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## **Improving the system of personnel incentives in the oil and gas industry**

### **Abstract**

*Object:* Due to objective reasons, the existing incentive system in the oil and gas industry turned out to be irrelevant and does not correspond to modern Kazakhstan market conditions. The problem is that currently, in the conditions of digitalization and innovative development, changes are taking place in our country, in which we must accept and adapt our development policy to these realities. The purpose of this article is to study new methods for improving existing incentive systems for personnel at oil and gas producing enterprises.

*Methods:* Current personnel problems and documents regulating the activities of the company's employees were reviewed and analyzed in the oil and gas companies of the region, and practical recommendations and methods were given to improve the incentive system and regulations on remuneration of employees in the activities of oil and gas companies.

*Findings:* The importance of applying the calculation of annual, quarterly and monthly bonus payments, the conditions for the payment of bonus payments, the criterion of the employee's efficiency coefficient, additional conditions for the payment of bonus payments to each employee, as well as the frequency of payment of bonus payments was noted.

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

*Keywords:* incentive system, transformation, personnel policy, personnel potential, digitalization, personnel, competencies, oil and gas industry.

### **Introduction**

Today, one of the important problems of the development of the oil and gas industry, as well as any other industry, is its staffing. Competition and instability of the world market today require oil companies to identify and develop the main competitive advantages of these companies, to identify and give an objective legitimate assessment of the personnel policy. Therefore, the selection and hiring of highly qualified personnel, the correct assessment of their participation in the production process, motivation and stimulation of their contribution to the profit for oil and gas companies ensures an increase in labor productivity due to the professionalism of personnel, and not due to the reduction of technical personnel. At the same time, motivation and stimulation of personnel is a rather complex part of the personnel policy of the enterprise (Simarova I.S et al., 2018).

The problems of stimulating labor productivity, assessing human potential and others related to well-being and motivation for labor relations have been considered by many authors, in particular, E.B. Isakulov, S.M. Kopkin, V.P. Gorshenin, A.G. Gribov, Z.D. Lobachev, L.I. Lukicheva and others, consider the personnel potential, in which they address the issues of the role and place of a person in modern society.

Changes in technological processes, the quality of human resources, market conditions, the gradual depletion of traditional oil reserves and a decrease in the growth rate of oil production in the fields of the Kyzylorda region revealed the need for the development of completely new groups of professional abilities and production competencies among oil and gas industry workers, as well as new methods of stimulating personnel generated by the need for successful development of enterprises in the region.

*Hypothesis.* The personnel policy of oil and gas producing enterprises does not meet modern requirements for stimulating personnel and requires revision. Recommendations have been developed for the development of Provisions on bonuses that will increase labor productivity and improve relationships between employees. HR services should restructure their work, develop a new personnel policy, apply unconventional

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incentive systems depending on the specifics of production. These transformations will help oil and gas companies to be competitive in the market, increase production capacity in production, hire qualified personnel for production, which in turn will lead to increased efficiency and production.

In our work, we investigated the activities of an oil company and proposed methods of stimulating personnel.

### *Literature review*

In the modern world, human resources are one of the sources of competitive advantages of enterprises, in this regard, there is a need to organize a personnel management system and strive for its continuous improvement, coordinating the tasks and content of personnel policy with the goals, strategy and constantly changing structure of the organization (Korneyeva Z.A., 2017).

Capacity building in practice is often a constant process of “growing” key employees and managers who have the appropriate professional competence, personal and business qualities necessary for the qualitative implementation of their own activities and the activities of subordinates (E.B. Isakulov, 2010).

According to O.S. Vihansky (O.S. Vihansky, 1998), the concept of “human resources” is based on the possibility of applying economic assessments of people's ability to create a certain income. The higher the individual productivity of an employee and the longer the period of his activity, the more he brings income and is of great value to the enterprise.

In this regard, employee incentives are crucial for effective management. Karrie Lucero suggests learning how to motivate your employees and developing incentives that motivate proper behavior and give employees the opportunity to succeed in their profession (Karrie Lucero, 2021).

In turn, B.A. Rakhmetov argues that the compensation system applied to the category of employees needed by the organization should be competitive, since organizations compete with each other in the labor market to attract specialists necessary to achieve success in strategic issues. (Rakhmetov B.A., 2005).

According to Filin S.A., Filina T.V., employees have their own goals and motives. And what they are most often unknown and, therefore, cannot influence them. That is, they cannot be motivated. But it is possible to take into account the motives of employees, that is, to stimulate (Filin S.A., Filina T.V., 2012).

Larisa A. Ilyina understands the strategy of motivation and stimulation of labor as a set of purposeful processes through which the organization's personnel are involved in various spheres of social production and stimulated by ways and methods that increase both the organizational potential of the company as a whole and their ability to plan activities, as well as independently see and solve problems arising during it (Larisa A. Ilyina, 2013).

In modern conditions, the oil and gas sector of the economy has ceased to be simple and cheap technologically, the extraction of raw materials is carried out using ever-increasing technologies, in the creation of which many billions of dollars are invested and on which the intellectual forces of many countries of the world are working (Shafranik Yu.K., 2011).

According to D.R. Hairova (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.

### *Methods*

To conduct this study, the following methods were used: analysis and synthesis methods, summary and grouping of observation materials, absolute and relative values, sampling. The use of these methods makes it possible to develop new Provisions on bonuses, effective personnel policy of oil and gas producing enterprises. Therefore, the main thing in the relations between all the components of the personnel is the need for documentary and methodologically correct formalization of the transformations that have occurred and are taking place in organizations in this area. Personnel services of oil and gas companies need to identify corporate core values and significant goals of activity, convey to each employee the strategies of companies, scenarios of economic and individual behavior adequate to external and internal challenges, work out mechanisms of further transformations in the team, primarily in relation to the system of incentives and motivation of personnel.

### **Results**

The incentive system in oil companies has ceased to be a sufficiently complete and adequate management tool for making simple and complex corporate decisions. It does not meet the expectations of the company's owners and its top managers, the expectations of functional and line managers, the expectations of specialists and ordinary employees, which periodically generated and generates a variety of internal and external corporate problematic situations that slow down the sustainable development of oil and gas enterprises themselves in difficult market conditions (Kabakova G.E., Kazbekova L.A., 2020).

A new approach of the incentive system is needed. At the same time, it is important to prevent primitivization, a superficial approach to the mechanisms for assessing the complex production activities of the corporation, its divisions with qualitatively different production technologies. Transformation involves the productivity of each employee, the stimulation of work for the final result of the divisions of the enterprise.

It is necessary to analyze the current personnel problems in the organization and the documents regulating the activities of the company's employees. JSC Oil Company "KOR" was chosen as the object of the study. The purpose of the study in the conditions of competition, the current difficult situation in the oil production market is an updated system of motivation of employees of this company, which should become an important factor in ensuring the increase of human resources and sustainable development of the company.

### **Discussions**

In a rapidly changing economy, the company's management came to the conclusion that the existing system of employee bonuses has turned into a system of mandatory regular payments to all employees without taking into account the real contribution of employee labor to the development of the company. Therefore, the company's administration aims to turn the award into a tool for productive motivation of employees, improving the work of structural divisions, achieving real results of their work. At the moment, the management of the company does not have a holistic and systematic concept of bonuses, since it is difficult to assess the contribution of each employee with different types of functional responsibilities, work activity in the company (Bicheev M.A., 2015). Evaluation of the work of an employee and a production unit is often subjective. The administration of the company uses a simple way of evaluating labor, based mainly on quantitative indicators. This evaluation method does not fully reflect the quality of the work performed and the final results of the work. The definition of quantitative and qualitative criteria for bonuses is not entirely clear to managers and employees of the company. A survey and a meeting with functional and line managers of the company showed different evaluation criteria in different departments, the lack of a unified approach to evaluating employee performance. The development of digital skills among production workers, the management of complex technological equipment, production processes that ensure the smooth operation of the enterprise comes to the fore.

In these conditions, there is an objective need to develop a new provision on bonuses. In oil and gas companies, the term Regulation on the payment of employee benefits is usually used (Kiselev V.D., Nakipova M.B., 2019).

The following sections of the Regulations on the Payment of Remuneration to Employees can be noted: 1) general provisions; 2) conditions and indicators of planned payments; 3) establishment of planned values; 4) evaluation of the results achieved; 5) definition % PV of bonus indicators; 6) determination of % PV for efficiency, taking into account the weight of indicators; 7) determination of the total % PV; 8) determination of the actual % PV; 9) determination of the amount of actual PV payments.

The General Regulation regulates the procedure for calculating annual, quarterly and monthly bonus payments (hereinafter - BP) to employees of JSC "KOR Oil Company" (hereinafter - the Company). In the second section, it is necessary to determine the conditions for the payment of BP, the criterion of the employee's efficiency coefficient, additional conditions for the payment of BP to each employee, as well as the frequency of payment of BP. In the third section, the planned values of efficiency used in the BP system are determined, approved by the Board of Directors at the beginning of the reporting period and are benchmarks (100%) for calculating the BP (the basic plan of the annual budget).

To do this, it is necessary to calculate the critical and upper threshold values of indicators such as the volume of oil production, profit, the share of production costs, the level of industrial safety, ore and environmental protection, etc. (Table 1)

Table 1. Critical and upper threshold values of indicators

Threshold values of indicators	Degree of achievement of efficiency (how % from the reference value of efficiency or the score scored)
<b>Production volume</b>	
Below critical	Less than 95%
Critical value of the efficiency factor	95%
Control value of efficiency factor	100%
Upper threshold value of efficiency factor	105%
<b>Earnings before taxes, interest and depreciation</b>	
Below critical	Less than 90%
Critical value of efficiency	90%
Control value of efficiency	100%
Upper threshold value of efficiency	130%
<b>Free cash flow</b>	
Below critical	Less than 80%
Critical value of efficiency	80%
Control value of efficiency	100%
Upper threshold value of efficiency	130%
<b>Specific production costs</b>	
Below critical	Less than 80%
Critical value of efficiency	80%
Control value of efficiency	100%
Upper threshold value of efficiency	130%
<b>Assessment of the level of industrial safety, labor protection and the environment</b>	
The required level of industrial safety, labor protection and the environment is provided	75-100%
There are minor deviations from the required level of industrial safety, labor protection and the environment	45-74%
There are significant deviations from the required level of industrial safety, labor protection and the environment	15-44%
The required level of industrial safety, labor protection and the environment is not provided	0-14%
<i>Note - source (Kiselev V.D., Nakipova M.B., 2019)</i>	

In the fourth section, in our opinion, it is necessary to assess the results achieved, i.e. it is necessary to determine the percentage of fulfillment of planned indicators according to various criteria. In case of failure to achieve the planned targets, the bonus is not paid. The achievement score by indicators can be calculated using the formula:

$$\% \text{ of achievement} = \text{actual value} / \text{planned value} * 100\% \quad (1)$$

The percentage of achievement is also estimated according to the indicator "Unit production costs" and is calculated by the formula:

$$\% \text{ of achievement} = 2 - \text{actual value} / \text{planned value} * 100\% \quad (2)$$

In the fifth section, it is necessary to determine the percentage of completion of production tasks, to develop a percentage of bonuses depending on the achievement of results from the critical value to the control or upper threshold of the efficiency value.

Each company can develop the criteria itself. We propose 5 efficiency criteria:

- "Production volume" for the reporting period of the Company;
- "Unit production costs" for the reporting period for the Company;
- "Free cash flow" for the reporting period for the Company;
- "Profit before taxes, interest and depreciation" for the reporting period for the Company;

- “Ensuring the required level of industrial safety, labor protection and the environment in the Company” for the year/quarter/month for the Company.

In the sixth section, you can determine the percentage of bonus payments for efficiency, taking into account the specific weight of each indicator. The indicators should be divided into month, quarter, and year. The percentage of efficiency for each indicator is determined by multiplying by the specific weight of this indicator (Table 2).

Table 2. Determination of % bonus payments for efficiency, taking into account the weight of indicators

№	Efficiency factor	Weight depending on the frequency of payment		
		Month	Quarter	Year
1	Production volume	40%	40%	40%
2	Earnings before taxes, interest and depreciation	10%	20%	20%
3	Free cash flow	10%	20%	20%
4	Specific production costs	10%	10%	10%
5	Ensuring the required level of industrial safety, labor protection and the environment	30%	10%	10%

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

The seventh section provides for the determination of the percentage of payments for each indicator (taking into account the weight) of the total percentage of bonus payments.

$$\text{Total \%BP} = \sum \%BP \text{ per indicator, taking into account weight} \quad (3)$$

The eighth section determines the actual percentage of bonus payments. At the same time, it is proposed to take into account the fulfillment of an additional bonus condition: the employee's compliance with labor discipline, the absence of disciplinary penalties and the proper performance of functional duties – if it is not fulfilled, the management decides to reduce the amount of the bonus or its non-payment.

$$\text{Fact \% BP} = \text{Total \%BP} * \text{BP Rate} \quad (4)$$

In the ninth section, the amounts of the actual payments of BP are determined, which are calculated according to the following formula:

$$\text{The amount of BP} = \text{Actual \% BP} * \text{Base for BP} \quad (5)$$

For employees in the composition of the base, which takes charge of the BP is proposed to consist of payments made during the reporting period on the results of activities:

- the payment of the basic wage (pay by salary) for actual time worked during the reporting period, including work on weekends and holidays and overtime;
- established allowances and surcharges for performance, combining professions and positions, expanding the service area and increasing the volume of work performed, for working at night.

The use of this method would increase the interest of personnel in the final result of the company's activities.

The next item suggests an assessment of the level of safety, labor protection and the environment for the year. The work on occupational safety at the enterprise should be based on the identification of existing risks and their management. At the same time, risk assessment is the cornerstone of occupational safety planning. Effective occupational health and safety management is possible only if the current state of occupational health and safety is known and problem areas are identified.

The purpose of occupational safety is to improve occupational safety and systematic improvement of working conditions. The preventive systems necessary to ensure the protection of workers from industrial

accidents and injuries depend to a large extent on effective systems and methods of occupational health and industrial safety management (Edmund Nana Kwame Nkrumah et al., 2021).

The assessment of the level of industrial safety, labor protection and the environment for the year is calculated according to the formula:

$$Y=100\sum_{i=1}^7g_i \quad (6)$$

where Y is the number of points corresponding to different levels of industrial safety, labor protection and the environment;  $g_i$  is the number of penalty points determined in accordance with the Table 3:

Table 3. The criterion of compliance with the required level of industrial safety, labor protection and the environment

№	Name of a particular indicator	The criterion of compliance with the required level of industrial safety, labor protection and the environment	Penalty points for failure to meet the requirements of the criterion { $g_i$ }
1	The presence/number of fatal accidents caused by the employer	Absence of fatal accidents caused by the employer during the estimated period	100 <sup>2</sup>
2	Implementation of activities/tasks planned for the estimated period: - to eliminate violations identified by the results of comprehensive inspections of state bodies (authorized non-governmental organizations with the necessary competence), commissions, as well as contained in the materials of investigations of accidents and accidents; - industrial and environmental safety programs.	Implementation of all activities planned for the estimated period	20
3	Compliance of industrial safety, labor protection and environmental management systems with the requirements of regulatory legal acts (international standards)	Absence of significant inconsistencies in the functioning of the industrial safety, labor protection and environmental management system in the audit reports (audit reports) during the assessed period to the requirements of regulatory legal acts (international standards)	10
4	The specific index of injuries of the company's personnel	The value of the specific injury rate of the company's personnel should not exceed the established planned value	50
5	Specific indicator of emissions of pollutants into the atmosphere	This particular indicator should not exceed the established target value	5
6	Specific indicator of discharge of polluted wastewater into surface reservoirs	This particular indicator should not be less than the established target value	10
7	The ratio of waste disposed of during the year to newly generated waste over the same time period	This particular indicator should not be less than the established target value	5

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

If there is one fatal accident during the year, the organization receives an assessment: “The required level of industrial safety, labor protection and the environment is not provided”, regardless of the values of other indicators. Number of penalty points – 100. This provision does not apply to the death of employees in an accident that occurred through no fault of the employees. If the Company does not have a certificate of compliance with the requirements of international standards, penalty points are not awarded. If there is no discharge of water into surface reservoirs, penalty points are not awarded.

Based on the specifics of the oil and gas sector, it is proposed to indicate the general and professional competencies of the departments and their employees, according to which labor assessment can be carried out. Professional competencies can be conditionally divided into 3 blocks: 1) production, ensuring uninterrupted production (oil production); 2) maintenance, ensuring the uninterrupted operation of production equipment, reducing and preventing possible technological failures, minimizing them; 3) ensuring comfortable operation of the internal environment of the company (production and maintenance units), as well as high-quality and constructive interaction with the external environment of the company.

When awarding bonuses to employees of the Company, it is necessary to include work on weekends and holidays and overtime, as well as allowances and surcharges for performance, combining professions and positions, expanding the service area and increasing the volume of work performed, for working at night.

Also important in the formation of personnel policy are automation and the use of IT technologies, as well as the formation of a personnel reserve. The provision proposed above needs to be automated, modern IT technologies should be used to register the contribution of each employee, according to the results of which the amount of bonuses of each employee is determined. Based on the data obtained, the activity of each employee is evaluated (Lambekova A.N. et al., 2022). In case of unsatisfactory work, there is a need to form a high-quality personnel reserve that increases the efficiency of the company and its production capacity. With the help of the system, human resource management specialists identify the strengths and weaknesses of employees, determine the most qualified employees, and develop an individual development plan for each promising specialist based on the data obtained.

### **Conclusions**

In conclusion, it should be noted that when introducing innovations, it is important to clearly understand the range of methods adequate to the problem situation and the likely difficulties (risks) that those who will be engaged in their implementation in the organization will have to work with. Authoritarian, democratic or liberal-indulgent styles of overcoming organizational resistance depend on the degree of elaboration and consistency of the proposed changes (there is or is not a clear conceptual model of changes and their expected results), on the time (required for successful implementation and acceptable according to the plan), on the risks (acceptable and critical). In the conditions of industry market relations, which are not always stable and predetermined, it is a difficult task to propose a balanced and unified system of indicators of the effectiveness of innovation implementation. The management of any company should determine it independently, based on the specifics of its company's activities.

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. 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 (Andreas Exarheas, 2018).

In a competitive environment, the updated motivation system for employees of JSC Oil Company "KOR" will become an important factor that will ensure the sustainable development of the company.

The proposed mechanism of decision-making for motivation can be documented and successfully applied in the practice of large oil and gas companies.

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### **Мұнай-газ саласындағы персоналды ынталандыру жүйесін жетілдіру**

#### **Аңдатпа**

*Мақсаты:* Объективті себептерге байланысты қолданыстағы мұнай-газ саласындағы ынталандыру жүйесі өзекті емес және нарықтық шаруашылық жүргізудің қазіргі қазақстандық жағдайларына сәйкес келмейді. Мәселе мынада, қазіргі уақытта цифрландыру және инновациялық даму жағдайында біздің елімізде өзгерістер болып жатыр, оларды біз өзіміздің даму саясатымызды осы болмысқа қабылдауға және бейімдеуге тиіспіз. Мақаланың мақсаты — мұнай-газ өндіретін кәсіпорындарда персоналды ынталандырудың қолданыстағы жүйелерін жетілдірудің жаңа әдістерін зерттеу.

*Әдісі:* Өндіріс мұнай-газ өндіруші компанияларында бар өзекті кадрлық проблемалар мен компания қызметкерлерінің қызметін регламенттейтін құжаттар қаралды және талданды, мұнай-газ өндіруші компаниялардың қызметінде жұмыскерлерді ынталандыру жүйесін және сыйақы туралы ережені жетілдіру бойынша практикалық ұсынымдар мен әдістер берілді.

*Қорытынды:* Жылдық, тоқсандық және ай сайынғы сыйақы төлемдерін есептеуді қолданудың маңыздылығы, сыйақы төлемдерін төлеу шарттары, қызметкердің пайдалы қызмет коэффициентінің өлшемдері, әрбір қызметкерге сыйақы төлемдерін төлеудің қосымша шарттары, сондай-ақ сыйақы төлемдерін төлеу кезеңділігі атап өтілді.

*Тұжырымдама:* Компаниялар персоналды басқаруда ашықтықты қамтамасыз етуі, ынталандыру және басқару әдістерін үнемі жетілдіріп отыруы, қолайлы еңбек жағдайларын қамтамасыз ету, компания кірісінің бір бөлігін біліктілікті арттыруға, қайта оқытуға, жаңа дағдыларды алуға, қызметкерлердің жеке және кәсіби әлеуетін іске асыру үшін пайдалануы керек.

**Кілт сөздер:** ынталандыру жүйесі, трансформация, кадр саясаты, кадр әлеуеті, цифрландыру, персонал, құзыреттер, мұнай-газ саласы.

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**Совершенствование системы стимулирования персонала**  
**в нефтегазовой отрасли**

**Аннотация:**

**Цель:** В силу объективных причин существовавшая система стимулирования в нефтегазовой отрасли оказалась неактуальной и не соответствующей современным казахстанским условиям рыночного хозяйствования. Проблема состоит в том, что в настоящее время в условиях цифровизации и инновационного развития в нашей стране происходят изменения, в которых мы должны принять и адаптировать свою политику развития к этим реалиям. Целью данной статьи является изучение новых методов совершенствования существующих систем стимулирования персонала на нефтегазодобывающих предприятиях.

**Методы:** Были рассмотрены и проанализированы существующие в нефтегазодобывающих компаниях региона актуальные кадровые проблемы и документы, регламентирующие деятельность сотрудников компании и даны практические рекомендации и методы по совершенствованию системы стимулирования и положения о вознаграждении работников в деятельности нефтегазодобывающих компаний.

**Результаты:** Отмечена важность применения расчета годовых, квартальных и ежемесячных премиальных выплат, условия выплаты премиальных выплат, критерий коэффициента полезного действия работника, дополнительные условия выплаты премиальных выплат каждому работнику, а также периодичность выплаты премиальных выплат.

**Выводы:** Компании должны обеспечивать прозрачность и открытость в управлении персоналом, постоянно совершенствовать методы стимулирования и управления, обеспечивать благоприятные условия труда, использовать часть прибыли компаний для повышения квалификации, переобучения, получение новых навыков, реализации личного и профессионального потенциала работниками.

**Ключевые слова:** система стимулирования, трансформация, кадровая политика, кадровый потенциал, цифровизация, персонал, компетенции, нефтегазовая отрасль.

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