

ADAPTATION OF SOCIAL PERSONNEL MANAGEMENT IN OIL AND GAS ENTERPRISES TO MODERN REQUIREMENTS

ADAPTAÇÃO DA GESTÃO DE RECURSOS HUMANOS EM EMPRESAS DO SETOR DE PETRÓLEO E GÁS AOS REQUISITOS ATUAIS

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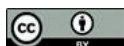
Abstract

The article discusses the theoretical and methodological foundations of social management and human resource management in the oil and gas industry in view of its specifics and global trends. The issues of personnel policy, employee motivation and adaptation, as well as corporate social responsibility and social return on investment (SROI), are examined. Particular attention is given to the role of digitalization and priority areas for the development of human capital management for the purposes of sustainability and competitiveness.

Keywords: Social Management. Oil and Gas. HR Policy. Digitalization. SROI. Staff Motivation. Adaptation.

Resumo

O artigo discute os fundamentos teóricos e metodológicos da gestão social e da gestão de recursos humanos na indústria de petróleo e gás, tendo em vista suas especificidades e as tendências globais. São examinadas questões relacionadas à política de pessoal, à motivação e adaptação dos funcionários, bem como à responsabilidade social corporativa e ao retorno social sobre o investimento (SROI). É dada especial atenção ao papel da digitalização e às áreas prioritárias para o desenvolvimento da gestão do capital humano, com o objetivo de promover a sustentabilidade e a competitividade.



Palavras-chave: Gestão Social. Petróleo e Gás. Política de RH. Digitalização. SROI. Motivação dos Funcionários. Adaptação.

1 INTRODUCTION

In the midst of transformations caused by digitalization, globalization, and technological progress, organizations face the task of not only adapting to changes but also of actively building stable competitive advantage. In this context, particular importance is attributed to human capital, which in modern conditions is viewed not simply as a combination of labor resources but as a strategic asset that dictates the innovative potential, flexibility, and viability of an organization.

Compared with other types of resources, human resources (HR) have a number of unique characteristics, such as self-innovation, learning ability, reflection, and creative potential. These features necessitate a qualitatively different approach to human resource management (HRM) based not only on administrative procedures but also on strategic planning, the development of motivation, engagement, and corporate culture, and building trusting relationships between employees and the organization.

Traditional personnel management, focused primarily on solving current problems, loses its effectiveness in the face of new challenges [1]. Hence, the need arises to create and develop an HRM system that would flexibly respond to internal and external changes, maintain high labor productivity, and also ensure the long-term stability of the organization.

Scientific interest in this issue owes to the growing role of human resources in the strategic development of organizations and the need for the theoretical conceptualization of new approaches and models in management. Current research in the field of HRM focuses on areas such as strategic HRM, talent management, digital transformation of HR processes, building a corporate culture, and developing leadership [2].

2 RESULTS

The oil and gas industry, characterized by high risks and social responsibility, requires innovative approaches to HRM. The results of the study reveal significant changes in the structure of employee motivation with a steadily growing importance of intangible factors, such as recognition, participation in management, and work-life balance, compared with the traditional material incentives. Furthermore, the analysis of employee value proposition (EVP) reveals a pronounced gap in the assessment of leadership style between different segments of the industry, indicative of the need to transform management approaches. These trends confirm the relevance of studying the integrated impact of social management based on the principles of partnership, trust, and corporate social responsibility (CSR) on the key performance indicators (KPIs) of enterprises in the fuel and energy complex (FEC).

Social management consists in purposeful impact on the social processes, attitudes, and behavior of people in an organization with the goal of ensuring its sustainable functioning and development. It covers a set of methods, principles, and forms of influence aimed at creating a favorable socio-psychological climate and increasing the level of social responsibility, staff engagement, and the effectiveness of employees' work.

In the context of industrial organizations, especially such capital-intensive and strategically important ones as oil and gas enterprises, social management becomes particularly important [4]. In particular, social management brings the interests of staff and the employer into alignment and helps reduce social tension, prevent labor conflicts, and form a stable motivation to work.

Modern social management is rooted in the principles of partnership, mutual trust, and employee participation in managerial decision-making. It is closely related to CSR, the development of corporate culture, programs to improve employees' quality of life, and maintaining a positive image of the company. The key functions of social management in the organization are the following [5]:

- Regulatory – establishing and upholding norms, rules, and corporate values that regulate the behavior of employees.
- Integrative – ensuring team cohesion, developing corporate culture, and promoting employees' identification with company goals.

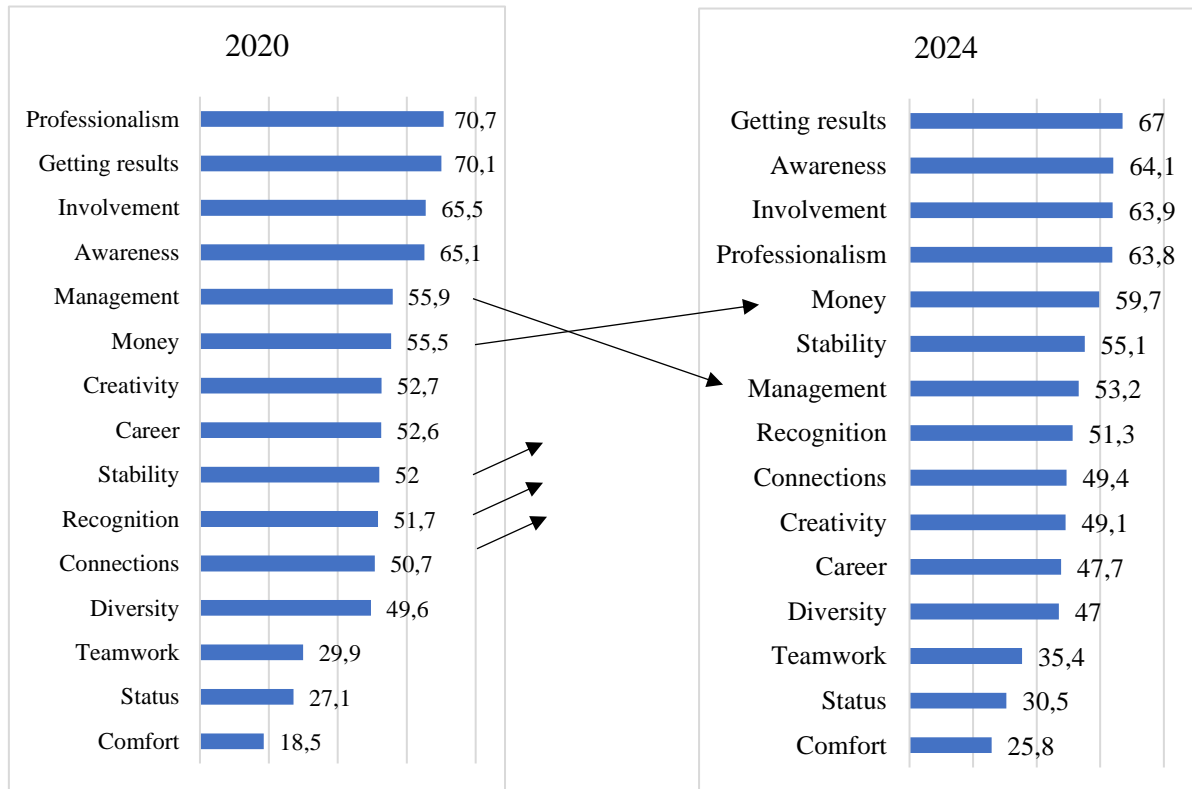
- Motivational – stimulating of labor not only through material remuneration but also with intangible factors, e.g. recognition, growth, and participation in management.
- Communicative – organizing effective exchange of information between employees, departments, and levels of management.
- Forecasting – identifying and preventing potential social problems, planning social policy.

A crucial task of HRM in the oil and gas industry is the formation of safety culture. The seriousness of potential production risks requires constant attention to occupational safety and emergency prevention, which involves not only strict control over compliance with instructions but also building a motivational environment in which employees are personally interested in safe behavior [6, 14-17].

Given that the oil and gas industry is characterized by high risks, the remoteness of facilities, and multinational staff, the effectiveness of social management in it has a direct impact on production results, labor safety, and staff turnover (see Figure 1).

Figure 1

Comparison of the significance of motivational factors across the total sample in 2020 and 2024 [3]



Moreover, due to their social significance, oil and gas enterprises often function as local development centers, especially in regions with a low population density. This factor adds to the employer's responsibility for implementing social policies to support employees and their families, develop the territories of presence, and improve the quality of life.

High employee motivation, developed through social protection, a fair remuneration system, well-developed internal communication channels, and employee participation in management, contributes to labor productivity, reduces staff turnover, and improves the quality of the work done.

The practice of implementing CSR in the oil and gas sector is an important tool for social management. Support for local communities, participation in solving regional social problems, investments in education and health care, environmental projects, and

charity strengthen the company's reputation, foster a positive public opinion, and create prerequisites for long-term cooperation with the local population and authorities [7].

The effectiveness of social management in an organization is evaluated with a set of quantitative and qualitative indicators reflecting both internal processes and the results of interaction between the different levels of management and the workforce. The quantitative indicators include staff turnover, the level of labor discipline, participation of employees in corporate initiatives, morbidity and accident rates, and staff composition data. Particularly significant are the following coefficients [8]:

- Staff stability index, showing the proportion of employees who have been working for the company for a long time and participate in the production process.
- Employee turnover rate, which indicates the frequency of layoffs and hirings, and the recruitment rate, i.e., the percentage of employees hired to the total number of personnel for the analyzed period.
- Employee attrition rate, reflecting the proportion of employees who left the organization, and the direct labor ratio, i.e., the share of employees directly employed in the production process in the total number of personnel.

The above indicators provide a comprehensive assessment of the stability and balance of personnel policy.

Qualitative criteria include the level of employee satisfaction with working conditions, corporate culture, opportunities for professional and career growth, and the perceived fairness of remuneration and social support. Such parameters are typically assessed through questionnaire surveys, interviews, and expert evaluations.

Social policy as an integral part of strategic management directly impacts production results. High levels of employee satisfaction, engagement, and loyalty contribute to better productivity, reduced turnover, and lower personnel training and adaptation costs. The methods used to assess social efficiency include [9]:

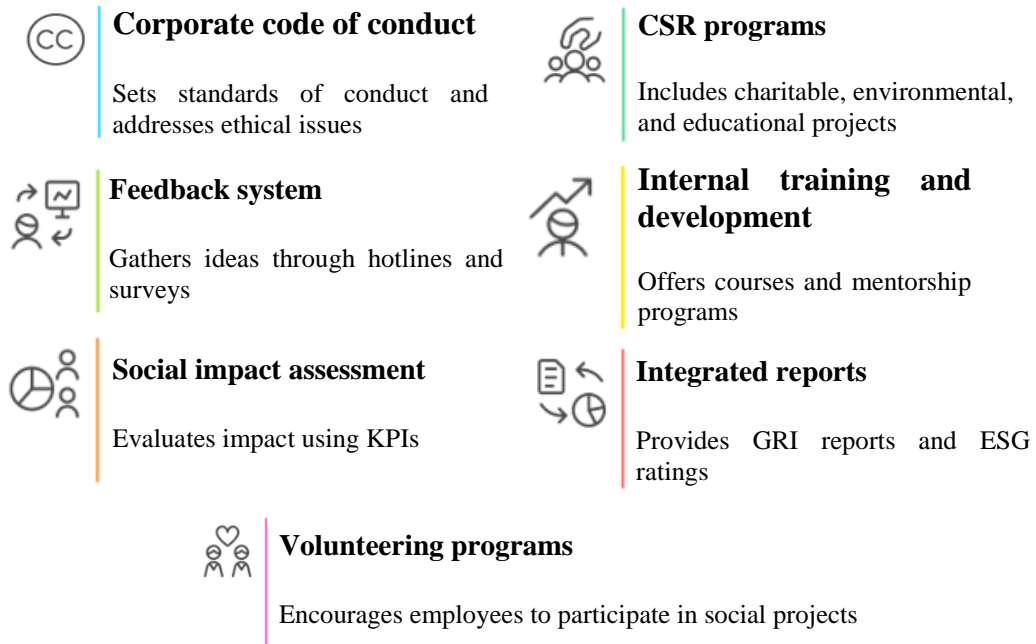
- cost-benefit analysis,
- social return on investment (SROI) indicators,
- comparison with industry standards and competitor data.

The approach makes it possible to build a balanced assessment system that supports informed management decision-making in the field of social policy.

Modern social management relies on a set of tools that allow the company to create a sustainable model of interaction with internal and external stakeholders (see Figure 2).

Figure 2

Components of CSR [10]



In addition, we can observe a growing appreciation of digital tools for monitoring social risks, ESG analytics platforms, HR analytics, and the gamification of engagement in social projects [4]. The practice of CSR has a multifaceted impact on the activities of enterprises. The key aspects are the following [4]:

- Impact on the company's internal environment:
 1. Reduced staff turnover: employees are more willing to stay in companies that care for them not only as employees but also as individuals;
 2. Increased engagement: CSR programs create a sense of involvement and pride in the company;
 3. Productivity growth: a favorable socio-psychological climate contributes to increased efficiency.
- Impact on the external environment:

1. Improved image of the company in the eyes of clients, partners, and investors;
2. Reduced conflicts with local communities, which is especially important for resource producers;
3. Access to sustainable financing, as banks and investment funds are increasingly accounting for ESG factors in lending and investments.

Although the costs of CSR programs can be substantial, their long-term effects include [6]:

- increased client loyalty,
- reduced expenditures on compensations and lawsuits,
- improved ESG ratings, which positively affects the capitalization of companies.

To give an example, in 2021, companies included in the *MSCI ESG Leaders* index showed an average yield 2.4% higher [10] than companies that disregarded their social and environmental responsibility.

In practice, social management in companies takes the form of specific programs and initiatives focused on employee well-being, sustainable development, environmental responsibility, involvement in the life of local communities, and establishing open dialogue with stakeholders (see Figure 3).

Figure 3

Comparative analysis of EVP factors in the oil and gas industry [13]



The data illustrates how the employees of companies in different segments of the value chain assess the key components of EVP, such as work-life balance, corporate culture, career opportunities, compensation, and leadership style. The greatest gap can be seen in the factor of leadership style, which suggests the need for a strategic revision of the management approach. The obtained results have significant implications for improving the efficiency of personnel management, suggesting that the CEO and top managers need to be recognizable leaders for both employees and external stakeholders [13].

To give specific examples, *Lukoil* implements large-scale CSR programs covering [8]:

- funding for social and infrastructure projects in the regions of presence (hospitals, schools, sports facilities);
- support for environmental initiatives (emissions monitoring, greening);
- the development of internal culture of occupational safety and health (annual trainings, advanced training, bonuses for initiative);
- employee support programs: partial compensation for trips to sanatoriums, assistance at the birth of a child, and flexible schedules.

In addition, the company has a corporate code that regulates employees' behavior in the realm of ethics, equality, and respect for human rights.

Shell consistently implements the principles of sustainable development, the main practices including the following [8]:

- community development programs: in Nigeria, *Shell* has invested more than \$100 million in water and schools;
- transparency in the disclosure of environmental impact data (sustainability reports are published annually);
- measures to create an inclusive corporate culture (*Diversity, Equity, and Inclusion (DEI)* initiatives);
- mentorship programs for women in the oil and gas sector.

The company utilizes such global standards as GRI, ISO 26000, the principles of the UN Global Compact, and the UN Sustainable Development Goals (*SDGs*).

SIBUR has launched a corporate charitable platform, "Formula for good deeds," the features of which include the following [12]:

- a contest for projects proposed by employees and NGOs;
- the areas of education, ecology, sports, and urban studies;
- grant support and employee volunteering;
- regular social audits and program performance evaluations.

As a result, the outlined approach strengthens the social capital of the company while reducing staff turnover and increasing employee engagement [12].

3 CONCLUSION

The conducted analysis suggests the following conclusions:

- 1) Effective social management is an important factor in the sustainable development of oil and gas enterprises, contributing to the reduction of labor conflicts and the growth of labor productivity;
- 2) Corporate social responsibility (CSR) becomes a strategic tool capable of strengthening the company's image, lowering social risks, and building sustainable relationships with external stakeholders;
- 3) The introduction of digital technologies into social management improves the accuracy of personnel assessment and management, as well as speeds up managerial decision-making;
- 4) The use of a system of social impact indicators, such as the level of staff turnover, the employee satisfaction index, and SROI, provides companies with a basis for informed decisions in the field of social policy;
- 5) The development of safety culture and participation in the development of the territories of presence are becoming priority areas for oil and gas enterprises, especially in remote and socially vulnerable regions.

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Authors’ Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study’s findings are fully available within the article.

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