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**Management of economic processes in context of sustainable development**

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**CLASSIFICATION AND ANALYSIS OF FACTORS THAT AFFECT  
STABILITY OF OIL AND GAS ENTERPRISE STAFF**

**Zelinska Haluna Olexiivna**

*Doctor of Economic Science, Professor, Head of Environmental Economics and  
Organization of Production Department,  
Ivano-Frankivsk National Technical Oil and Gas University, Ukraine*

*The relevance of human resources as a strategic goal of sustainable development of oil and gas companies is determined. It is shown that the stability of staff, as the main component of the social components of sustainable enterprise development, research and evaluation needs in terms of an integrated system of factors influence the behavior of staff. Addressing issues related to the management personnel can be based classification study the factors affecting its stability in the formation of high quality human resources strategy. In particular noted that the needs of each employee should become an integral part of the concept of work and life balance. Analysis of the results of the study showed that in areas of oil and gas industry has a number of factors that negatively affect its operation and development, which are caused not only technical, technological and natural factors, but also due to neglect behavioral characteristics personnel. It is found that without understanding of the behavioral characteristics of staff and its values can't implement a quality model of human resource management and provide optimal scenarios of oil companies in general.*

**Keywords:** *enterprise, personnel, stability, factor, development, human resources.*

**Introduction.** The dramatic changes taking place in social and political life of Ukraine, reforming the entire economic system requires a new look at the formation of human resources strategy. Actualized need to address the task of improving the efficiency of staff on new principles. Actualized need to address the task of improving the efficiency of staff on new principles. Today, as a new research direction in the context of modern management paradigm social– culturalogical develops vector research aimed at behavior management personnel, in our opinion, is the ultimate in stability formation personnel. Culturological view of the company and the person to understanding the nature of its conduct, evaluate it

as a special value, which due to its skills able to influence the competitive advantages of the company. In addition, the successful operation of the company needs to consider all the key processes of strategic human resource management through the vector of various factors external and internal environment.

**Analysis of recent researches and publications.** With the rapid social-economic changes at the macro level importance is the question of human resources. The study of personnel management in the company is dedicated to works of foreign and domestic scientists. Among them deserve special attention as the work of scientists M. Albert, M. Mekson, V. Stivenson, R. Cheis, I.O. Blank, N. L. Havkalova, L.O. Lihonenko, H. V. Mutrofanov, N. M. Uschakova, A. I. Yuchumenro. However, downplaying scientific achievements above authors worth noting that aside questions remain behavioral characteristics of personnel including oil and gas companies. Poor theoretical positions and practical recommendations on personnel management of oil and gas companies considering the specifics of modern economic development of Ukraine determines the particular urgency of the problem.

**Previously unsettled problem constituent.** Social problems cut personnel management by studying its behavioral characteristics as effective innovation in shaping the competitiveness of enterprises, today paid enough attention by researchers and practitioners. This is especially true social studies energy sector companies, and so these issues require further study enhance the effective management.

**Main purpose of the article.** The article is a justification for the use of innovative technology through the management of behavioral characteristics personnel.

**Results and discussions.** One of the prerequisites for energy efficiency and integration of the oil and gas industry in the European energy market requires increased attention to the social dimension of the company – staffing.

Today, in the fields of oil and gas industry has a number of factors that negatively affect its functioning and development. Among these factors can call [1, 2, 3]:

- lagging development of raw materials (due to lack of investment there are insufficient amounts of exploratory drilling, seismic, increase proven reserves does not compensate even their current production, increase development costs of raw materials production of hydrocarbons);

- too high dependence on domestic fuel and energy complex (FEC) on energy supplies from one country – Russia or through its territory, threatening the monopoly dictate energy prices and conditions of supply;

- lack of financial, investment and scientific and technological support (including the amount of investment actually made not to compensate disposal capacity);

- considerable depreciation of fixed assets (about 60%, which is too high value);

- deformation ratio of prices for energy are interchangeable;

Do not realistic medium-term policy planning and forecasting in the energy industry; the lack of a developed and stable legislation that takes into account fully the specifics of the operation of enterprises oil and gas sector (OGS). Negative trends evident in the limited investment and innovation, low technological culture, weak corporate management [4, p. 66-69].

Among the solutions to these problems of oil and gas companies is not the last role staffing. Staff is crucial in implementation of all functional processes that eventually translated into quantitative indicators such as productivity or financial performance.

In modern conditions of operation of enterprises manufacturing processes are carried out by people who formed its own system of values and norms of behavior. Underestimate such important phenomena as the behavior of personnel is unacceptable for the established system of human resource management. Therefore, staff stability as the main component of the social components of sustainable enterprise development, research and evaluation needs in terms of an integrated system of factors influence the behavior of staff.

A prerequisite for sustainable development is improving its organizational efficiency. To achieve it will consider internal and external factors that influence the behavior management personnel.

As known internal factors may be partially controlled, while the influence of external factors are unpredictable. To ensure effective personnel policies need a specific mechanism of influence the factors on the behavior of staff. The first step in the formation of such a mechanism is proposed systematization, classification and the analysis of factors.

The special features of the external factors include the dynamic changes in the environment and its uncertainty, due to lack of information about it and its authenticity. This creates many difficulties because these factors make it impossible to fully control the process and analyze scenarios staffing strategies for the long term. Internal factors consist of direct factors and incentives within the enterprise, which have a certain subjectivity influence. Studies show that in the field of personnel management [7, p.35] the assessment of various factors to control his behavior solved without taking into account the real economic situation. In forming the analysis and classification of factors you need to consider and that those they do not act in isolation but in close cooperation with each other.

Thus, the external factors that have a direct impact on behavior management personnel of enterprises OGS include: political climate, economic situation, globalization, demographic change, technological and innovative development, legal environment, socio-cultural trends, environmental factors HR, institutional standards. Let us be more specific in disclosing the contents of each.

*The political climate.* State of the political situation that can be described as turbulent today has a significant impact on all economic processes that can't be shown on the behavior of staff. Therefore, the main task of effective management is the ability to control the behavior of staff, given the risks of political change. Most significant factor influencing the behavior of the staff are the economic processes taking place in the company, because the slightest changes in key indicators of the economy in the country lead to positive or negative effects of business entities. Therefore, we believe that the political climate as a factor indirectly influences the behavior management personnel. Despite the high politicization of society, of political nature is more subjective as the main motivational factor is still a wage as an economic factor.

*Globalization processes.* Now people in the economic area is endowed with the ability to quickly change and mobility, which has both positive and negative effects on behavior management staff in the middle of the company. Economic systems are integrated into a

single space subjectively determines the increase in the labor market, provides new opportunities for competition and also cause future risks related to the fluidity of human resources.

*Special attention is required for the functioning of transnational corporations (TNCs).*

Fuel and energy complex (FEC) in Ukraine's economy is crucial, as determined by the essential role of budget-oil sector and large energy needs through significant concentration of energy-intensive industries. Privatisation in the energy sector have led to the arrival of the Ukrainian market of large, primarily Russia, including multinationals domination of Russian oil companies in the oil market. Despite the globalization of the economy, competitive advantages and high economic efficiency of TNCs in the host country at the same time they are able to create economic risks. This primarily applies to "exporting jobs". The presence in Ukraine, representatives of international companies leads to poaching work most experienced and skilled workers who have an active creative potential. Today the whole enterprise resource mostly used to overcome financial problems. Moreover, in imperfect labor market where personnel unprotected and vulnerable to the slightest change, investment in human resources innovation sidelined. Note that in the domestic business environment, management, underestimating the importance of developing human resources in the creation of effective organizational structures are increasingly moving away from innovative technologies in personnel management. Hence, the development of effective human resources strategy the company has become his agenda.

*Demographic changes.* The structure of the human resources of any enterprise is characterized by heterogeneity as age, gender, and cultural. Values and motivational prerequisites for a generation never coincide with the values of other generations. Under this condition management must first create acceptable to all optimal model of organizational behavior.

*Technologically-innovative development.* Technologically-innovative development of oil and gas enterprises is an important external factor of influence on behavior management personnel. In the development and improvement of technology and technology management aims to find new ways to optimize production and management process. It mostly leads to reductions in personnel. However, the introduction of new process at OGS there is a need to improve the skills of workers and adaptation to new conditions. In terms of innovative changes in technology, a new structure of human needs. Problems meet its require not just view traditional concepts in the areas of labor and employment, incomes and their distribution, etc., but also defining features of their application in the enterprise. This task can be the education of adults and people of the third age. Therefore, the goal of management is the analysis of various ways to minimize future risks. Instead of staff reductions and recruitment must be made need lifelong learning, professional development of staff, participation in which will lead to increased motivation.

*The legal environment.* The legal environment as an external factor influence the behavior of staff is seen only in close cooperation with the political environment. Political and legal environment affecting the HR mechanisms through legislative and regulatory acts, governmental and political organizations, legislative, judicial and executive power, which creates the legal framework of any entity in personnel management. The behavior of

personnel largely depends on objective factors of political and legal environment.

*Socio-cultural trends.* The impact of social and cultural environment as an external factor to the behavior of staff primarily associated directly with employees, their level of development, customs and traditions. That is, the local population and is the factor of influence on internal organizational behavior of staff, making it the main source of development and use. Of particular importance is the formation of the company corporate culture as the top motivational mechanism. Contributing to the development of "teamwork" commitment of employees synergy provided parallel implementation efforts in setting goals and means of both staff and head manager-manager.

*Outsourcing staff.* HR as external factors influence the behavior is twofold. It can adversely affect the motivation of management personnel in case of involvement of experts from outside to perform professional functions in the enterprise. That is, if an enterprise has to reduce the processes and optimize staff and managers are turning to outsourcing outside – it negatively affects the behavior of existing staff. Enterprises usually resort to it in order to optimize costs, and rarely – to promote organizational competition or efficiency. On the other hand, the factor of outsourcing can be partly attributed to internal factors impact on behavior management personnel.

Internal factors the company is no less important for the effect on behavior management personnel, but each of them somehow characterized in terms of external influences. The most significant among these factors are the following: working conditions, human value orientation, organizational culture, management system, motivational preconditions like. Characterize them according to certain criteria:

*Physiological* that take into account gender, age, health, intellectual properties and physical abilities.

*Technology.* These include: the complexity of the manufacturing process, material and technical equipment, the level of use of scientific and technological achievements in a particular field and so on.

*Organizational,* taking into account the working conditions, the structural ratio of categories of staff, their qualifications and level of involvement in decision-making.

*Social and economic* essence of which is revealed through financial incentives, insurance, social benefits, quality of life, the differentiation of income and unemployment.

*Social and psychological,* among which highlight the morale in the team (Wednesday), psychophysiological state employee status and recognition, organizational culture, etc.

*Territorial,* which include the location of company, time spent on the road to the place of work.

*Cultural and religious,* manifested through cultural and ethical environment and religious characteristics of the employee. The democratization of society actualizes the problem of implementation of humanitarian norms in relationship management of the company and subordinate administrative requirements humanitarian relations paradigm. The task is complicated by the fact that the lack of culture, lack of priority in society is one of the reasons "brake" on reform only OGS enterprises, but also the economy.

Apart from the classification of the factors that influence the behavior management personnel can be grouped according to the degree of control – the unregulated, poorly

regulated and regulated.

The unregulated factors are independent of management decisions purely management company. These are factors that characterize the convenient location of the enterprise, and the presence in the vicinity competitors. By poorly regulated mostly related factors characterized by a great inertia, and they are usually slightly depending on the management decisions. Adjustable factors, above all those that characterize the organizational level, the quality of HR management, degree of resource use. They should be the focus of further research.

Each company, as a part of which is indispensable resource – the staff requires effective management. Potential growth and ability to innovate is one of the main indicators of the efficiency of personnel and the level of motivation and behavior management – management competence of the main hull. Obviously, no understanding of the behavioral characteristics of staff and their values can't implement a quality strategy for human resource management and provide optimal scenarios of the company in the future. In circumstances where the annual increase rates of individual employment (freelance, consulting, outsourcing), where the labor market, young professionals prefer to work for themselves, as a private entrepreneur or freelancer without associating itself with any organization, it is necessary to introduce such innovative HR technologies that meet the challenges of the present and do not cause significant financial losses to the enterprise that implements them. In addition, for effective management in terms of transformation of the economy must take into account all the latest trends in the labor market, in particular the concept of work and life balance.

**Conclusions and further researches directions.** Thus, the theoretical value classification factors management efficiency through staff behavioral characteristics enables long-term strategy to develop human resources, to determine the correlation between factors, identify features of their actions and the specific characteristics of the enterprise and assess potential staff development. Given this, we can state that the efficiency of personnel management behavior, and thus the formation of its first sustainability influence internal factors as quality competence of employees and their motivation level.

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## **КЛАСИФІКАЦІЯ ТА АНАЛІЗ ЧИННИКІВ, ЯКІ ВПЛИВАЮТЬ НА СТІЙКІСТЬ ПЕРСОНАЛУ НАФТОГАЗОВОГО ПІДПРИЄМСТВА**

*Зелінська Галина Олексіївна*

*доктор економічних наук, професор, завідувач кафедри економіки природокористування та організації виробництва,*

*Івано-Франківський національний технічний університет нафти і газу, Україна*

*Визначено актуальність розвитку людських ресурсів як стратегічний напрям сталого розвитку підприємств нафтогазового комплексу.. Доведено, що стійкість персоналу, як основна складова соціальної компоненти сталого розвитку підприємства, потребує дослідження й оцінювання з точки зору цілісної системи факторів впливу на поведінку персоналу. Вирішення проблемних питань, пов'язаних з управлінням персоналом може здійснюватися на основі вивчення класифікації чинників, які впливають на його стійкість при формуванні якісної кадрової стратегії. Зокрема наголошується, що врахування потреби кожного працівника повинно стати невіддільною частиною концепції work and life balance (баланс роботи і життя). Аналіз результатів дослідження показав, що у галузях нафтогазового комплексу діє низка чинників, що негативно впливають на його функціонування і розвиток, які обумовлені не тільки техніко-технологічними та природними чинниками, але й зумовлені неврахуванням поведінкових характеристик персоналу підприємства. З'ясовано, що без розуміння специфіки поведінкових характеристик персоналу та їхніх цінностей неможливо втілити в життя якісну модель управління людськими ресурсами та передбачити оптимальні сценарії розвитку нафтогазових підприємств в перспективі.*

***Ключові слова:** підприємство, персонал, стійкість, фактор, розвиток, людські ресурси.*

**КЛАССИФИКАЦИЯ И АНАЛИЗ ФАКТОРОВ, ВЛИЯЮЩИХ НА УСТОЙЧИВОСТЬ  
ПЕРСОНАЛА НЕФТЕГАЗОВОГО ПРЕДПРИЯТИЯ**

*Зелинская Галина Алексеевна*

*доктор экономических наук, профессор, заведующая кафедрой экономики  
природопользования и организации производства*

*Ивано-Франковский национальный технический университет нефти и газа, Украина*

*Определена актуальность развития человеческих ресурсов как стратегическое направление устойчивого развития предприятий нефтегазового комплекса. Доказано, что устойчивость персонала, как основная составляющая социальной компоненты устойчивого развития предприятия, требует исследования и оценки с точки зрения целостной системы факторов влияния на поведение персонала. Решение проблемных вопросов, связанных с управлением персоналом может осуществляться на основе изучения классификации факторов, влияющих на его устойчивость при формировании качественной кадровой стратегии. В частности отмечается, что учет потребности каждого работника должен стать неотъемлемой частью концепции *work and life balance* (баланс работы и жизни). Анализ результатов исследования показал, что в области предприятий нефтегазового комплекса действует ряд факторов, негативно влияющих на их функционирование и развитие, которые обусловлены не только технико-технологическими и природными факторами, но и не учетом поведенческих характеристик персонала предприятия. Выяснено, что без понимания специфики поведенческих характеристик персонала и их ценностей невозможно воплотить в жизнь качественную модель управления человеческими ресурсами и предсказать оптимальные сценарии развития нефтегазовых предприятий в целом.*

***Ключевые слова:** предприятие, персонал, устойчивость, фактор, развитие, человеческие ресурсы.*