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Precarious Employment and Employee Retention Strategies in the Nigerian Oil And Gas Sector

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ABSTRACT - SOMMARIO

In recent times, the oil and gas industry has experienced an increasing prevalence of non-standard employment arrangements such as contract-based work, outsourcing, and casualisation, which have contributed to job insecurity, inadequate welfare benefits, hazardous work environments, and work–life imbalance among employees. These conditions have raised concerns about workforce stability and organisations' ability to retain skilled personnel in a highly competitive, safety-sensitive industry. As a result, the study's main objective is to examine the influence of contractual precarity and inadequate social protection on employee retention indicators, including salary competitiveness, promotion opportunities, occupational safety measures, and career development. A descriptive survey research design was adopted for the study. The population comprised 769 employees of Lubcon Limited across its operational locations in Ilorin, Lagos, and Abuja. Using the Krejcie and Morgan sampling formula, a sample of 263 respondents was selected through stratified random sampling to ensure adequate departmental representation. Data were collected using a structured questionnaire and analysed using descriptive statistics and regression analysis in SPSS. The study found that contractual precarity has a significant effect on salary competitiveness at Lubcon Limited ($B = 0.072$; $\beta = 0.150$; $t = 2.450$, $p = 0.015$). Also, poor social protection does not have a significant effect on promotion opportunities at Lubcon Limited ($B = -0.013$; $\beta = -0.042$; $t = -0.674$; $p = 0.501$). The study establishes that precarious employment conditions exist, but do not strongly determine key employment outcomes within the organisation. However, Lubcon Limited should gradually review its employment contract policies to reduce excessive reliance on temporary or precarious contracts.

Negli ultimi tempi, l'industria del petrolio e del gas ha registrato una crescente diffusione di accordi di lavoro non standard come il lavoro a contratto, l'outsourcing e la precarizzazione, che hanno contribuito a insicurezza lavorativa, benefici sociali inadeguati, ambienti di lavoro pericolosi e squilibri tra lavoro e vita privata tra i dipendenti. Queste condizioni hanno sollevato preoccupazioni sulla stabilità della forza lavoro e sulla capacità delle organizzazioni di trattenere personale qualificato in un settore altamente competitivo e sensibile alla sicurezza. Di conseguenza, l'obiettivo principale dello studio è esaminare l'influenza della precarietà contrattuale e della protezione sociale inadeguata sugli indicatori di fidelizzazione dei dipendenti, inclusi la competitività salariale, le opportunità di promozione, le misure di sicurezza sul lavoro e lo sviluppo della carriera. Per lo studio è stato adottato un disegno descrittivo di ricerca basato su indagine. La popolazione comprendeva 769 dipendenti di Lubcon

Limited nelle sue sedi operative a Ilorin, Lagos e Abuja. Utilizzando la formula di campionamento di Krejcie e Morgan, è stato selezionato un campione di 263 rispondenti tramite campionamento casuale stratificato per garantire un'adeguata rappresentanza dipartimentale. I dati sono stati raccolti utilizzando un questionario strutturato e analizzati tramite statistiche descrittive e analisi di regressione in SPSS. Lo studio ha rilevato che la precarietà contrattuale ha un effetto significativo sulla competitività salariale di Lubcon Limited (B = 0,072; β = 0,150; t = 2,450, p = 0,015). Inoltre, una scarsa protezione sociale non ha un effetto significativo sulle opportunità di promozione a Lubcon Limited (B = -0,013; β = -0,042; t = -0,674; p = 0,501). Lo studio stabilisce che esistono condizioni di lavoro precarie, ma non determinano fortemente i principali risultati occupazionali all'interno dell'organizzazione. Tuttavia, Lubcon Limited dovrebbe rivedere gradualmente le sue politiche contrattuali di lavoro per ridurre la dipendenza eccessiva da contratti temporanei o precari.

Keywords: precarious employment, contractual precarity, social protection, retention

1 – Introduction

Amid dominant narratives of innovation and economic expansion, a less visible yet structurally embedded phenomenon has gained prominence: the proliferation of precarious employment (Aliyu & Maphala, 2026, p.246). Once regarded as a marginal condition confined to peripheral segments of the labour market, precarious employment has become an increasingly defining feature of contemporary employment relations. Across diverse sectors, including platform-based gig work, contract teaching, manufacturing, and service industries, growing numbers of workers occupy positions characterised by instability, limited social protections, and constrained access to decent working conditions (Dawodu & Okonji, 2022; Shan *et al*., 2024; Tsai & Lin, 2025). These forms of employment are marked by heightened uncertainty, as workers' livelihoods remain contingent upon fluctuating market dynamics, the intensification of algorithmic management, and the prioritisation of flexibility and cost-efficiency over long-term security and worker well-being (Schenck *et al*., 2021, p.291).

In many oil and gas companies, especially in developing economies, employees are often engaged on an outsourced basis (Dawodu & Okonji, 2022, p.86). This employment model exposes workers to significant uncertainty about job continuity, insecurity, irregular wages, and limited access to health and safety benefits, among other issues (Mabaso *et al*., 2021). Moreover, the hazardous nature of oil exploration and production amplifies the risks associated with insecure work arrangements, as employees with precarious contracts often feel compelled to tolerate unsafe conditions or excessive workloads out of fear of job loss (Amoadu *et al*., 2024).

Unfortunately, the persistence of precarious employment in the oil and gas sector poses a critical human resource and ethical challenge, especially in developing equitable labour policies and sustainable employment practices that balance organisational competitiveness with worker dignity (Aliyu & Maphala, 2026, p.246). The rise of contract-based, casual and subcontracted labour in Nigeria's oil industry has created widespread job insecurity, depressed wages, weakened union protections and fragmented career pathways, undermining workers' ability to remain in the sector and threatening long-term skills retention (Mitchell-Eaton, 2021, p.45). It is also worth noting that multinational operators' adoption of labour contracting and outsourcing has changed employment relations in the sector, producing ambiguous employer responsibility, reduced benefits and weaker retention of skilled staff. The study frames this shift as a root cause of declining employee commitment and retention. Furthermore, non-standard employment arrangements (temporary, contract, casual) are widespread in Nigeria's oil and gas industry;

this prevalence erodes workers' rights, creates uncertain career prospects, and contributes to higher exit rates and lower retention (Abasilim & Obozekhai, 2024, p.51).

The Nigerian oil and gas sector, despite being the backbone of the nation's economy, has in recent years witnessed a growing prevalence of precarious employment characterised by casualisation, contract-based employment, outsourcing, and limited job security (Badarin *et al*., 2024). Many employees operate under uncertain terms, poor welfare packages, inadequate safety standards, and minimal opportunities for career advancement. These conditions have resulted in low job satisfaction, weak organisational commitment, and a rising rate of employee turnover. Consequently, the sector continues to lose skilled and experienced workers to competing industries and foreign markets. The following are the research questions for this research work.

RQ1 – What is the effect of contractual precarity on salary competitiveness in Lubcon Limited?

RQ2 – What is the impact of poor social protection on promotion opportunities in Lubcon Limited?

2 – Literature Review

2.1 – *Precarious employment*

Work is a core activity for an individual in society. It is significant to the individual's identity and links them to others. Also, work is seen as a mechanism to enhance people's living standards. Different authors use the term 'precarious' from different perspectives. The definition of precarious employment shifts from context to context and from one subcontext to another based on the risk involved. Agreeing on a comprehensive definition of precarious employment is considered one of the most challenging tasks for social scientists (Escudero-Castillo *et al*., 2023). Different researchers use the term 'precarious employment' to describe contingent workers in different contexts. According to Rihm *et al*. (2025), precarious employment refers to non-standard employment relationships characterised by high uncertainty, insecurity, and instability in economic activities.

A – Contractual Precarity: Contractual precarity refers to temporary, fixed-term, or project-based employment arrangements that offer limited job security and unclear career trajectories. In Nigeria's oil and gas sector, this has become widespread due to outsourcing and the extensive use of contract staff by multinational and indigenous operators (Schweyher, 2023). The cyclical nature of oil production booms followed by downturns encourages employers to adopt flexible labour strategies that allow them to scale up or down quickly. However, this flexibility often comes at the expense of workers' job stability (Schenck *et al*., 2021, p.291).

B – Poor Social Protection: Social protection includes welfare and safety-net mechanisms such as health insurance, pension contributions, paid leave, and maternity benefits (Vanroelen *et al*., 2024, p.425). In Nigeria's oil and gas industry, access to such benefits is often uneven: while core employees of multinational firms enjoy comprehensive packages, outsourced and contract staff frequently receive minimal or no coverage (Nelson & Cohen, 2025). Poor social protection contributes to economic insecurity, discouraging employees from long-term commitment. When workers face financial risks due to inadequate medical or pension coverage, they actively seek employment elsewhere.

2.2 – *Employee's Retention*

Employee retention can be defined in several ways, but it fundamentally refers to the actions firms take to encourage employees to remain with them for a longer period (Devi *et al*., 2024). Holban and Bedrule-Grigoruță (2025, p. 291) state that the phrase usually signifies skills for maintaining a stable workforce, that is, the organisation's ability to retain its employees and the practices it employs to reduce workers' turnover. Additionally, Mabaso *et al*. (2021) defines staff retention as an organisation's capacity to prevent staff from quitting while reducing staff turnover. The ability of an organisation to prevent its employees from leaving for any cause other than natural attrition to a rival firm is known as employee's retention. In other words, employee retention, which refers to employers' efforts to keep workers on their payroll, is crucial to an organisation's success, to the point that it becomes the tactic rather than the result (Magaisa & Musundire, 2022, p.12).

A – Salary Competitiveness: Competitive salaries are important in attracting, motivating, and retaining qualified employees. Organisations often conduct salary benchmarking and market surveys to determine appropriate pay levels for different job roles (Aliyu & Adefioye, 2025, p. 13). When employees perceive their salary as competitive and equitable, they are more likely to remain committed to the organisation and demonstrate higher levels of job satisfaction and productivity. Conversely, inadequate or uncompetitive salaries may lead to dissatisfaction, low morale, and increased employee turnover (Santos *et al*., 2025).

B – Promotion Opportunities: Opportunities for employees to advance to higher positions with increased responsibilities, authority, and rewards. Promotion is an important aspect of human resource management because it serves as recognition of employees' performance, competence, and loyalty to the organisation. Organisations typically establish promotion policies based on criteria such as merit, experience, performance appraisal, and qualifications (Wanyama *et al*., 2025). When employees perceive fair and transparent opportunities for promotion, they are more motivated to perform effectively and develop their skills. Promotion opportunities also contribute to employee job satisfaction and career progression by providing a sense of achievement and professional growth (Zala & Rajani, 2021).

2.3 – *Theoretical Review*

2.3.1 – Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory was propounded by Frederick Herzberg in 1959. The purpose of the theory was to distinguish between two sets of factors influencing workplace motivation and satisfaction: Hygiene factors (salary, job security, working conditions) prevent dissatisfaction but do not motivate employees (Dawodu & Okonji, 2022, p.88). Motivational factors (recognition, responsibility, growth opportunities) drive job satisfaction and performance. If employees are dissatisfied with the organisation's poor working conditions, they will not necessarily be satisfied with their work (Silva & Marcolan, 2020). Herzberg's two-factor theory is relevant to determining the implications of precarious employment. The theory explains that both hygiene factors and motivators influence employee retention. In precarious employment environments characterised by job insecurity, excessive workload, and limited employment benefits, hygiene factors such as job security, salary stability, and working conditions are often inadequate (Schenck *et al*., 2021). This implies that when these basic

conditions are poorly managed, employees experience dissatisfaction, which increases turnover intentions. Conversely, the presence of motivators such as recognition and career growth enhances employees' willingness to stay.

2.3.2 – Maslow's Hierarchy of Needs

The Abraham Maslow theory (Maslow, 1943) proposed in the 1943 and was expanded the original Pyramid of Needs proposing an eight-level model (MacLeod, 2007): Physiological needs (food, shelter, wages), Safety needs (job security, health, stability), Love/belonging needs (social connection, teamwork), Esteem needs (recognition, status), cognitive needs (knowledge, meaning, culture, etc.), aesthetic needs (search for beauty, balance, form, etc.), self-actualisation needs (personal growth, fulfilment), transcendence needs (helping others to achieve self-actualisation). From a theoretical perspective, managers should recognise that any need an employee is deprived of can harm the employee's attitude and behaviour (Mella, 2021, p.542), leading to turnover (Sallan-Gül *et al*., 2023). The psychological needs are low because they are essential, such as breaks and comfort, while working. (Baek & Yoon, 2025, p.12). The next set of requirements for an employee is safety needs. The safety needs include job security, satisfactory compensation, benefits etc. Once safety needs are satisfied, an employee requires social conditions from colleagues, support from co-workers, and supportive managers/supervisors, etc. Esteem needs to explain the necessity of an employee feeling influential and respected in the workplace, including having their ideas accepted and recognised. Finally, self-actualisation must involve challenging work and opportunities for growth and progression within the organisation (Nelson & Cohen, 2025, p.18).

2.4 – *Hypothesis Development*

Prior literature suggests that insecure contractual arrangements tend to weaken employees' bargaining power and reduce access to competitive remuneration (Aliyu & Maphala, 2026). Theodoropoulos and Lawton-Westerland (2025) argue that contractual precarity, characterised by temporary contracts, limited job security, and unclear employment terms, often places employees in a vulnerable position, making it difficult to negotiate higher wages or benefits. However, some studies also indicate that in certain organisational contexts, firms may offer competitive salaries to precarious employees as a compensatory mechanism for instability or to attract scarce skills (Park & Lee, 2021; Vanroelen *et al*., 2024). Against this mixed empirical background, H01 is formulated:

H01 – Contractual precarity does not have a significant effect on salary competitiveness in Lubcon Limited

Similarly, the development of the second hypothesis draws on the literature on social protection and career progression, which typically posits that inadequate social protection, such as the lack of health benefits, pensions, or job security, can hinder employees' long-term career development and limit their access to promotion opportunities (Abdulazeez *et al*., 2025; Bakir *et al*., 2025). Theoretical perspectives, including the hierarchy of needs and the two-factor theory, suggest that when employees perceive weak institutional support, their motivation, performance, and organisational commitment may decline, thereby affecting upward mobility (Devi *et al*., 2024, p.278). Nonetheless, other empirical studies highlight that promotion decisions can sometimes be driven more by performance metrics, managerial discretion, or organisational

needs rather than social protection provisions alone (Leal-Solís *et al*., 2024; Nelson & Duxbury, 2021). In this context, the null hypothesis (H02) is formulated:

H02 – Poor social protection does not have a significant effect on promotion opportunities in Lubcon Limited

3 – Methodology

Research design serves as a comprehensive strategy for integrating the components of a study in a coherent, logical manner (Saharan *et al*., 2024). The quality of the research design used in any study influences the accuracy, objectivity, validity, and pragmatic nature of the work. For this study, a descriptive research design was utilised because it involves collecting data to answer the research question (Silva & Marcolan, 2020). As an indigenous petroleum marketing and lubricants manufacturing company with substantial operations in Ilorin, Kwara State; Lagos State; and the FCT, Abuja, Lubcon Limited typically employs a diverse workforce comprising permanent, contract, outsourced, and casual employees. Lubcon Limited has been operational for several decades and maintains a large staff, enabling it to provide reliable and representative data for the study. Table 1 presents the study's population, comprising top, middle, and lower cadre staff of Lubcon Limited.

Table 1 – Lubcon Ltd. Staff Strength (Source: *Researchers Survey, 2026*)

S/N	Lubcon Ltd.	Staff Strength			Total
		Administration	**Production**	**Marketing**	
1	Ilorin	68	53	127	**248**
2	Lagos	73	82	148	**303**
3	Abuja	51	56	111	**218**
	Total	**192**	**191**	**386**	**769**

The sample size of employees is calculated based on Krejci and Morgan (1970):

$$n = \frac{N}{1+N(e)^2} \qquad n = \frac{769}{1+769(0.05)^2} \qquad = {}^{769}/_{2.92} = 263$$

Therefore, a sample size of 263 staff was used to represent the study's population. The sample size for this study was determined using the Krejcie and Morgan (1970) method. Simple random sampling is a good option for this research. Stratified sampling was employed to ensure that all departments in the organisation were adequately represented in the study. The total staff population across all departments was 769, from which a sample of 263 respondents was selected. Each Department constituted a distinct stratum, and a proportionate (pro rata) allocation was used to distribute the sample size across the strata in line with their respective population sizes. The use of proportional allocation ensured that each Department was represented in the sample according to its relative size within the study population. This approach enhances the representativeness of the sample by preventing the over- or under-

representation of any single Department, thereby improving the generalisability and validity of the study findings (Leal-Solís *et al*., 2024, p.8).

$$\frac{\text{Sample staff} \quad x \quad \text{sample size}}{\text{Total population}}$$

However, the proportional allocation of the 263 respondents across Departments in the selected states will provide a balanced and methodologically sound basis for subsequent data analysis and interpretation, as detailed in Table 2.

Table 2 – Distribution of Sample by Categories (Source: *Author's computation, 2026*)

S/N	Lubcon Ltd.	Staff Strength						Sub-total of Sample Size
		Operations	Sample size	Production	Sample size	Marketing	Sample size	
1	Ilorin	68	**23**	53	**18**	127	**43**	85
2	Lagos	73	**25**	82	**28**	148	**51**	104
3	Abuja	51	**17**	56	**19**	111	**38**	74
							Total of Sample Size	**263**

3.1 – *Validity and Reliability of the Instrument*

A copy of the questionnaire was submitted to the project supervisor to confirm that the instrument covers all relevant aspects of Precarious employment and Employee Retention in the Nigerian Oil and Gas Sector. Subsequently, the copy was given to academic staff with a PhD for validation, and the final draft was done based on their feedback. Furthermore, construct validity was established through statistical techniques, including factor analysis, to ensure that the instrument measures the intended variables (Aliyu & Adefioye, 2025, p.14). A pilot study was conducted to test the reliability of the instrument using twenty (20) questionnaires. These were entered into SPSS to run a reliability test using Cronbach's Alpha. This test statistic indicates that all coefficient values exceed 0.7. This is in accordance with Mishra and Alok (2022), who state that a reliability coefficient of 0.70 is acceptable.

3.2 – *Data Collection/Analysis*

Subsequently, an official consent letter was obtained from the management of Lubcon Ltd, authorising the administration of questionnaires among staff members. This consent ensured organisational cooperation and adherence to ethical research standards, including respect for institutional policies and employee rights. The distribution of the questionnaire was facilitated by unit heads and designated representatives across Lubcon Ltd.'s various departments. These unit representatives helped circulate the questionnaire to staff within their respective units, thereby improving response rates and ensuring that participants across the organisation's

functional areas were adequately represented. Respondents were informed of the voluntary nature of participation and assured that all information provided would be used strictly for academic purposes. After questionnaires were detected and removed from the lot, the completed questionnaires were coded for analysis and entered into SPSS v30. The descriptive statistics were based on frequencies, means and standard deviations, and cross-tabulation. The inferential method was used to test the formulated hypotheses using SPSS v30.

4 – Result and Discussion

The demographic characteristics of the respondents used in the study on precarious employment and employee retention in the Nigerian oil and gas sector are presented in Table 3. The demographic distribution is important because it provides information about participants' backgrounds, whose responses form the basis for analysing how working conditions influence retention.

Table 3 – Demographic Variables of the Respondents

	N	%
Gender		
Female	109	41.4%
Male	154	58.6%
Marital Status		
Single	66	25.1%
Married	197	74.9%
Age		
Below 25	10	3.8%
25-34	76	28.9%
35-44	68	25.9%
45-54	84	31.9%
55 years and above	25	9.5%
Educational Qualification		
OND/NCE	10	3.8%
HND/BSc	230	87.5%
Postgraduate	13	4.9%
Others	10	3.8%
Length of service with Lubcon		
Less than 5 years	54	20.5%
5-10 years	48	18.3%
11-20 years	126	47.9%
Above 20 years	35	13.3%
Total	**263**	**100**

Table 3 shows that 154 respondents (58.6%) were male and 109 (41.4%) were female. This indicates that male employees make up the majority of the organisation's workforce. The results reveal that 197 respondents (74.9%) were married, while 66 respondents (25.1%) were single. The age distribution shows that below 25 years: 10 respondents (3.8%), 25–34 years: 76 respondents (28.9%), 35–44 years: 68 respondents (25.9%), 45–54 years: 84 respondents (31.9%), 55 years and above: 25 respondents (9.5%).

The educational qualifications of respondents are as follows: OND/NCE: 10 respondents (3.8%); HND/BSc: 230 respondents (87.5%); Postgraduate: 13 respondents (4.9%); Others: 10 respondents (3.8%).

This indicates that the workforce is highly educated and professionally trained, which is typical of the oil and gas sector that requires technical expertise. The distribution of tenure shows that less than 5 years: 54 respondents (20.5%); 5–10 years: 48 respondents (18.3%); 11–20 years: 126 respondents (47.9%); and above 20 years: 35 respondents (13.3%). The high proportion of long-serving employees suggests that the organisation has historically maintained moderate levels of employee retention.

4.1 – *Psychometric Evaluation of the Study Items*

Ocaña-Fernández, Y., & Fuster-Guillén (2021) observed that psychometric evaluation of study items is conducted in data analysis to ensure that the instruments or scales used to measure constructs are reliable and valid. This process examines the consistency of responses (reliability), the extent to which items accurately capture the intended concept (validity), and the overall quality of the measurement model (Dzwigol, 2022). This suggests that conducting psychometric evaluations will involve factor analysis, Cronbach's alpha, and validity assessments, enabling researchers to confirm that their items are statistically sound and theoretically meaningful. This strengthens the credibility of findings, reduces measurement error, and provides confidence that the study results genuinely reflect the investigated constructs rather than flaws in the measurement tools (Cheong *et al.*, 2023).

Table 4 – KMO and Bartlett's Test (Source: *SPSS v30 Output, 2026*)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.929
Bartlett's Test of Sphericity	Approx. Chi-Square	14209.461
	Df	435
	Sig.	.000

Before conducting factor analysis, Kaiser (1970) recommends calculating the Kaiser-Meyer-Olkin (KMO) sampling adequacy measure, with an acceptable value of 0.5 or higher. The Kaiser-Meyer-Olkin (KMO) test was used to verify the sampling adequacy for running factor analysis, KMO =.929, as shown in Table 4.

In addition, Bartlett Test of Sphericity X^2 (453) =14209.461, p=.000, indicating that correlations between items were sufficiently large for conducting factor analysis. As depicted in Table 4., both the Bartlett Test of Sphericity results and the KMO Measure of Sampling Adequacy indicated the appropriateness of factor analysis.

4.2 – *Descriptive Analysis of the Constructs*

This subsection analyses the respondents' views of the construct variables using the Likert Scale (SD=1 to SA=5), mean statistics, standard deviation, and Skewness (Cheong *et al*., 2023).

Table 5 shows the moderate perceptions of precarious employment at Lubcon Limited, with mean scores ranging from 2.31 to 2.92. Contractual precarity appears salient, as respondents are divided on whether their contracts long-term job security (M = 2.79, SD = 1.283), while uncertainty around contract renewal also contributes to ambivalence about remaining in the organisation (M = 2.78, SD = 1.348). Regarding social protection, perceptions are slightly more negative, particularly concerning inadequate health insurance (M = 2.92, SD = 1.514), which shows substantial variability in responses. Notably, the absence of pension or retirement benefits yields the lowest mean (M = 2.31, SD = 1.460) and a positively skewed distribution (Skew = .781), suggesting a stronger tendency toward disagreement, with a subset of respondents expressing concern.

Table 5 – Analysis of Precarious Employment

Constructs	SD	D	N	A	SA	Mean	Std. Deviation	Skewness
	%	%	%	%	%	Std Dev		Std. Error
Contractual Precarity								
My employment contract at Lubcon Limited provides long-term job security	26.20	34.20	5.30	17.10	2.79	1.283	.397	.150
Frequent contract renewal uncertainty makes me consider leaving Lubcon Limited	5.30	30.40	25.50	8.70	2.78	1.348	-.113	.150
Poor Social Protection								
Lubcon Limited provides inadequate health insurance and medical benefits for employees	27.80	9.10	31.90	5.30	25.90	2.92	1.514	.097	.150
Absence of pension or retirement benefits makes me consider leaving the organisation	44.10	14.80	24.00	0	17.10	2.31	1.460	.781	.150

Table 6 presents mixed perceptions of employee retention factors at Lubcon Limited, with promotion opportunities emerging as a stronger retention driver than salary competitiveness. While respondents expressed moderate agreement that salaries are competitive (Mean = 2.81) and influence long-term retention (Mean = 3.13), the relatively high standard deviations and near-neutral skewness suggest varied opinions among employees. In contrast, perceptions of

promotion opportunities were more favourable, particularly regarding their motivational role in retention (Mean = 4.10), as evidenced by a strong negative skewness (-0.936), indicating that most respondents agreed or strongly agreed. Although fairness in promotion processes recorded a moderate mean (3.19), the overall pattern suggests that career advancement prospects are more consistently perceived and valued than salary factors.

Table 6 – Analysis of Employee Retention

Constructs	SD	D	N	A	SA	Mean	Std. Deviation	Skewness	
	%	%	%	%	%	Std Dev		Sta.	Std. Error
Salary Competitiveness									
The salary structure in Lubcon Limited is competitive compared to other companies in the oil and gas sector	22.40	31.20	9.50	17.10	19.80	2.81	1.463	.289	.150
Competitive salary in Lubcon Limited encourages employees to remain with the organisation for a long time	23.60	14.40	17.10	14.80	30.0	3.13	1.558	-.120	.150
Promotion Opportunities									
Employees in Lubcon Limited have fair opportunities for promotion based on performance	12.50	23.20	28.50	3.80	31.90	3.19	1.421 .	.063	.150
Availability of promotion opportunities in Lubcon Limited motivates employees to remain in the organisation	1.10	8.40	15.60v	29.30	45.60	4.10	1.022	-.936	.150

4.3 – Test of Hypothesis

H01 – Contractual precarity does not have a significant effect on salary competitiveness in Lubcon Limited

The regression analysis in Table 7 examined the effect of Contractual Precarity on Salary Competitiveness in Lubcon Limited. R= 0.150 indicates a very weak positive relationship between contractual precarity and salary competitiveness. $R^2 = 0.022$ indicates that contractual precarity accounts for 2.2% of the variance in salary competitiveness. This means that most of the variation in salary competitiveness is explained by other factors not included in the model. After adjusting for sample size and predictors, the model explains 1.9% of the variation, which confirms the relationship is weak. Since the Durbin–Watson statistic of 2.088 is close to 2, it indicates no autocorrelation in the regression residuals.

Table 7 – Regression Model between Contractual Precarity and Salary Competitiveness

Model Summary[b]

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R^2 Change	F Change	df1	df2	Sig. F Change	
1	.150[a]	.022	.019	2.028	.022	6.004	1	261	.015	2.088

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.688	1	24.688	6.004	.015[b]
	Residual	1073.295	261	4.112		
	Total	1097.983	262			

Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Conf Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	3.606	.337		10.697	<.001	2.942	4.269		
	Contractual Precarity	.072	.029	.150	2.450	.015	.014	.129	1.000	1.000

a. Dependent Variable: Salary Competitiveness
b. Predictors: (Constant), Contractual Precarity

The table further shows the ANOVA test whether the regression model significantly predicts salary competitiveness. $F(1,261) = 6.004$ and $p = 0.015$, which is statistically significant. This means contractual precarity significantly predicts salary competitiveness. The coefficient shows that $\beta = 0.072$ means that a one-unit increase in contractual precarity leads to a 0.072 increase in salary competitiveness, holding other factors constant. A beta of 0.150 indicates a weak positive effect. ($\beta = 0.072$; $\beta=0.150$; $t = 2.450$, $p = 0.015$) shows the effect is statistically significant. Since the confidence interval (95% CI = 0.014 to 0.129) does not include zero, the relationship is statistically significant. Therefore, contractual precarity does not significantly affect salary competitiveness ($p = 0.015 < 0.05$). The statistical test results show a p-value of 0.015, which is less than the 0.05 level of significance. Therefore, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. This indicates a statistically significant relationship between the variables under investigation. The finding suggests that precarious working conditions have a meaningful effect on the outcome variable within Lubcon.

Meanwhile, the diagnostic plots indicate that the regression analysis assumptions were met. The standardised residuals were approximately normally distributed, as evidenced by the bell-shaped histogram and the alignment of points along the diagonal line in the normal P–P plot

(Figure 1). These results confirm that the regression model is appropriate and that the statistical findings regarding the effect of contractual precarity on salary competitiveness are reliable.

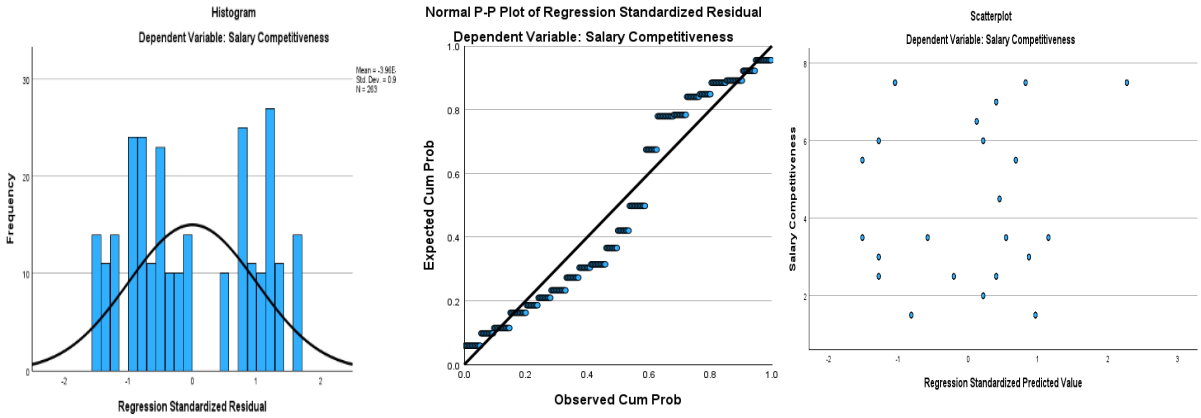


Fig. 1 – Histogram, normal P–P plot, and scatterplot

H02: Poor social protection does not have a significant effect on promotion opportunities in Lubcon Limited

Table 8 shows the analysis of the effect of poor social protection on promotion opportunities among the staff of Lubcon Limited. R = 0.042 indicates an extremely weak correlation between poor social protection and promotion opportunities. $R^2 = 0.002$ shows that poor social protection explains only 0.2% of the variation in promotion opportunities. An adjusted R^2 of -0.002 indicates that the model does not improve predictions beyond the mean of promotion opportunities. Durbin–Watson = 2.756, slightly above 2, but still suggests no serious autocorrelation problem in residuals. The model's explanatory power is extremely weak; poor social protection contributes almost nothing to explaining promotion opportunities.

Table 8 further shows the ANOVA results ($F(1,261) = 0.454$, $p = 0.501$), which are not statistically significant. This implies that poor social protection does not significantly predict promotion opportunities in Lubcon Limited. Meanwhile, the Coefficient interpretation shows (B= -0.013; β=-0.042; t=-0.674; Sig.= 0.501). meaning that a 1-unit increase in poor social protection would decrease promotion opportunities by 0.013 units, but this effect is extremely small. Therefore, the null hypothesis is accepted; poor social protection does not have a significant effect on promotion opportunities in Lubcon Limited.

The regression diagnostic plots indicate that the linear regression assumptions were satisfied. The histogram of standardised residuals approximates a normal distribution, while the normal P–P plot shows points closely aligned with the diagonal line, confirming the normality of residuals. Furthermore, the scatterplot of standardised predicted values against standardised residuals shows a random distribution without discernible patterns, indicating homoscedasticity and the absence of model misspecification. Despite the adequacy of these assumptions, the regression results revealed a very weak and statistically insignificant relationship between poor social protection and promotion opportunities. This suggests that poor social protection does not significantly influence promotion opportunities in Lubcon Limited.

Table 8 – Regression Model between Poor Social Protection and Promotion Opportunities

Model Summary[b]

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R^2 Change	F Change	df1	df2	Sig. F Change	
1	.042[a]	.002	-.002	1.48224	.002	.454	1	261	.501	2.756

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.997	1	.997	.454	.501[b]
	Residual	573.429	261	2.197		
	Total	574.426	262			

Coefficients

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.	95.0% Conf Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	5.396	.244		22.143	<.001	4.916	5.875		
	Poor Social Protection	-.013	.020	-.042	-.674	.501	-.053	.026	1.000	1.000

a. Dependent Variable: Salary Competitiveness
b. Predictors: (Constant), Contractual Precarity

Table 8 shows the analysis of the effect of poor social protection on promotion opportunities among the staff of Lubcon Limited. R = 0.042 indicates an extremely weak correlation between poor social protection and promotion opportunities. R^2 = 0.002 shows that poor social protection explains only 0.2% of the variation in promotion opportunities. An adjusted R^2 of -0.002 indicates that the model does not improve predictions beyond the mean of promotion opportunities. Durbin–Watson = 2.756, slightly above 2, but still suggests no serious autocorrelation problem in residuals. The model's explanatory power is extremely weak; poor social protection contributes almost nothing to explaining promotion opportunities.

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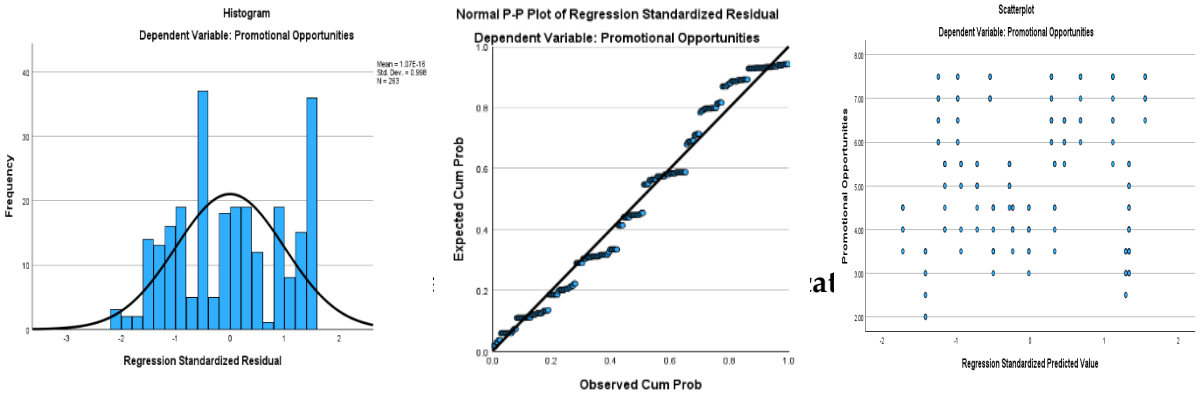


Fig. 2 – histogram, normal P–P plot, and scatterplot

4.4 – *Discussion of Findings*

An interesting finding of the study is that precarious workers at Lubcon may still perceive their salaries as relatively competitive despite the inherent instability of their employment. For example, labour market conditions were found to have high unemployment and underemployment rates, which influence workers to evaluate their compensation relative to limited alternatives rather than ideal standards. This is evident in this study's findings, which reveal that contractual precarity has a statistically significant, albeit weak, positive effect on salary competitiveness at Lubcon Limited ($\beta = 0.150$, $p = 0.015$). Although the relationship is significant, the model's explanatory power is very low ($R^2 = 0.022$), indicating that contractual precarity accounts for only 2.2% of the variation in salary competitiveness. This implies that while contractual precarity influences salary competitiveness, it is not a strong determinant of employees' perception of competitive salaries within the organisation (Wanyama *et al*., 2025, p.421). This result partially aligns with previous literature on precarious employment. Schweyher (2023, p.92) argues that precarious employment arrangements often lead to income insecurity and unstable earnings, thereby generally reducing employees' perceptions of salary competitiveness. Similarly, Aliyu and Adefioye (2026, p.16) observed that workers on precarious contracts typically receive lower, less predictable wages than permanent employees. However, the present finding shows a positive but weak relationship, suggesting that in Lubcon Limited, contractual employees may still perceive their salaries as relatively competitive, possibly due to organisational compensation policies or industry salary standards.

Similarly, the precarious roles come with fewer formal entry requirements, which allows workers with limited qualifications or experience to access income opportunities that might

otherwise be unavailable. This was tested in the second hypothesis, which examined whether poor social protection significantly affects promotion opportunities at Lubcon Limited. The results showed no statistically significant relationship between poor social protection and promotion opportunities ($\beta = -0.042$, $p = 0.501$). Additionally, the model explained only 0.2% of the variance in promotion opportunities ($R^2 = 0.002$), indicating an extremely weak relationship. This finding contrasts with several studies in the labour and employment literature (Tsai & Lin, 2025, p.887). For example, Rihm *et al*. (2025) argue that workers experiencing inadequate social protection often face limited career mobility, as precarious employment conditions tend to restrict opportunities for advancement and professional growth. Similarly, Avagianou *et al*. (2025, p.52) suggest that a lack of social security benefits often accompanies marginal employment conditions, thereby reducing employees' chances of promotion.

5 – Conclusion and Recommendations

Based on the empirical results from the regression analyses, the study concludes that the dimensions of precarious employment exert varying levels of influence on employee-related outcomes at Lubcon Limited, although most observed relationships are weak in explanatory power. First, the findings reveal that contractual precarity has a statistically significant, albeit weak, positive effect on salary competitiveness. This indicates that employees working under precarious contractual arrangements may still perceive their salaries as relatively competitive. However, the model's very low explanatory power suggests that factors beyond contractual status largely determine salary competitiveness. Therefore, while contractual precarity influences salary perception, it is not a major determinant of competitive pay within the organisation.

Second, the study found that poor social protection does not significantly influence promotion opportunities among employees in Lubcon Limited. This suggests that promotion decisions within the organisation may be largely based on merit, experience, performance, or organisational policies rather than access to social protection benefits. Consequently, social protection conditions appear to have little direct impact on career advancement opportunities in the organisation. Third, the analysis also shows that a hazardous working environment does not significantly affect occupational safety measures. This finding implies that occupational safety practices at Lubcon Limited may be institutionalised and consistently implemented across the organisation, regardless of perceived workplace hazard levels. As such, the presence of hazardous conditions does not necessarily translate into variations in safety measures, possibly because safety policies are already standardised within the organisation.

A – Lubcon Limited should gradually review its employment contract policies to reduce excessive reliance on temporary or precarious contracts. Meanwhile, management should consider offering clearer employment pathways, such as converting high-performing contract staff to permanent positions after a defined period of service.

B – Lubcon Limited should strengthen its social protection mechanisms, including access to health insurance, pension schemes, paid leave, and other employee welfare programmes.

5.1 – *Limitations and Suggestions for Future Directions*

Despite the robust findings by this study, several limitations were acknowledged. The study was conducted only at Lubcon Limited, limiting the generalisability of the findings.

Organisational structures, management practices, and employment policies differ across companies and industries. Therefore, the results may not fully represent the broader realities of precarious employment in other organisations or sectors. The regression results show very low R^2 values across most hypotheses, indicating that the independent variables explain only a small proportion of the variance in the dependent variables. This suggests that other important organisational, economic, and individual factors influencing salary competitiveness, promotion opportunities, occupational safety, and career development were not included in the models.

Based on the limitations identified above, the following suggestions are proposed for future research. Future studies should examine precarious employment across multiple organisations, sectors, or industries. Conducting comparative studies across companies would enhance the generalisability of the findings and provide broader insights into how precarious employment affects workers across organisational contexts. Future research should include additional variables such as job insecurity, organisational support, leadership style, employee engagement, training opportunities, and organisational culture. Including these variables may improve the models' explanatory power and provide a more comprehensive understanding of the factors influencing employee outcomes.

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