Marcel Kramer (2018), president of the Energy Delta Institute, many of the traditional professions in the oil and gas industry will continue to be in great demand. At the same time, there is already a demand for specialists with modern digital technologies and skills, as well as international mobility.

In turn, Garima Gayatri (2019), taking into account the problems faced by the oil and gas industry, assigns an important place in her research to interpersonal skills, i.e. soft skills. It is usually considered that the oil and gas industry is everything that is associated with high technical skills or abilities. These skills are more about everything that makes you who you are, not what you know.

According to D.R. Hairnova (2021), in order to provide the industry with highly qualified specialists who will become the mainstay of the dynamic development of the oil and gas sector, managers of enterprises and personnel services need to improve the personnel potential management system. From the point of view of formation and use, the concept of human potential can be viewed from two sides: on the one hand, it is an existing personnel reserve that carries out the current production process, on the other hand, the growth of new potential consisting of young specialists and representing the most promising part of the overall potential.

According to Z. Karbetova et al. (2019) it is important for a modern enterprise to have qualified personnel capable of achieving the goals of the enterprise and ensuring the solution of production tasks. All this requires taking into account the diversity of characteristics and making appropriate effective management decisions: qualitative, quantitative, temporal and spatial parameters. In this regard, more and more enterprises are making decisions about finding and retaining qualified employees, as well as about their professional development and training.

In turn, Gaifullina M. M. et al. (2018) noted in their study that the assessment of staff satisfaction with the existing system of motivation and stimulation should be carried out in order to identify the affective or emotional reaction of a person (employee) to the working situation.

### **Methods**

Despite the presence of sufficient extensive experience in the implementation of personnel policy at the level of oil companies, as well as motivation as an incentive tool and an integral part of the motivational mechanism of management, the economic nature of welfare and inequality are negative for the development of modern Kazakh society.

According to American experts on the transformation of human resources Brett Walsh, Jason Geller and Michael Stefan, “Enhanced reporting and analysis capabilities of personnel are necessary for the acquisition, remuneration and retention of talent, as well as to overcome certain personnel problems”.

The experience of French companies and enterprises shows that in improving the efficiency of personnel and labor productivity growth, the role of the analysis of the personnel of the administration and the labor resources of enterprises and companies is great, in which all the constituent aspects of industrial relations and the work itself associated with the production of products are analyzed in depth. As a result, along with labor productivity in French enterprises, qualitative indicators are calculated that determine the contribution of each employee, as well as the return on professional development, acquisition of related professions and others. The model of the Japanese system of staffing and labor incentives pays great importance to improving the quality of products, as well as intra-company management, i.e. modern management. During the research, the author conducted a survey, collection of primary information (survey and questionnaire), data processing, and system analysis.

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### **Results**

The main oil producing companies in the Aral Sea region are LLP “JV “Kazgermunai”, JSC “Petro Kazakhstan Kumkolresources”, LLP “Kolzhan”, JSC “Turgai Petroleum”, LLP “Souts-Oil”, LLP “JV “KAM”, JSC “OC “KOR”, LLP “Kumkol Trans Service”, Kazpetrol group LLP, Ssm-oil LLP, SNPS-Aidan Munai JSC, which account for more than 95% of total oil and gas condensate (qyzylorda.kz/dobycha-nefti-kyzylorda/, 2020).

Over the past 10 years, the volume of oil production in the Kyzylorda region has decreased 2.4 times. Since 2012, there has been a tendency in the region to reduce oil production, which is associated with the depletion of oil reserves. The financial statements posted on the websites, information about the company's activities show an increase in the cost of oil production, an increase in the cost structure of the payroll. In these conditions, oil and gas companies are forced to go, mainly in winter, to forced downtime of production, reduction of employees. In connection with the prevention of a social explosion, an increase in unemployment, companies practice providing a month's leave without the maintenance of one of the members of the production team.

In these conditions, the following problems of personnel in these companies can be identified:

1. The problematic situation in the fields, which poses questions to the management how to motivate employees?
2. The problems of various situations, which concerns the timing of the execution of work operations and the correct accounting of working hours. All this affects the efficiency of operations performed by employees of enterprises and companies in the oil and gas sector of the economy.

The essence of the first problem raises the question of how to motivate employees so that they work with great efficiency and achieve higher efficiency in the fields. Of course, in solving this problem, there is a need to develop a technological fixation of the arrival and departure of personnel to work. Fixing from the simplest remote control of finding an employee at work to the introduction of biometric methods for determining them at work, allows you to develop a form of their presence at work.

The second problem is to establish a uniform for marking the presence of staff at work. For various reasons, employees may often be absent from the workplace, and when submitting information for payroll, an employee of the personnel department often has to re-clarify with the heads of structural divisions the method of accounting and compensation for the working time of an absent employee. Consistency of decisions in determining the employee's payment in full, taking into account seniority, time and work experience, responsibility and quality are one of the tools of the motivational mechanism. Another tool of the motivational mechanism is a questionnaire, which allows you to determine, firstly, the social situation in the teams of departments and in the enterprise as a whole. Secondly, to identify the most significant areas of employee incentive solutions, and thirdly, to foreshadow those tools for regulating industrial relations in the various personnel regulation documents adopted.

The results of the study will be useful for shareholders (owners) to make management decisions, employees of the enterprise that create the company's core values and image, representatives of the industry business community, investors as interested parties together with the management of enterprises to implement new projects of the company and other consumers who have an interest in oil companies and companies requires consideration of their worldviews and it affects staffing, as well as the stimulation of labor relations.

In the course of the research, the author developed a questionnaire for the staff of oil companies in the region — JSC OC Kor, JSC PetroKazakhstan and JSC Turgai Petroleum. In order to determine the effectiveness of personnel activities, surveys and questionnaires were conducted on the degree of staff satisfaction with their working conditions in order to determine the possibility for improving working conditions in oil and gas enterprises. The questionnaire included questions about working conditions, the state of management, compensation, training and career growth through self-development of employees, labor relations in the team, etc. The survey was attended by heads of structural divisions, specialists and ordinary employees of the enterprise. A total of 196 respondents were interviewed (Table 1).

Table 1. Number of respondents who took part in the survey

№	Respondents	The companies			Total
		JSC OC Kor	JSC PetroKazakhstan	JSC Turgay Petroleum	
		people	people	people	
1	Department Heads	10	16	12	38
2	Specialists	15	24	21	60
3	Workers	21	53	24	98
Total		46	93	57	196

Note – compiled by the author

Let's look at some issues related to staff satisfaction with working conditions.

During the survey, the question was asked “Are you satisfied with the working conditions?”. The majority of respondents, i.e. 86.6%, expressed a positive opinion “yes”. According to the survey results, 2.4 % indicated unsatisfactory working conditions and 10.8% of respondents found it difficult to answer.

In particular, it is proposed to carry out appropriate work taking into account the opinions of 4.4 % of respondents for JSC OC KOR and 2.8% for JSC Petrokazakhstan who are not satisfied with working conditions, as can be seen from Table 2.

Table 2. Quantitative results on the issue

№	Answers	The companies						Average value
		JSC OC Kor		JSC Petro Kazakhstan		JSC Turgay Petroleum		
		p.	%	p.	%	p.	%	
1	Yes	37	80,4	83	89	51	90,5	86,6
2	No	2	4,4	3	2,8	-	-	2,4
3	Difficult to answer	7	15,2	7	8,2	6	9,5	10,9
Total		46	100	93	100	57	100	99,9

Note – compiled by the author

To the question “Does the work schedule effectively balance work and personal life?” the majority of respondents, i.e. 82.5%, expressed a positive opinion “Yes”. However, 3.7% of respondents said that the work schedule is unfavorable, and 13.8% of respondents said that they find it difficult to answer this question. In particular, it is recommended to carry out appropriate work taking into account the opinion of 10.9% of respondents who do not meet the work schedule for JSC OC Kor, as can be seen from Table 3.

Table 3. Quantitative results on the issue

№	Answers	The companies						Average value
		JSC OC Kor		JSC PetroKazakhstan		JSC Turgay Petroleum		
		p.	%	p.	%	p.	%	
1	Yes	35	76,1	75	80,9	52	90,5	82,5
2	No	5	10,9	-	-	-	-	3,7
3	Difficult to answer	6	13,0	18	19,1	5	9,5	13,8
Total		46	100	93	100	57	100	

Note – compiled by the author

To the question asked to determine the level of satisfaction of respondents with wages, the majority of respondents, i.e. 31% answered “yes” and 36.5% “rather yes”. Nevertheless, 11.2% of respondents expressed the opinion that they are rather not satisfied with the salary and 9% are not satisfied.

In particular, it is proposed to work on the settlement of the salary issue, taking into account the opinions of 23% of respondents on OC Kor JSC, 13% on Petro Kazakhstan JSC, 25% on Turgai Petroleum JSC.

The quantitative results of the survey of respondents' satisfaction with salaries in three oil companies can be seen in Table 4.

To the question “Sufficiency of knowledge and skills for the successful performance of official duties?” the majority of respondents expressed the opinion that 78% have sufficient knowledge and skills, some-insufficient.

Table 4. Quantitative results on the issue

№	Answers	The companies						Average value
		JSC OC Kor		JSC PetroKazakhstan		JSC Turgay Petroleum		
		p.	%	p.	%	p.	%	
1	Yes	11	24	46	50	11	19	31
2	Rather yes	21	46	21	23	23	41	36,6
3	Rather no	5	10	6	5	11	19	11,3
4	No	6	13	7	8	3	6	9
5	Difficult to answer	3	7	13	14	9	16	12,3
Total		46	100	93	100	57	100	100

Note – compiled by the author

It is proposed to carry out appropriate work taking into account the opinion of the surveyed respondent 76% for JSC OC Kor, 77% for JSC PetroKazakhstan and 81% for JSC Turgaypetroleum, some of which are not sufficient knowledge and skills.

The results of the survey of the sufficiency of knowledge and skills for the successful performance of official duties can be seen from Table 5.

Table 5. Quantitative results on the issue

№	Answers	The companies						Average value
		JSC OC Kor		JSC PetroKazakhstan		JSC Turgay Petroleum		
		p.	%	p.	%	p.	%	
1	Yes	11	24	22	23	11	19	22
2	Some knowledge and skills are enough, some are not	35	76	71	77	46	81	78
Total		46	100	93	100	57	100	100

Note – compiled by the author

During the survey, issues related to the logistics of personnel movements in companies were considered.

During the survey, the following questions were asked: “Do you understand the logic of personnel movements carried out in the company?” The majority of respondents, i.e. 51.6%, answered positively “Yes”. Nevertheless, those who say that they do not understand the logic of personnel movements carried out in the company are recommended to carry out appropriate work taking into account the opinion of 17.1% of respondents. In particular, those who say that they do not understand the logic of personnel movements carried out in the company by OC Kor 10%, by PetroKazakhstan JSC 15.4%, by Turgai Petroleum JSC 26%, are invited to carry out appropriate work taking into account the opinions of the respondents surveyed. The results of the studies are presented in tabular form below (Table 6).

Table 6. Quantitative results on the issue

№	Answers	The companies						Average value
		JSC OC Kor		JSC PetroKazakhstan		JSC Turgay Petroleum		
		p.	%	p.	p.	%	p.	
1	Yes	26	56	63	68	18	31	51,6
4	No	5	10	14	15,4	15	26	17,1
5	Difficult to answer	15	34	16	16,6	24	43	31,2
Total		46	100	93	100	57	100	

Note – compiled by the author

A sociological study showed that the main motives for employment in oil companies in the region are stable working conditions (68.8%), high wages (45.7%), interesting work (36.2%), team relations (29.7%), career growth (26.3%), the presence of a social package (20.1%) and others, as can be seen from Table 7.

Conducting a sociological survey should encourage staff to be interested in the questionnaire process itself, on the other hand, it is aimed at implementing the objectives of the Code of corporate ethics of oil companies. The results of the study showed that the main conditions for motivating work in oil and gas companies are stable working conditions, long-term labor contracts concluded with employees, high wages, interest in labor results, a good moral and psychological climate in the teams, the presence of a social package of employees of the enterprise, as well as the possibility of career growth.

Table 7. Quantitative results on the issue

№	Indicators	%
1	Stable working conditions	68,8
2	High wages	45,7
3	Interesting work	36,2
4	Relationships in the team	29,7
5	Availability of a social package	20,1
6	Career growth	26,3

*Note – compiled by the author*

A range of socio-economic factors affects the motivation of a company's labor force. Many of these represent independent subsystems of the company's overarching approach. They involve various economic and social indicators, but not all are implemented or included in personnel management. Without a dedicated system in place, it is almost impossible to create labor motivation within an enterprise (Uteubayev, 2015).

It is established that the achievement of the task is the main internal motivational factor affecting the employee's work efficiency. The study also shows that regardless of years of experience, the type of organization and the level at which an employee works, the lack of support from management will have a significant impact on reducing the motivation of the team in an oil and gas project. The study can serve as a guide for the oil and gas industry to identify a specific factor that helps to increase the motivation level of a certain segment of employees (Nasr Al-Hinai, 2020).

A survey conducted among oil-producing companies showed the need to develop a completely new Code of Business Ethics, Regulations on bonuses. The development of these documents will allow to regulate the behavior of employees in companies, most importantly, to know the strict rules of behavior at work, at a specific workplace, will allow you to have an idea of the ideological foundations of the company, will allow you to describe the policy towards the co-founders, managers and clients of the company. As a result, a professional attitude to work will ensure profit and long-term development of the company. If we consider the issue of motivating employees to increase labor productivity while reducing the number of production workers, it should be noted that the existing bonus system does not work and has become a familiar payment for the employee, which does not take into account the real results of their work. Managers in charge of HR services need to develop evaluation criteria in quantitative and qualitative indicators of the results of the work of employees of oil and gas companies for a certain period of time (month, quarter, year). The enterprises of the oil and gas sector have a well-established, systematized concept of personnel bonuses verified over the years. Considering the specific features of the oil and gas industry, the high costs of oil extraction and refining in winter compared to summer. Since the cost of oil production is lower in warmer seasons, many oil companies use intensive production from early spring to late autumn. Therefore, we consider it necessary to switch to a quarterly bonus system for the structural unit and individual employees who worked effectively by evaluating the main results of work, issued in the form of a one-time remuneration. When solving certain production tasks and projects, obtaining high results that affect the profits of companies, it is possible, with the consent of the heads of structural divisions, to provide incentives in the form of lump-sum payments. The form of compensation of employees for the work performed should proceed from the basic salary, as well as regular payments made depending on the contribution of each employee and the collective labor agreement adopted at the enterprise. With the introduction of this form, employees have the opportunity to receive not only their wages, but also receive an additional bonus for a job well done in each quarter. The wider the range of motivation tools used, the more positively employees evaluate the organizational culture. All this should be taken into account by companies that would like to create a suitable organizational culture in their company (Zsigmond, 2022).

Table 8. Form of compensation for determining their size of employees of structural divisions

Parameters	Achieving the minimum result	For over-fulfillment of planned tasks	Additional (desired) unplanned achievements
Compensation for labor	Salary according to the terms of the employment contract or contract	First prize for completing a planned task	The second (additional) award for an event that requires additional encouragement
Regularity of payments	Monthly	Quarterly	Quarterly and at least once at the end of the year

*Note – source (Kiselev V.D., Nakipova M.B., 2019)*

The professional competencies of employees require special attention. The changes in technological processes taking place at the enterprises of the oil and gas sector require improving the quality of human capital along with the rapidly changing market situation. On the other hand, the gradual depletion of traditional oil reserves and a decrease in the growth rate of oil recovery in the fields of the Kyzylorda region necessitate the development of completely new groups of professional abilities and production competencies among oil and gas industry workers.

Currently, oil production enterprises pay great attention to professional competencies and personal development of personnel, which requires annual professional development of employees of these companies. At the same time, oil and gas companies should be one of the incentives to determine the introduction of new approaches and the use of best practices by specialists of structural divisions.

In addition, digital technologies have influenced the training of specialists in industry. As practice shows, during the rest between shifts, operators partially lose their process management skills in terms of quick analysis and making the right decisions. Newly recruited staff, as a rule, do not possess these skills and require appropriate training (Barashkin et al., 2023).

The oil and gas industry of Kazakhstan is a leader in the number of already implemented projects for the development of professional competencies, professional development of employees, the introduction of knowledge assessment and training procedures. In addition, the close cooperation of oil and gas companies with universities and colleges for the training of specialists with the required professional competencies required in production is the key to the training of specialists with the necessary qualifications, and in turn, the basis for the formation of an educational order for higher and secondary educational institutions. In turn, the requirements for the professional competence of the accepted employees of companies will allow the personnel service to plan activities related to providing personnel with the necessary qualifications in the long term.

As you know, in the rapidly changing situation in the oil and gas market, with the advent of more advanced equipment in production, it is not enough to have only a set of any knowledge and skills acquired during training. Therefore, a modern specialist should have the ability to perceive the changes taking place, constantly improve his knowledge, make optimal decisions, master and develop new competencies and skills in the work he performs.

### *Discussions*

In the world practice of oil and gas companies, it is customary to develop the Worldskills movement by holding professional skill contests, retraining among production teams in order to increase the prestige of workers and engineering professions, develop labor skills and demonstrate the importance of competencies. To do this, many companies have training centers that hone professional skills in accordance with WorldSkills standards, attract specialists from outside, send them to advanced training courses at large factories and educational institutions. These activities help employees to quickly master the skills of working on production machines, complex technological equipment. Proper organization of the complex of measures will allow to achieve qualitative changes in the staff, which will allow to achieve the high goals of the enterprise.

Continuous improvement of knowledge, skills and professional competencies is considered a key area of staff development. It includes the development of hard-skills (the field of professional skills) and soft-skills (communication, leadership, team and other socio-psychological skills).

High-tech equipment used in the oil and gas industry requires specialists with high technical skills. Interpersonal communication skills are also of great importance. A global study on training and development in the oil and gas industry conducted by SP and BP showed that soft skills are considered more important for career growth in the oil and gas industry than technical skills. Therefore, professional knowledge and skills are necessary for any position. But nevertheless, employees should pay more attention to soft-skills competencies, in other words, interpersonal communication skills. According to Hugh Rothwell, Managing Director (MD) of Petroplan Recruitment specialist in North America, good communication and time management, effective team building and teamwork skills, as well as a generous, honest and trustworthy attitude are the most important soft skills for oil and gas industry professionals (Andreas Exarheas, 2018).

As the results of the study show, the main factors of staff retention in oil companies, as a rule, are the amount of wages, the availability of bonuses, profit sharing and others. Then, the second stage includes the status of the company, the availability of a social package, the location of the office, its equipment, the condition of workplaces, personal and business qualities of the head, corporate culture, compliance with labor

standards, career growth. In general, the activity of the personnel department of the enterprises under study is evaluated by the team at an average level. Almost the entire team is in favor of making various changes and improvements to its activities. Among the main complaints on the part of the team, one can single out the disinterest of the personnel service in the promotion of personnel on the career ladder, insufficient participation in the life of employees and a number of others.

### **Conclusions**

One of the most important tasks of the economy of oil and gas enterprises is to achieve maximum efficiency in the use of human resources. Achieving this goal is the main task of developing the personnel policy of the organization in increasing the personnel potential of the enterprise. The system of motivation and stimulation of employees of a certain organization implies the existence of a whole set of conditions aimed at attracting and maintaining employees, encouraging them to perform certain actions, and increasing their productivity.

The educational process becomes focused on the development of the unique abilities inherent in the personality, its intellectual potential. High rates of knowledge renewal cause the need for lifelong learning, the development of self-education skills. In the context of the increasing role of the innovative factor of economic growth of many companies, the requirements for the qualitative characteristics of personnel and, above all, for their professional qualification level are increasing. At the same time, the qualification of personnel should correspond not only to production tasks, but also take into account the specific requirements for competencies specific to a particular company. In this regard, large companies are creating corporate training systems, the functioning of which is aimed at ensuring the necessary level of qualification of personnel and the formation of the necessary corporate competencies. To develop human resources, companies should also use tools for interaction with key suppliers of intellectual capital, namely consulting organizations, research companies and institutions of higher education, national research universities that carry out various researches in the field of oil and gas chemistry, geological exploration and other areas relevant to companies.

Companies should ensure transparency and openness in personnel management, constantly improve incentive and management methods, ensure favorable working conditions, use part of the company's profits for professional development, retraining, acquiring new skills, and realizing personal and professional potential by employees.

According to the results of the survey, 2.4% of unsatisfactory working conditions were revealed, in which 10.8% of respondents could not give answers, which makes it necessary for the management to take measures to improve personnel work and improve working conditions. In addition, it is necessary to carry out such work taking into account the opinion of 4.4% of respondents for NC KOR JSC and 2.8% for PetroKazakhstan JSC, who demand to improve working conditions. In other words, these studies could serve as an impetus to revise the existing personnel policy in these companies and, if necessary, develop a new one or transform it.

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### **Мұнай-газ өндіруші кәсіпорындарда кадрлық әлеуетті арттыру**

**Аңдатпа:**

**Мақсаты:** Мақалада мұнай өндіру саласындағы еңбек ресурстары қарастырылған, олардың сипаттамалары, жіктелуі мен кәсіби қызметіне, дағдылары мен білімі және құзыреттілігіне қойылатын негізгі талаптар мен тәсілдер келтірілген, бұл бүгінде еңбек нарығының сұранысына негізделген осы мәселенің өзектілігін анықтайды. Кадрлармен қамтамасыз етудің барлық осы және басқа аспектілері басқару жүйесіне, адами капиталдың өсуіне, мұнай өндіру және газбен жабдықтау саласындағы экономикалық өсуді және мұнай өндіруші компанияларда туындайтын сыртқы және ішкі сипаттағы әртүрлі жағдайларда өзара алмасуды қамтамасыз етуге қабілетті қызметкерлердің қазіргі заманғы контингентін қалыптастыруға тікелей әсер етеді.

**Әдісі:** Зерттеу мақсатына жету үшін жалпы ғылыми әдістер, атап айтқанда талдау, индукция, сауалнама әдісі кеңінен қолданылды.

**Қорытынды:** Авторлар мұнай-газ өндіруші компаниялардағы кадрдың негізгі проблемаларын анықтады, кадр қызметінің тиімділігін анықтау үшін персоналдың еңбек жағдайларына қанағаттану дәрежесіне сауалнама жүргізді және адам ресурстарын пайдалануда барынша тиімділікке қол жеткізу үшін сыйлықақы төлемдерін есептеуді, қызметкердің тиімділік коэффициентінің критерийін қолданудың маңыздылығын атап өткен.

**Тұжырымдама:** Өндірісті модернизациялаудың қазіргі экономикалық жағдайында адам факторының рөлі артып келеді, ал жұмысшылардың білім деңгейіне, дағдылары мен құзыреттеріне жоғары талаптар қойылады. Осыған байланысты жүргізілген зерттеу негізінде кадрлық әлеуетті дамыту және оны арттыру қазіргі заманғы ұйымды стратегиялық басқарудың маңызды бағыттарының біріне айналады деген қорытынды жасауға болады.

**Кілт сөздер:** персонал, кадрлық әлеует, біліктілік, кадрлық саясат, мұнай-газ саласы, ынталандыру жүйесі, hard-skills, soft-skills.

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### **Повышение кадрового потенциала в нефтегазодобывающих предприятиях**

**Аннотация:**

**Цель:** В статье рассмотрены трудовые ресурсы сферы нефтедобычи, даны их характеристика, основные требования и подходы к классификации и профессиональной деятельности, навыкам и знаниям и компетенциям, что сегодня определяет актуальность этой проблемы, исходя из спроса рынка труда. Все эти и другие аспекты кадрового обеспечения напрямую влияют на систему управления, рост человеческого капитала, формирование современного контингента работников, способного обеспечить экономический рост в сфере

нефтедобычи и газоснабжения и взаимозаменяемость при различных ситуациях внешнего и внутреннего характера, возникающих в нефтедобывающих компаниях.

**Методы:** Для достижения цели исследования широко использовались общенаучные методы, в частности, метод анализа, индукция, анкетирование.

**Результаты:** Авторами выявлены основные проблемы кадрового персонала в нефтегазодобывающих компаниях, проведено анкетирование степени удовлетворенности персоналом своими условиями труда для определения эффективности кадровой деятельности и отмечена важность применения расчета премиальных выплат, критерия коэффициента эффективности сотрудника для достижения максимальной эффективности в использовании человеческих ресурсов.

**Выводы:** В современных экономических условиях модернизации производства роль человеческого фактора неукоснительно возрастает, а к уровню знаний, умениям и компетенциям работников предъявляются более высокие требования. В связи с этим, на основании проведенного исследования, можно сделать вывод о том, что развитие кадрового потенциала и его повышение становятся одним из существенных направлений стратегического управления современной организацией.

**Ключевые слова:** персонал, кадровый потенциал, квалификация, кадровая политика, нефтегазовая отрасль, Кодекс деловой этики, система стимулирования, *hard-skills*, *soft-skills*.

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