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**LABOR BEHAVIOR IN EMPLOYEE EVALUATIONS OF A VERTICALLY  
INTEGRATED OIL COMPANY**

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**Abstract**

The article is based on the results of a questionnaire survey conducted by scientists of the Industrial University of Tyumen in October 2019 as part of the implementation of the grant of the LUKOIL Charity Fund, the sample size is 177 people. The article examines the labor behavior of employees of a vertically integrated oil company using the example of four divisions of LUKOIL-West Siberia LLC. To identify the features of labor behavior, respondents' responses were analyzed depending on their gender, age, education, work experience, and other indicators. Skillful use of the obtained data will allow managers of structural divisions to use the labor potential of subordinates more effectively and increase their return in the process of labor activity.

**Keywords**

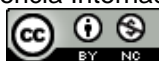
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## Introduction

Currently, organizations are striving to make better use of their employees: they create additional conditions that allow them to work more efficiently, and also invest heavily to develop their potential. PJSC LUKOIL, the largest oil and gas company in the world, is no exception. The company's personnel management strategy is focused on obtaining long-term maximum return on investment in personnel, technologies, investments, environmental protection, and compliance with applicable laws.

## Extent of previous research

The analysis of scientific publications showed that the activities of structural units of PJSC LUKOIL are widely discussed in the Russian scientific community. The largest number of publications touch upon the following aspects of the company's activities: field trials of field development technologies, oil production processes, production costs, environmental protection, financial stability, personnel management (staff selection, adaptation, motivation, advanced training, staff transfer, etc.)<sup>1</sup>. For example, A.I. Voitenko and N.I. Lisovets propose to use new training methods that can bring significant economic benefits in the educational process of the training center of Lukoil-Centrnefteprodukt LLC, while maintaining the effectiveness of the training process itself<sup>2</sup>. The authors discovered that for the older generation, learning on a technological platform can cause certain difficulties, thereby distracting them from the learning process itself. In addition, the lack of real-life communication between the teacher and the student can affect the emotional side of learning. I.A. Morozova, S.K. Volkov and I.A. Britvin, having analyzed the activities in the Volgograd regional administration of Lukoil-Energoset LLC within the framework of the concept of corporate social responsibility, singled out the organization of internal and external social responsibility. The internal social responsibility of management involves the creation of comfortable working conditions that meet the HSE requirements. In the division of Lukoil-Energoset LLC, it is implemented through charitable programs, public and environmental events, and sponsorship<sup>3</sup>. T.V. Alexandrova and N.Yu. Voevodkina proposed a model of corporate environmental responsibility of oil and gas enterprises, the observance of which can lead to a decrease in negative environmental impact and allows you to take into account both the structural features of enterprises and the functional orientation of the international environmental standard ISO 14001, which regulates the

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<sup>1</sup> L. M. Allanina; M. N. Mikhailova; G. V. Aleksanrovish; N. V. Zyleva; Y. N. Ruf y A. V. Permyakov, "Legal regulation of subsurface use - in Russia: actual problems", *International Journal of Environmental and Science Education* Vol: 11 num 18 (2016): 12471-12485; T. D. Kosintseva; I. N. Gluhih; E. N. Pryakhina; A. Y. Nikiforov y J. Z. Bogdanova, "The life of young russia: value orientations and life paths", *Espacios* num 38 (2017): 25-32; A. S. Kovalev; T. A. Koltsova; S. V. Pelkova y A. A. Malezkij, "Efficiency evaluation of on-site tax audits in Russia: regional aspect", *Man in India* Vol: 96 num 10 (2016): 3969-3980; S. V. Rudov; A. L. Koltunov; A. L. Skifskaja y E. S. Gareev, "Labor motivation management in the oil and gas sector enterprise: a sociological approach", *Quality - Access to Success* Vol: 18 num 156 (2017): 119-124 y O. V. Ustinova; G. V. Kuchterina; L. G. Agapitova y L. B. Medvedeva, "Set of values in the structure of labor behavior of personnel", *Man in India* Vol: 96 num 10: 3957-3968.

<sup>2</sup> A. I. Voytenko y N. I. Lisovets, "Metody povysheniya kvalifikatsii upravlencheskogo personala na primere uchebnogo tsentra OOO «Lukoil-Tsentrnefteprodukt», *Novoye pokoleniye* num 6 (2013): 101-110.

<sup>3</sup> I. A. Morozova; S. K. Volkov y I. A. Britvin, "Osobennosti realizatsii kontseptsii korporativnoy sotsialnoy otvetstvennosti rossiyskimi promyshlennymi predpriyatiyami (na primere OOO «Lukoil-Energoseti», *Regionalnaya ekonomika* num 42 (2013): 7-16.

activities of environmentally responsible companies<sup>4</sup>. S.V. Gritsunova and Yu.A. Sedykh, using the example of enterprises in the energy complex of the Rostov region, analyzed the features of the personnel management system of generating enterprises in general and identified the most relevant areas: the possibility of professional development, moral incentives, and social benefits. The performance appraisal system used at the enterprise helps to determine the professional level and quality of fulfilling the goals and objectives set by each employee individually, which subsequently makes it possible to calculate the size of annual payments and determine the individual employee bonus rate<sup>5</sup>. K.A. Shishkina and L.N. Deputatova analyzed in detail the non-financial incentive scheme for employees of LUKOIL-Perm LLC, comparing it with the labor incentive scheme used in German companies. After a comparative analysis, the authors came to the conclusion that no management system functions effectively unless an effective model of intangible incentives is developed, since it encourages each employee of the company and the team as a whole to achieve personal and collective goals<sup>6</sup>. A.N. Silin and N.G. Khairullina analyzed various aspects of personnel management of oil and gas companies using the example of LUKOIL LLC. In the presented and other publications, there are no results of empirical studies conducted in the structural divisions of a vertically integrated oil company<sup>7</sup>.

## Methods and Tools

In order to study the personnel management system at LUKOIL-West Siberia LLC, in October 2019, a questionnaire survey was conducted among employees working in four regional production companies: Kogalymneftegaz, Povkhneftegaz, Pokachevneftegaz and Uraineftegaz. The survey revealed the value orientations of employees, labor incentives, working conditions, terms of payment, promotion schemes, etc.

A total of 177 people were surveyed, of which three quarters were men, due to the industry-specific nature of an oil company. The distribution of respondents depending on age and structural unit is presented in Table 1. Work experience in the organization up to 1 year was 4.5% of respondents; from 1 to 5 years – 27.7%; from 6 to 10 years – 19.2%; from 10 to 20 years – 29.4%; over 20 years – 19.2%.

Age	Regional production company			
	Kogalymneftegaz	Povkhneftegaz	Pokachevneftegaz	Uraineftegaz
21-30	33.3	31.8	33.3	23.3
31-40	26.7	40.9	31.1	41.9
41-50	24.4	20.5	24.4	25.6
51 and older	15.6	6.8	11.1	4.7

Table 1

Distribution of respondents over structural units, in% of the total number of respondents

<sup>4</sup> T. V. Aleksandrova y N. Yu. Voyevodkin, Obosnovaniye modeli korporativnoy ekologicheskoy otvetstvennosti neftegazovykh predpriyatiy dlya etapa perekhoda k «zelenoy» ekonomike (Vestnik Omskogo universiteta. Seriya «Ekonomika». 2019).

<sup>5</sup> S. V. Gritsunova y Yu. A. Sedykh, “Analiz sistemy upravleniya personalom territorialnykh generiruyushchikh kompaniy Rostovskoy oblasti i otsenka ikh effektivnosti”, Inzhenernyy vestnik Dona num 1 (2015): 101-110.

<sup>6</sup> K. A. Shishkina, L. N. Deputatova. Sovershenstvovaniye sistemy nematerialnoy motivatsii rabotnikov OOO «Lukoil-Perm». Vestnik PNIPU. Sotsialnyye nauki num 1 (2018): 198-209.

<sup>7</sup> A. N. Silin, N.G. Khayrullina, Upravleniye personalom v neftegazovoy kompanii: uchebnoye posobiye (Moscow: TsentrLitNefteGaz, 2008), 305.

The basis of the employee's labor behavior is not only working conditions, wages, promotion opportunities and external factors, but also their internal aspirations, value orientations laid down in childhood in the process of socialization. Let us consider what values are important for employees of the studied units. According to the data obtained, the most important values are family well-being, health and parenting (95.0% and above of positive answers), followed by one's own health, rest, communication with friends and family. An analysis of the answers showed that, depending on the socio-demographic indicators, values acquire different meanings. Let us consider the positive responses of men and women about the most important values (Table 2).

Values	Possible answer			
	yes		rather yes	
	male	female	male	female
Internal need for labor	73.0	78.4	23.4	16.2
High earnings	83.9	86.5	13.9	10.8
Career opportunities	68.6	59.5	17.5	18.9
Rest, communication with friends and family	92.7	94.6	7.3	5.4
One's own health	92.7	86.5	6.6	13.5
Health, parenting	95.6	100.0	4.4	0.0
Family well-being	97.8	100.0	2.2	0.0
Environmental protection	84.7	91.9	13.9	5.4
Welfare of the Motherland	73.0	81.1	24.8	16.2
Respect and recognition from colleagues	69.3	70.3	28.5	24.3

Table 2

Positive responses of men and women about the most important values, in% of the total number of respondents

To increase the efficiency of the personnel's labor behavior, the leaders of any organization, regardless of the legal form of ownership, production volumes, number of personnel and other indicators, must take into account the motives and incentives of the work of subordinates. Table 3 presents the most significant motives and incentives for the respondents' labor activity (Table 3).

Motives	Possible answer				
	Yes	Rather yes	Rather no	No	Difficult to answer
Convenient location of the organization	51.4	34.5	7.3	4.0	2.8
Workplace cleanliness	79.7	19.8	0.6	0.0	0.0
Work with nice people	70.6	27.1	1.7	0.0	0.0
Good relationship with management	80.8	17.5	0.6	0.0	1.1
Sufficient information about the situation at the enterprise	68.9	29.4	1.1	0.0	0.6
Uniform pace of work	61.0	24.9	11.3	0.0	2.8
Flexible working hours	42.9	30.5	15.3	5.1	6.2
Significant additional benefits	71.8	24.3	2.3	0.6	1.1
Stress-free work	54.8	29.9	9.0	4.5	1.1
Fair distribution of workloads	74.0	18.1	4.0	2.3	1.7
Payment related to labor results	72.9	20.3	4.0	1.1	1.7
Recognition and endorsement of a job well done	70.1	23.7	4.0	1.1	1.1

Work that allows you to develop your abilities	72.3	23.2	2.3	1.7	0.6
Challenging work	24.3	46.3	20.9	4.0	4.5
Work that allows you to work independently	55.4	36.2	5.6	1.1	1.7
High degree of responsibility	45.2	37.9	11.3	1.1	4.5
Interesting work	81.9	14.7	1.7	0.0	1.7
Creative work	44.1	33.9	10.7	6.8	4.5

Table 3

Motives and incentives for work, in% of the total number of respondents

From the data presented in Table 3 you can see that for every fourth respondent “challenging work” is not an incentive to work, for every fifth it is “flexible working hours”, for every sixth - “creative work” and “stress-free work”. At the same time, the majority of respondents (more than 95%) are motivated by good relations with management, interesting work, a clean workplace, work with nice people. Significant motives for working are “work that allows you to develop your abilities”, “significant additional benefits”, “fair distribution of workloads” and “recognition and endorsement of a job well done”. The listed motives were noted by 92-95% of respondents. Analysis of the answers to this (and other) questionnaire questions depending on socio-demographic indicators (gender, age, education, category of personnel, place of work, work experience, etc.) allows us to identify the dependence of indicators and on this basis, it is possible to build effective labor relations of the management with the employees.

The effectiveness of labor behavior, as noted above, is also influenced by external factors. To identify the most significant ones, respondents were asked to choose the five most relevant. We will present them in descending order: drug and alcohol addiction - 92.7% of responses; high cost of living (68.4%); personal safety and safety of the loved ones (59.9%); increase in the retirement age (58.8%); increase in tariffs for housing and utilities (47.5%). Other factors (for example, the environmental situation, the political situation in the country, the decline in morale, crime, terrorism, extremism, etc.) were selected by a third or less of the survey participants.

Next, we consider the indicators that characterize the overall work of the participants in the questionnaire. The first indicator made it possible to identify whether employees' aspirations are consistent with the organization's goals. The aspirations of the majority of survey participants (85.3%) are consistent with the goals of the organization. At the same time, 6.8% expressed the opposite opinion (“no”), and one in ten found it difficult to answer the question posed. Let us consider the responses of the survey participants to this question, depending on the structural unit. The aspirations of workers at Kogalymneftegas and Povkhneftegas more often correspond to the goals of the organization, and do not correspond for those at Uraineftegaz (Table 4).

Possible answer	Regional production company			
	Kogalymneftegaz	Povkhneftegaz	Pokachevneftegaz	Uraineftegaz
yes	46.7	38.6	37.8	39.5
rather yes	40.0	50.0	46.7	41.9
no	2.2	0.0	4.4	7.0
rather no	4.4	0.0	4.4	4.7
difficult to answer	6.7	11.4	6.7	7.0

Table 4

Respondents' answers on the correspondence of their aspirations to the goals of the organization over structural units, in% of the total number of respondents

Three quarters of the respondents (76.8%), if they had a different source of income (inheritance, winning the lottery, etc.), would continue to work. Such a choice was made by a quarter of office-based employees and managers; for comparison, among manual workers and specialists the numbers are 17.1 and 16.0%, respectively. Note that every fifth respondent admitted that he or she would stop working. This choice was more often made by manual workers and specialists (Table 5).

Possible answer	Category of personnel			
	manual worker	office-based employee	specialist	manager
yes	6.6	25.0	5.7	6.8
rather yes	11.5	0.0	11.3	18.6
no	31.1	0.0	26.4	22.0
rather no	47.5	75.0	50.9	52.5
difficult to answer	3.3	0.0	5.7	0.0

Table 5

Respondents' answers to the question “If you had a different source of income (inheritance, winning the lottery, etc.), would you continue to work?” depending on the category of personnel, in% of the total number of respondents

The majority of the survey participants (90.9%) answered that their relatives and friends approve of the type of work of the respondents. Only 6.2% of the respondents (in their opinion) said that their relatives and friends do not approve of the type of work of the respondents. As we expected, relatives and friends more often do not approve of the type of work of men rather than women (Table 6). This is due, in our opinion, to the specifics of the company as a whole: men work on a rotational basis and are forced to leave home for a long time.

Possible answer	gender	
	male	female
yes	64.2	70.3
rather yes	25.5	27.0
no	5.8	2.7
rather no	1.5	0.0
difficult to answer	2.9	0.0

Table 6

Relatives and friends' approval of the type of work of the respondents, depending on gender, in% of the total number of respondents

About half of the survey participants (44.0%) believe that free time is more important than work. This choice is made by respondents in the age group of 31–40 years (Table 7). Approximately the same number of respondents (42.9%) believe that labor activity is more important than free time; such answer is more common for workers who are not 20 years old yet and the age category from 41 to 50 years. The remaining respondents (13.0%) found it difficult to answer this question.

Possible answer	age				
	up to 20	21-30	31-40	41-50	51-60
yes	0.0	16.7	27.4	9.5	17.6
rather yes	0.0	22.2	30.6	23.8	23.5
no	100.0	33.3	21.0	47.6	23.5
rather no	0.0	14.8	8.1	11.9	5.9
difficult to answer	0.0	13.0	12.9	7.1	29.4

Table 7

Respondents' answers to the question whether free time is more important for them than work, in% of the total number of respondents

To the question “If you had to choose your profession again, would you choose the same one?”, two-thirds of the respondents answered in the affirmative. Every fourth would not choose their profession again. As we expected, those survey participants who work by profession in the company would choose their profession again (Table 8).

Possible answer	I work in the specialty	
	yes	no
yes	35.0	25.0
rather yes	37.1	22.2
no	10.7	33.3
rather no	9.3	11.1
difficult to answer	7.9	8.3

Table 8

Respondents' assessment of professionalism and competence in calculating wages depending on length of service, in% of the total number of respondents

Less than half of the respondents (42.9%) determined their work to be more “for themselves”, and about a third of the respondents (30.5%) - “for the manager”. At the same time, one in four respondents experienced difficulties in answering this question. The distribution of answers to this question depending on the category of workers is presented in Table 9. As can be seen from the data presented, about half of the managers and manual workers surveyed consider that their work is more “for themselves”, and every second office employee considers it to be work “for the manager”.

Possible answer	Category of personnel			
	manual worker	office-based employee	specialist	manager
yes	19.7	25.0	9.4	25.4
rather yes	26.2	0.0	28.3	20.3
no	13.1	25.0	9.4	13.6
rather no	18.0	25.0	11.3	23.7
difficult to answer	23.0	25.0	41.5	16.9

Table 9

Answers of the respondents to the question “Is your work more of a work “for yourself” or “for the manager”?” depending on the category of personnel, in% of the total number of respondents



Three-quarters of the respondents believe that the company is attentive and not indifferent to the issues of determining the size of wages. One in five expressed the opposite point of view, one in ten found it difficult to answer this question. An analysis of the answers to this question depending on the structural unit made it possible to identify those regional production companies which pay attention to the issues of determining the size, and vice versa. From the data presented in Table 10, it is clear that Povkhneftegaz and Pokachefeftegaz pay attention to the issues of determining the size of wages and are not indifferent. At the same time, Kogalymneftegaz and Uraineftegaz, according to a quarter of respondents, are not attentive and indifferent to the issues of determining the size of wages.

Possible answer	Regional production company			
	Kogalymneftegaz	Povkhneftegaz	Pokachevneftegaz	Uraineftegaz
yes	20.0	34.1	44.4	37.2
rather yes	40.0	47.7	35.6	25.6
no	11.1	6.8	8.9	9.3
rather no	13.3	4.5	6.7	18.6
difficult to answer	15.6	6.8	4.4	9.3

Table 10

Answers of respondents regarding the attitude to the issues of determining the size of wages depending on the structural unit, in% of the total number of respondents

Two-thirds of the workers who participated in the survey (68.3%) willingly return to work after long breaks, usually after a vacation, as well as after an inter shift. But more than a quarter of respondents (28.3%) admitted that they returned to work with no desire. This answer is most often given by workers in the age categories from 31 to 40 years (Table 11).

Possible answer	Age				
	up to 20	21-30	31-40	41-50	51-60
yes	50.0	31.5	24.2	38.1	23.5
rather yes	50.0	33.3	38.7	40.5	47.1
no	0.0	16.7	16.1	4.8	17.6
rather no	0.0	9.3	21.0	14.3	11.8
difficult to answer	0.0	9.3	0.0	2.4	0.0

Table 11

Respondents' answers to the question on the qualifications and education compliance with the duties and functions performed, in% of the total number of respondents

The results of the questionnaire survey showed that for most workers, qualifications and education correspond to their duties and functions. Only one out of ten respondents admitted that their qualifications and education did not comply with their duties and functions. Let us analyze the answers of the respondents to this question, depending on the education received. As can be seen from the data presented in Table 12, a third of the respondents who received incomplete secondary education admitted that their qualifications and education did not comply with their responsibilities and functions.

Possible answer	Your education				
	incomplete secondary	secondary	specialized secondary	incomplete higher	higher
yes	66.7	75.0	60.7	87.5	59.4
rather yes	0.0	25.0	25.0	12.5	26.3
no	33.3	0.0	3.6	0.0	8.3
rather no	0.0	0.0	7.1	0.0	4.5
difficult to answer	0.0	0.0	3.6	0.0	1.5

Table 12

Respondents' answers to the question on the qualifications and education compliance with the duties and functions performed, in% of the total number of respondents

In the course of the analysis, it turned out that only a fifth of the respondents would get higher pay if they began to work better. At the same time, more than two-thirds of the respondents (71.1%) reported the opposite. An analysis of the respondents' answers to this question depending on the structural unit showed that 65.1% of Uraineftegaz employees would get higher pay if they work better. For comparison, in Kogalymneftegaz this opinion was expressed by almost half the number of respondents (Table 13).

Possible answer	Regional production company			
	Kogalymneftegaz	Povkhneftegaz	Pokachevneftegaz	Uraineftegaz
yes	25.0	25.0	16.7	33.3
rather yes	13.6	22.7	31.8	31.8
no	22.6	24.5	28.3	24.5
rather no	28.8	23.3	24.7	23.3
difficult to answer	35.3	35.3	17.6	11.8

Table 13

Respondents' answers to the question, if their wages will increase if they work better depending on the structural unit, in% of the total number of respondents

The following indicator made it possible to determine whether the survey participants will work better if their wages increase. Three-quarters of the respondents (78.0%) are willing to work better for higher wages. But at the same time, every tenth will not work better for the sake of increasing it.

Possible answer	I work in the specialty	
	yes	no
yes	51,4	47,2
rather yes	30,0	19,4
no	5,7	11,1
rather no	3,6	5,6
difficult to answer	9,3	16,7

Table 14

Respondents' assessment of professionalism and competence in calculating wages depending on length of service, in% of the total number of respondents

Two-thirds of the survey participants are sure that the salary at the enterprise is calculated professionally and competently. One in five disagrees with this, in their opinion, the salary at the enterprise is not calculated professionally and competently. Let us

consider the answers of the respondents to this question depending on the length of service in the company. From the data presented in Table 15, it is clear that a negative attitude is more often expressed by employees who have worked for the company from 6 to 20 years (Table 15).

Possible answer	length of service, years				
	up to 1	1-5	6-10	10-20	more than 20
yes	7.8	29.4	17.6	25.5	19.6
rather yes	4.4	30.9	17.6	29.4	17.6
no	4.2	16.7	29.2	29.2	20.8
rather no	0.0	30.8	15.4	38.5	15.4
difficult to answer	0.0	23.8	19.0	33.3	23.8

Table 15

Respondents' assessment of professionalism and competence in calculating wages depending on length of service, in% of the total number of respondents

The last indicator of the study unit made it possible to find out the opinion of employees about their fear of losing their jobs. Just over half of those polled (56.6%) admitted that they were afraid of losing their jobs. Slightly less than a third of the respondents (29.3%) are not afraid of losing their jobs. An analysis of the answers to this question depending on the category of personnel showed that an equal number of manual workers and managers are afraid of losing their jobs. Among office employees, there are practically none. As you can see, from the data presented in Table 16, specialists are less likely to be afraid to lose their jobs.

Possible answer	Category of personnel			
	manual worker	office-based employee	specialist	manager
yes	32.6	0.0	34.8	32.6
rather yes	35.7	1.8	26.8	35.7
no	42.4	0.0	27.3	30.3
rather no	21.1	5.3	31.6	42.1
difficult to answer	34.8	8.7	30.4	26.1

Table 16

Respondents' answers to the question of a feeling of the high risk of losing their jobs depending on the category of personnel, in% of the total number of respondents

In conclusion, we summarize the answers of the respondents characterizing their labor activity. Most of the respondents (89.8%) expressed satisfaction with their labor activity in one of the structural units of a vertically integrated oil company. In the process of labor activity, 92.6% of the respondents see the results of their work, and 96.0% believe that it is useful. According to 91.5% of the respondents, they can apply their abilities at work, but only two-thirds of the survey participants can realize their ideas. At the same time, one in three admitted that they work below their abilities, one in five admitted that their work is not independent, boring (35.1%), does not allow moving forward (18.8%) and is disappointing (17.0%).

## Conclusion

An empirical study of the authors among the employees of LUKOIL-West Siberia LLC allowed us to analyze the conditions for the formation of labor behavior of workers not only of specific structural units but also depending on other socio-demographic indicators. Skillful use of the data will allow the heads of structural divisions to more effectively use the labor potential of subordinates and increase their return in the process of labor activity. This is the first generalized analysis of the data obtained, a detailed analysis of the authors will be carried out in the near future.

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