Compensation Packages and Organizational Sustainability of Nigerian National Petroleum Company Limited, 2014 – 2025.

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DOI: https://doi.org/10.47772/IJRISS.2026.100700499

Received: 17 July 2026; Accepted: 22 July 2026; Published: 05 August 2026

ABSTRACT

The impact of compensation packages on organisations has continued to draw attention of organizational policy makers and scholars. This study examined the relationship between compensation packages and organizational sustainability in the Nigerian National Petroleum Company Limited (NNPCL) between 2014 to 2025. The study was instituted to achieve a specific objective. The Resource-Based View (RBV) was adopted as the analytical guide. The descriptive research design was employed as an approach. The study population comprised 615 managerial, permanent, and contract staff of the Port Harcourt, Warri, and Kaduna refineries. A sample size of 242 respondents was determined using the Taro Yamane formula, while Bowley's proportional allocation and stratified random sampling techniques were employed. Primary data were collected using a structured questionnaire validated by experts, while the instrument yielded a Cronbach's alpha coefficient of 0.87, confirming its reliability. Out of the 242 questionnaires administered, 220 valid copies were retrieved and analysed using the Statistical Package for the Social Sciences (SPSS) version 27, while Spearman Rank Order Correlation was employed to test the hypothesis at the 0.05 level of significance. The findings revealed that respondents agreed that competitive salaries, performance-based incentives, equitable reward systems, and comprehensive monetary and non-monetary benefits significantly enhanced employee motivation, commitment, retention, and productivity, thereby promoting organizational sustainability. The hypothesis test further revealed a strong positive and statistically significant relationship between compensation packages and organizational sustainability ($r = 0.733$, $p = 0.000$), leading to the rejection of the null hypothesis. The study concluded that competitive and equitable compensation packages are essential for improving workforce stability, reducing employee turnover, enhancing productivity, and ensuring the long-term sustainability of NNPCL. The study recommended that NNPCL should periodically review its compensation structure to ensure alignment with industry standards and employee expectations.

Keywords: Compensation, Package, Organization, Sustainability, Resource-Based.

INTRODUCTION

The Nigerian National Petroleum Company (NNPC), now restructured as Nigerian National Petroleum Company Limited under the Petroleum Industry Act (PIA) of 2021, plays a pivotal role in Nigeria's oil and gas industry and, by extension, in the country's economic earnings. In Rivers State, where several of strategic operations including pipeline networks, refining facilities, and gas infrastructures are located, the company has remained a critical employer of labor. However, despite its prominence, Nigerian National Petroleum Company Limited continues to face significant human resource challenges, particularly concerning the retention of skilled employees. Employee turnover within key technical and managerial roles has become increasingly prevalent, raising concerns about the long-term sustainability of operations of Nigerian National Petroleum Company Limited in the state. While recruitment into the organization is often robust, the inability to retain experienced professionals threatens the continuity of operations and the strategic goals outlined in the corporation's transformation agenda.

Several factors contribute to the growing employee retention challenges within Nigerian National Petroleum Company Limited operations in Rivers State. These include inadequate career advancement opportunities, limited access to professional development, concerns about safety and working conditions in high-risk zones, perceived organizational politics, and dissatisfaction with compensation packages when compared with global oil industry standards. The petroleum sector is a high-pressure and highly specialized industry that relies heavily on institutional knowledge and long-term workforce stability. When employees exit prematurely, they take with them not just expertise but also tacit knowledge and experience that are not easily replaceable. This disrupts workflow continuity, inflates recruitment and training costs, and potentially exposes the organization to operational and reputational risks. The absence of deliberate and well-structured retention strategies has compounded this issue, weakening organizational cohesion and long-term planning capacity. Furthermore, despite growing awareness about the importance of talent retention in corporate sustainability discourse, Nigerian National Petroleum Company Limited in Nigeria appears to lack a comprehensive and context-specific employee retention framework. While some broad strategies may exist at the national level, they often fail to address the unique socio-economic and environmental challenges in its particularities. This gap has created a disconnect between organizational goals and workforce realities, leading to increased attrition and diminished morale among staff.

Consequently, the implications of weak employee retention strategies on the organizational sustainability of Nigerian National Petroleum Company Limited are multifaceted. Sustainability in this context is not limited to environmental stewardship, but also encompasses economic viability and human capital stability. Employee turnover due to poor retention strategies leads to interruptions in technical project execution, reduced productivity, and strained relationships with host communities which in turn negatively affects organizational sustainability. Therefore, there is an urgent need to investigate the effectiveness of existing employee retention strategies within the operations of Nigerian National Petroleum Company Limited (NNPCL) in Rivers State, and assess the extent to which these dynamics impact organizational sustainability. It is against this backdrop that this study seeks to**;** investigate the impact of compensation package on organizational sustainability of Nigerian National Petroleum Company Limited. Accordingly, the study raises the question; what is the impact of compensation packages on organizational sustainability in Nigerian National Petroleum Company Limited? To guide the study, the null hypothesis (**H_0**) that there is no significant relationship between compensation packages and organizational sustainability of Nigerian National Petroleum Company Limited.

This study is divided into five interconnected parts. Part one covers the fore-gone introduction ; part two is the brief review of analytical and conceptual definitions of concepts relevant to the study; part three encapsulates the method adopted by the study for collecting and analyzing data; part four covers data presentation, analysis and hypothesis testing as well as discussion of findings and part five of course the final part, deals with the conclusion and recommendation of the study.

Resource-Based View (RBV)

The Resource-Based View (RBV) of firms was initially developed by Birger Wernerfelt in 1984 through his seminal article, A Resource-Based View of the Firm. Wernerfelt proposed that an organization's competitive advantage is derived not only from its position in the market but also from the unique resources and capabilities it possesses and controls. The theory was subsequently expanded and popularized by Jay B. Barney in 1991, who argued that firms achieve sustained competitive advantage when they possess resources that are valuable, rare, inimitable, and non-substitutable (VRIN). According to the Resource-Based View, organizational resources include tangible assets (such as physical infrastructure and financial capital), intangible assets (such as reputation, organizational culture, patents, and intellectual property), and human resources (such as employees' knowledge, skills, competencies, and experience). The theory maintains that these strategic resources, when effectively acquired, developed, and utilized, enable organizations to improve efficiency, innovation, performance, and long-term competitiveness beyond what competitors can easily replicate.

Several scholars have contributed significantly to the development and application of the Resource-Based View. Birger Wernerfelt (1984) argued that firms should be analyzed from the perspective of their internal resources rather than solely by their products or market positions, emphasizing that unique resources form the foundation of sustainable competitive advantage. Jay B. Barney (1991) further contended that only resources possessing the VRIN characteristics—valuable, rare, inimitable, and non-substitutable—can generate long-term superior performance and sustained competitive advantage. Similarly, Margaret A. Peteraf (1993) maintained that competitive advantage arises when firms possess heterogeneous resources that are imperfectly mobile and difficult for competitors to imitate or acquire, allowing organizations to earn above-normal returns over time. Collectively, these scholars emphasize that an organization's internal capabilities, strategic assets, and human capital are more critical determinants of long-term success than external market conditions alone.

Assumptions of Resource-Based View

The main assumptions of Resource-Based View are as follows:

i. The Resource-Based View assumes that firms differ in the quantity and quality of the resources they possess. These resources include tangible assets (such as buildings, machinery, and financial capital), intangible assets (such as reputation, patents, organizational culture, and brand equity), and human resources (such as employees' knowledge, skills, and expertise). Because resources are unevenly distributed across firms, organizations exhibit different levels of performance.
ii. The theory assumes that strategic resources cannot be easily transferred, purchased, copied, or replicated by competing firms. Many valuable resources, such as organizational culture, managerial capabilities, proprietary technologies, and accumulated knowledge, are firm-specific and remain tied to the organization, making them difficult for competitors to acquire.
iii. Resource-Based View assumes that resources capable of improving efficiency, effectiveness, innovation, or customer value provide firms with a competitive advantage. Resources that enable an organization to exploit opportunities or neutralize environmental threats contribute directly to superior organizational performance.
iv. The theory assumes that only resources that are Valuable, Rare, Inimitable, and Non-substitutable (VRIN) can generate sustained competitive advantage. If competitors can easily imitate or substitute these resources, the advantage will be temporary rather than long-lasting.
v. The Resource-Based View assumes that long-term organizational success depends more on the firm's internal capabilities and strategic resources than on external market forces or industry structure. Although external factors influence performance, the firm's unique resources largely determine its ability to respond effectively to environmental changes.
vi. Resource-Based View assumes that merely possessing valuable resources is insufficient; organizations must effectively develop, combine, deploy, and continuously improve these resources to achieve superior performance. Managerial competence, strategic planning, innovation, and organizational learning are therefore essential for transforming resources into sustained competitive advantage.

Relevance of Resource-Based View (RBV) to the Study

The Resource-Based View (RBV) is highly relevant in explaining the effect of employee retention strategies on organizational sustainability in the Nigerian National Petroleum Company Limited because it conceptualizes employees as strategic internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). The Resource-Based View (RBV) argues that firms achieve sustained competitive advantage by effectively acquiring, developing, and retaining unique resources that competitors cannot easily replicate. In the context of Nigerian National Petroleum Company Limited, employee retention strategies such as compensation packages, career development opportunities, training, and improved working conditions help the organization preserve highly skilled engineers, geoscientists, and technical experts whose knowledge is critical for oil exploration, production, and refining. By retaining these key personnel, Nigerian National Petroleum Company Limited sustains its core competencies and strengthens its competitive position in Nigeria’s energy sector. Furthermore, Resource-Based View (RBV) explains that employee retention directly contributes to organizational sustainability by ensuring that critical tacit knowledge, institutional experience, and technical expertise remain within the organization over time. For Nigerian National Petroleum Company Limited, effective employee retention strategies reduce turnover, preserve organizational memory, and enhance operational efficiency, thereby ensuring continuity in strategic operations and long-term sustainability in Nigeria’s complex and competitive petroleum industry.

Organizational Sustainability

An organization is a structured group of individuals who work together in a coordinated manner to achieve common goals and objectives through the efficient utilization of resources, division of labor, and established systems of authority and communication. Organizations may be public, private, profit-oriented, or non-profit entities established to accomplish specific economic, social, political, or developmental purposes. Robbins and Judge (2023) defined an organization as a consciously coordinated social unit composed of two or more people that functions on a relatively continuous basis to achieve a common goal or set of goals. According to them, organizations exist because collective efforts are more effective than individual efforts in achieving desired outcomes. Akanwa and Agu (2024) defined an organization as a structured system of people, resources, and activities coordinated to achieve predetermined goals and objectives through effective planning, leadership, and control mechanisms. Nwachukwu (2023) described an organization as a social entity comprising individuals who work collectively within a formal structure to accomplish common objectives that would be difficult to achieve individually. Ogunbameru and Rotimi (2022) viewed an organization as a deliberately established institution where human and material resources are coordinated through managerial processes to achieve specified economic, social, or administrative goals. Ezeani (2024) defined an organization as a formal arrangement of people and resources established to perform specific functions and achieve desired outcomes through coordinated efforts and effective communication. Okafor and Ugochukwu (2023) conceptualized an organization as a system of interrelated activities and individuals working together under defined rules, responsibilities, and authority relationships to achieve collective goals. Oladipo and Akinyele (2024) described an organization as a coordinated group of individuals who combine their efforts, skills, and resources under a formal structure to accomplish shared objectives and create value for stakeholders. Iheriohanma (2023) defined an organization as a social and economic institution established to mobilize and manage resources effectively for the attainment of specific goals through cooperation, division of labour, and coordinated activities. Daft (2022) described an organization as a social entity that is goal-directed, deliberately structured, and linked to the external environment. He emphasized that organizations are created to accomplish tasks that individuals cannot effectively achieve alone. Jones and George (2023) defined an organization as a tool that people use to coordinate their actions in order to obtain something they desire or value, thereby creating value through collective effort and resource utilization. Armstrong and Taylor (2023) viewed an organization as a system of coordinated human activities in which individuals work together under a formal structure to achieve predetermined objectives through effective management of resources and people.

Bratton and Gold (2022) defined an organization as a structured arrangement of people, resources, and processes designed to accomplish specific goals through cooperation, coordination, and managerial control. Luthans and Doh (2024) described an organization as a social system consisting of interdependent individuals and groups working together within a defined structure to achieve organizational and societal objectives while adapting to environmental changes. Griffin (2023) defined an organization as a group of people working together in a structured and coordinated manner to achieve a set of objectives that would be difficult or impossible for individuals to accomplish independently. Schermerhorn et al. (2023) defined an organization as a collection of people working together in a division of labor to achieve a common purpose. Mullins (2023) viewed an organization as a pattern of relationships among individuals and groups directed toward the achievement of shared goals through coordinated effort. Hellriegel and Slocum (2022) defined an organization as a formal arrangement of people and resources established to achieve specific objectives through coordinated activities. Clegg et al. (2021) defined an organization as a coordinated social system that brings individuals together around a shared purpose, enabling them to collectively create value and achieve objectives that cannot be accomplished independently. Ulrich (2021) viewed an organization as a set of capabilities, structures, processes, and relationships through which people work collectively to deliver value to stakeholders and achieve strategic goals. He emphasized that organizations exist to create sustainable value for customers, employees, investors, and society.

Faraj and Pachidi (2021) described an organization as a dynamic system of coordinated activities, interactions, and relationships that enables individuals and groups to collaborate, adapt, and accomplish shared objectives within changing environments. Barbosa, Borges, and Serpa (2021) defined an organization as a formal social structure composed of individuals, groups, roles, and procedures that are intentionally arranged to coordinate

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VII July 2026

activities and achieve collective goals efficiently. Lunenburg (2022) defined an organization as a social entity deliberately structured and managed to coordinate human efforts and resources toward the accomplishment of predetermined objectives and goals. Bateman and Snell (2023) viewed an organization as a group of people working together in a structured and coordinated manner to achieve common purposes through the effective management of human, financial, and material resources. Kinicki and Williams (2023) defined an organization as a collection of people who cooperate within a formal framework of authority and responsibility to achieve specific goals and produce desired outcomes for stakeholders. Based on the foregoing definitions, an organization can be defined as a deliberately structured social system comprising individuals, groups, resources, and processes that are coordinated through formal authority and communication mechanisms to achieve common goals and objectives efficiently and effectively.

Nigerian National Petroleum Company Limited (NNPCL)

The Nigerian National Petroleum Company Limited (NNPCL) is the state-owned energy company responsible for managing Nigeria's petroleum resources and participating in all segments of the oil and gas value chain. It evolved from the former Nigerian National Petroleum Corporation following the enactment of the Petroleum Industry Act in 2021, which transformed the corporation into a limited liability company operating under the provisions of the Companies and Allied Matters Act. The primary objective of Nigerian National Petroleum Company Limited (NNPCL) is to conduct petroleum operations on a commercial basis while maximizing value for the Nigerian economy. As the largest player in Nigeria's oil and gas industry, Nigerian National Petroleum Company Limited (NNPCL) is involved in crude oil exploration, production, refining, transportation, marketing, natural gas development, and international energy partnerships. The company plays a strategic role in generating government revenue, earning foreign exchange, creating employment opportunities, and supporting economic development. Since Nigeria depends heavily on petroleum exports for fiscal revenue and foreign exchange earnings, Nigerian National Petroleum Company Limited (NNPCL) remains a critical institution in the country's economic structure. According to NNPCL (2024), the company is committed to becoming a globally competitive energy corporation that delivers sustainable value to its stakeholders while promoting energy security and economic growth in Nigeria.

Nigerian National Petroleum Company Limited (NNPCL) operates through several strategic business units and subsidiaries that oversee different aspects of the petroleum industry. In the upstream sector, the company collaborates with international oil companies and indigenous firms through joint venture arrangements and production-sharing contracts to explore and produce crude oil and natural gas. Notable partnerships have existed with companies such as Shell Petroleum Development Company, Chevron Nigeria Limited, ExxonMobil Nigeria, and TotalEnergies EP Nigeria. In the midstream sector, Nigerian National Petroleum Company Limited (NNPCL) oversees the transportation, storage, and processing of petroleum products and natural gas. It also participates actively in gas commercialization projects aimed at increasing domestic gas utilization and export earnings. In the downstream sector, the company manages the distribution and marketing of refined petroleum products across Nigeria. Through its retail outlets and strategic infrastructure, Nigerian National Petroleum Company Limited (NNPCL) contributes significantly to ensuring the availability of petroleum products nationwide. The company's diversified operations enable it to influence the entire petroleum value chain, making it one of the most important corporate entities in Africa's energy industry (NNPCL, 2024).

One of the most significant responsibilities of Nigerian National Petroleum Company Limited (NNPCL) is the management of Nigeria's refining and energy infrastructure. Historically, Nigeria has operated four government-owned refineries located in Port Harcourt, Warri, and Kaduna. However, operational inefficiencies, aging infrastructure, and maintenance challenges have limited their productivity over the years. Consequently, Nigerian National Petroleum Company Limited (NNPCL) has embarked on extensive rehabilitation projects to restore refining capacity and reduce dependence on imported petroleum products. The company has also invested heavily in gas infrastructure projects, including pipelines and gas processing facilities, to support industrialization and electricity generation. Furthermore, Nigerian National Petroleum Company Limited (NNPCL) plays a central role in implementing the Federal Government's "Decade of Gas" initiative, which seeks to transform Nigeria into a gas-powered economy. Through projects such as the Ajaokuta-Kaduna-Kano (AKK) Gas Pipeline and various liquefied natural gas initiatives, NNPCL aims to enhance domestic energy access, stimulate industrial development, and increase export revenues from natural gas resources (Federal

Ministry of Petroleum Resources, 2023). The contribution of Nigerian National Petroleum Company Limited (NNPCL) to Nigeria's economic development cannot be overemphasized. The company remains one of the largest contributors to government revenue through taxes, royalties, dividends, and proceeds from crude oil sales. Oil and gas exports managed partly through Nigerian National Petroleum Company Limited (NNPCL) constitute a substantial share of Nigeria's foreign exchange earnings and support the country's balance of payments position. Additionally, Nigerian National Petroleum Company Limited (NNPCL) facilitates local content development by supporting indigenous participation in the petroleum industry through procurement policies, capacity building, and strategic partnerships. The company also undertakes numerous corporate social responsibility initiatives aimed at improving education, healthcare, environmental sustainability, and community development in host communities. Through these interventions, Nigerian National Petroleum Company Limited (NNPCL) contributes to poverty reduction, employment generation, and human capital development. Moreover, its investments in gas infrastructure and energy projects have significant multiplier effects on manufacturing, transportation, power generation, and other sectors of the economy, thereby enhancing national productivity and economic growth (Adelabu & Olatunji, 2023).

Despite its strategic importance, Nigerian National Petroleum Company Limited (NNPCL) faces several challenges, including crude oil theft, pipeline vandalism, environmental degradation, fluctuating global oil prices, energy transition pressures, and governance concerns. The increasing global shift toward renewable energy and low-carbon development poses long-term challenges to petroleum-dependent economies such as Nigeria. Consequently, Nigerian National Petroleum Company Limited (NNPCL) has adopted several reforms aimed at improving operational efficiency, transparency, and sustainability. The transformation into a limited liability company under the Petroleum Industry Act represents a major institutional reform designed to enhance commercial viability, attract investment, and improve accountability. Going forward, Nigerian National Petroleum Company Limited (NNPCL) is expected to diversify its operations by investing more heavily in natural gas, renewable energy technologies, petrochemicals, and energy transition initiatives. Such strategic diversification is necessary to ensure long-term sustainability in an evolving global energy landscape. Therefore, Nigerian National Petroleum Company Limited (NNPCL) remains not only the backbone of Nigeria's petroleum sector but also a critical institution for achieving energy security, industrial development, and sustainable economic transformation in the country.

The concept of sustainability originated from the 1987 report of the World Environmental and Development Commission, popularly known as the Brundtland Commission, named after its chairperson, Gro Harlem Brundtland, who happened to be the Norwegian Prime Minister then (Nkamnebe & Nwankwo, 2010). Organizational sustainability appears to be the life-wire of every firm in the world. This is because; no business wants to go on extinction rather always wanted to remain in the apex of leadership. In the course of labeling and translating the meaning of this concept, Munck and Souza (2016) posited that sustainability is a state in which an organization or a society exhibits a relation to economical environmental and social aspects. According to Emas (2015) sustainability is the concept of conserving resources of organization for further generations. Also, the concept of sustainability is on the lips of every business today because the well-being of

every business depends on how much it can sustain itself. Every organization must build its future deliberately through conscious effort geared towards sustainable development and this can be achieved through ethical practices. Wales (2013) viewed sustainability as being to "keep the business going". Sustainability refers to the ability to maintain something very tangible and useful. In the bid to understanding the concept of organizational sustainability, Coblentz (2012) viewed it "as an ongoing process rather than a state of perfection". Coblentz also went further shed more light by contending that "a sustainable organization needs to be strong institutionally, financially and morally". Other scholars have submitted that organizational sustainability is a collection of methodologies, business models and best practices to enable organisations establishing long-term business operations and funding (Chang, Mills & Newhouse, 2017). Meanwhile, Pojasek (2017) viewed organisational sustainability as a means for achieving an organization's vision and mission.

Organizational sustainability refers to the ability of an organization to survive, grow, and remain competitive over the long term by effectively balancing economic performance, environmental responsibility, and social obligations while meeting the needs of both present and future stakeholders. Organizational sustainability refers to the ability of an organization to maintain its operations, competitiveness, and long-term viability while balancing economic performance, social responsibility, and environmental stewardship. It emphasizes the capacity of organizations to meet present needs without compromising their ability to achieve future objectives and satisfy stakeholders' expectations. Akinwale and Oladipo (2024) defined organizational sustainability as the capacity of an organization to continuously create economic value while maintaining environmental responsibility and social equity, thereby ensuring long-term survival and competitiveness. Ezeani and Nwankwo (2023) described organizational sustainability as the strategic ability of firms to integrate economic, social, and environmental concerns into their operations in a manner that guarantees business continuity and stakeholder satisfaction over time.

Ogunyemi and Adebisi (2024) viewed organizational sustainability as the process through which organizations effectively utilize available resources, maintain operational efficiency, and adapt to environmental changes to ensure long-term growth and survival. Okafor and Ugochukwu (2022) defined organizational sustainability as an organization's capability to achieve its financial objectives while simultaneously promoting environmental conservation and social well-being for future generations. Nwosu and Chukwuemeka (2023) conceptualized organizational sustainability as a firm's ability to sustain profitability, maintain stakeholder trust, and preserve environmental resources through responsible management practices. Ibrahim and Yusuf (2024) defined organizational sustainability as the continuous pursuit of organizational goals through balanced economic performance, social responsibility, and environmental management that supports long-term organizational resilience. Olatunji and Adeyemi (2023) described organizational sustainability as the extent to which organizations can maintain stable operations and competitive advantage by aligning business strategies with sustainable development principles and stakeholder expectations.

Economic Sustainability

Economic sustainability is defined as "the degree to which a company actively and constructively use its resources to support the social and economic development of communities, through direct investments of cash, in-kind support or staff time, or through company policies that generate community capital, such as local sourcing, hiring, partnerships and education (Buried Treasure, Sustainability, 2001). Economic sustainability can be described as a process whereby there is a consciousness to maintain permanent income for humans. This income could be generated through non-declining stocks of capital (Spangenberg, 2015).

Etxezarreta, Huffschmid and Mazier (2013) are also of the view that criteria such as aggregate demand, savings rate and consumption level play a minor role in terms of economic sustainability. Economic sustainability ensures that there is enough in the capital base for future use. According to OECD (2011), the main focus of economic sustainability is the provision of increasing stock of man-made capital as well as the degree to which such capital may be reduced from the accounts.

Economic sustainability ensures that there is some sort of perceived growth which would be sufficient for all kinds of social improvement. Economic sustainability has great implications for manufacturing firms, as submitted by Hami, Muhamad and Ebrahim (2015). The emergence of sustainable manufacturing concept shows a rising change in corporate world policies, this has ensured that manufacturing firms had to re-strategized and formulate policies that are in tandem with the global thinking of sustainable manufacturing. The current conditions and continuous awareness been created about sustainable manufacturing, has shown that any firm that hope to remain economically relevant, need to reconsider its production policies by inculcating sustainable manufacturing practices into their policies.

Khan, Dewan and Chowdhurry (2014) concluded that economic sustainability consists of several aspects including “employment, sales growth, income stability, profitability and return on investment”. While in an earlier research, Doane and MacGilivray (2001) submitted that economic sustainability is “the most elusive component of the triple bottom line approach which includes the economic, social and environmental sustainability”.

METHOD

The study adopted a descriptive research design. The study was conducted in Rivers, Delta and Kaduna states refineries while the population comprised of 615 managerial, permanent and contract staff drawn from these refineries, a sample size of 242 respondents was determined using the Taro Yamane formula. Bowley's proportional allocation and stratified random sampling techniques were used to ensure adequate distribution of the study sample. Primary data were collected through a structured, self-administered questionnaire developed on a four-point Likert scale and organised into sections covering respondents' demographic characteristics and the study variables.

The instrument was subjected to content validity through experts review and independent assessors, while reliability was established using the test–retest method, producing a Cronbach's alpha coefficient of 0.87, which confirmed the instrument's consistency. Data were analysed using the Statistical Package for the Social Sciences (SPSS) version 27. Descriptive statistics, including frequencies, percentages, mean scores, and charts, were used to assess the study question, while Spearman Rank Order Correlation was employed to test the hypothesis at a 0.05 level of significance. The findings were presented using tables and statistical interpretations.

Data Presentation

The summary of the administered questionnaire is presented below:

Table 1: Response Rate of Questionnaire Administered

Questionnaire	**Frequency**	**Percentage**
Questionnaire Administered	242	100.0
Questionnaire Returned	228	94.2
Questionnaire Not Returned	14	5.8
Invalid Questionnaire	8	3.3
Number of Valid Questionnaire	**220**	**90.9**

Source: Field Survey, 2026.

Table 1 showed the summary of the response rate of questionnaire administered. The table revealed that two hundred and forty-two (242) copies of questionnaire representing 100.0 percent were administered to the respondents, two hundred and twenty-eight (228) copies of questionnaire representing 94.2 percent were returned, fourteen (14) copies of questionnaire representing 5.8 percent were not returned, eight (8) copies of questionnaire representing 3.3 percent were invalid, while two hundred and twenty (220) copies of the questionnaire representing 90.9 percent were valid. These results indicate high rate of response and formed the basis for the data analysis in this study.

Data Analysis

Demographic Analysis

The results of the analysis of demographic data of the respondents are presented below:

Table 2 Age of the Respondents

		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	20-29 years	26	11.8	11.8	11.8
	30-39 years	54	24.5	24.5	29.1
	40-49 years	102	46.4	46.4	75.5

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VII July 2026

	50 years and above	38	17.3	17.3	100.0
	Total	**220**	**100.0**	**100.0**	

Source: Field Survey (SPSS Output), 2026.

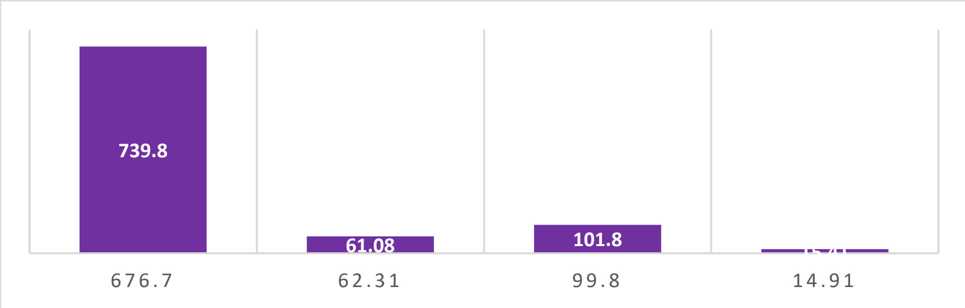

Figure 1: A Bar Chart Depicting Age of the Respondents

With respect to the age of the respondents, table 2 shows that 26 respondents representing 11.8% of the total respondents were within age bracket 20-29 years, 54 respondents representing 24.5% were within the age bracket 30-39 years, 102 respondents representing 46.4% were within the age bracket of 40-49 years, while 38 respondents representing 17.3% of the total respondents were aged 50 years and above. This age distribution shows that majority of the respondents were within age bracket of 40-49 years.

Table 3: Gender of the Respondents					
		Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
Valid	Male	132	60.0	60.0	60.0
	Female	88	40.0	40.0	100.0
	Total	**220**	**100.0**	**100.0**	

Source: Field Survey (SPSS Output), 2026.

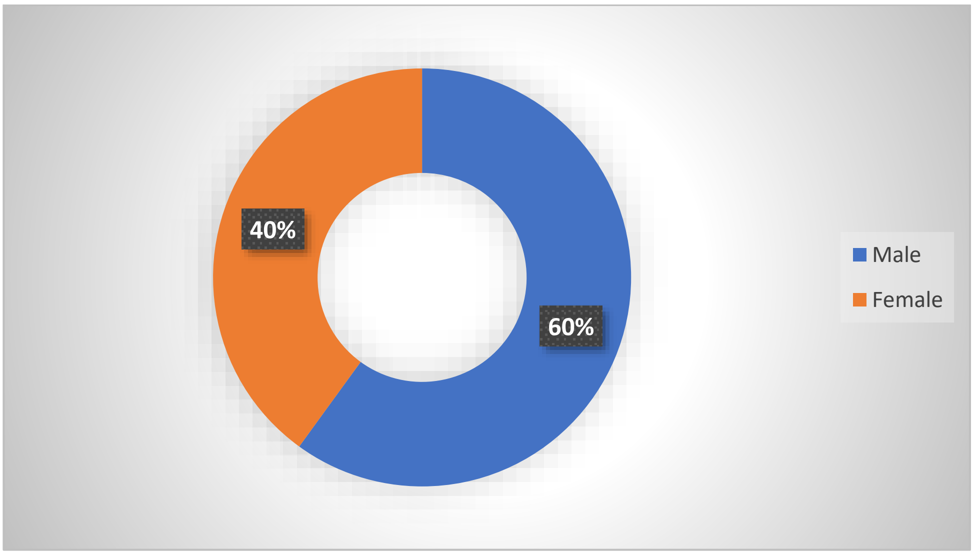

Figure 2: A Pie Chart Depicting Gender of the Respondents

With respect to the gender of the respondents, table 3 shows that 132 respondents representing 60.0% of the total respondents were male respondents while 88 respondents representing 40.0% were female respondents. This gender distribution shows that majority of the respondents were male respondents as compared to the female respondents.

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VII July 2026

Table 4: Marital Status of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	48	21.8	21.8	21.8
	Married	160	72.7	72.7	94.5
	Divorced	6	2.7	2.7	97.2
	Widowed	6	2.7	2.7	100.0
	Total	**220**	**100.0**	**100.0**	

Source: Field Survey (SPSS Output), 2026.

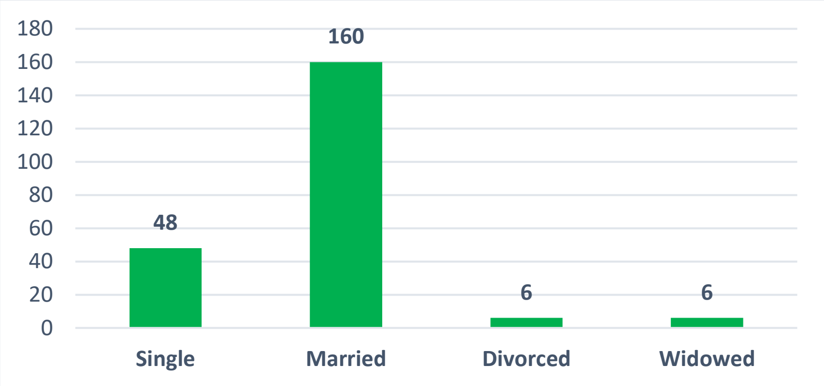

Figure 3: A Bar Chart Depicting Marital Status of the Respondents

With respect to the marital status of the respondents, table 4 shows that 48 respondents representing 21.8% of the total respondents were single, 160 respondents representing 72.7% were married, 6 respondents representing 2.7% are divorced while 6 respondents representing 2.7% are widowed. This marital status distribution shows that majority of the respondents were married as compared to the single, divorced, and widowed respondents put together.

Assessment of Research Question

Study Question: How does compensation package impact organizational sustainability in Nigerian National Petroleum Company Limited?

Table 5: Results of Analysis of Questionnaire Items on the Impact of Compensation Package on Organizational Sustainability in Nigerian National Petroleum Company Limited a

S/N	QUESTIONNAIRE ITEMS	SA (%)	A (%)	D (%)	SD (%)	$\overline{X}$	REMARK
1	Competitive compensation packages motivate employees to remain long-term in Nigerian National Petroleum Company Limited.	102 (46.4%)	86 (39.1%)	16 (7.3%)	16 (7.3%)	3.25`	Accepted
2.	Adequate monetary compensation enhances economic sustainability by reducing recruitment costs in Nigerian National Petroleum Company Limited.	96 (43.6%)	90 (40.9%)	18 (8.2%)	16 (7.3%)	3.21	Accepted

3.	Non-monetary benefits such as health insurance and retirement plans improve employee well-being and organizational sustainability.	88 (40.0%)	100 (45.5%)	18 (8.2%)	14 (6.4%)	3.19	Accepted
4.	A fair and transparent reward system builds trust and strengthens the social sustainability of Nigerian National Petroleum Company Limited.	106 (48.2%)	84 (38.2%)	16 (7.3%)	14 (6.4%)	3.28	Accepted
5.	Compensation packages aligned with industry standards reduce employee exits and ensure operational continuity in Nigerian National Petroleum Company Limited.	94 (42.7%)	92 (41.8%)	20 (9.1%)	14 (6.4%)	3.21	Accepted
6.	Performance-linked incentives encourage sustained productivity which is critical for organizational sustainability in Nigerian National Petroleum Company Limited.	98 (44.5%)	90 (40.9%)	16 (7.3%)	16 (7.3%)	3.24	Accepted
	Grand Mean					**3.22**	**Agreed**

Source: Field Survey, 2026.

SA = Strongly Agree (4 points), A = Agree (3 points), D = Disagree (2 points (1 point), $\overline{X}$ = Weighted Mean

Table 5 showed answers to the study question. The table specifically revealed the results of the univariate analysis of questionnaire items as measured on a six-item instrument and scaled on a four-point Likert rating scale. The question was posed to find out how compensation packages impacts organizational sustainability in Nigerian National Petroleum Company Limited. The results showed that the respondents are in agreement with each of the six items posed to answer research question two. This conclusion is reached since the greater proportion and percentage of the respondents either strongly agreed or agreed on the impact of compensation package on organizational sustainability in Nigerian National Petroleum Company Limited. In addition to this, the statistics in Table 5 showed that items have weighted mean scores of 3.25, 3.21, 3.19, 3.28, 3.21 and 3.24 respectively which are individually greater than the criterion mean value of 2.5 each and are therefore accepted. This further showed that the respondents agreed with all the questionnaire items posed to answer the study question, indicating that compensation packages positively impacts organizational sustainability in Nigerian National Petroleum Company Limited.

Testing of Hypothesis

Null Hypothesis (H_0): There is no significant relationship between compensation package and organizational sustainability in Nigerian National Petroleum Company Limited.

Table 6: Spearman Rank Correlation Analysis of Compensation Package and Organizational Sustainability

			Compensation Package	**Organizational Sustainability**
Spearman's rho	**Compensation Package**	Correlation Coefficient	1.000	.733**
		Sig. (2-tailed)	.	.000

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue VII July 2026

		N	220	220
	Organizational Sustainability	Correlation Coefficient	.733**	1.000
		Sig. (2-tailed)	.000	.
		N	220	220
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Field Survey (SPSS Output), 2026.

Table 6 revealed the Spearman Rank Correlation analysis of compensation package and organizational sustainability. The correlation value of 0.773** as shown in the table indicates a relatively strong positive relationship between compensation package and organizational sustainability in Nigerian National Petroleum Company Limited in Nigeria. The positive sign further shows that improvement in compensation package will lead to an increase in organizational sustainability in Nigerian National Petroleum Company Limited in Nigeria. This relationship is however statistically significant at 0.05 level of significance since the P-value (0.000) is less than the alpha value (0.05). That is, PV (0.00) < AV (0.05). Hence, we reject the null hypothesis two and conclude that "there is a significant relationship between compensation package and organizational sustainability in Nigerian National Petroleum Company Limited in Nigeria". Therefore, there is sufficient statistical evidence to conclude that there is a positive and significant relationship between compensation package and organizational sustainability in Nigerian National Petroleum Company Limited in Nigeria.

DISCUSSION OF FINDINGS

Compensation Packages and Organizational Sustainability

The study revealed that compensation package has a positive and significant relationship with organizational sustainability in Nigerian National Petroleum Company Limited. This result implies that competitive salaries, incentives, bonuses, allowances, and other benefits motivate employees to remain committed to the organization while increasing their productivity and loyalty. Adequate compensation helps attract and retain talented employees, minimizes turnover intentions, and enhances organizational stability. In a highly competitive sector such as the petroleum industry, an effective compensation system can strengthen workforce morale and contribute significantly to sustainable organizational performance. The finding strongly supports the Resource-Base View (RBV) which assumes among others that long term organizational success depends more on the firm's internal capabilities and strategic human resources than on external market forces or industry structure. The finding is consistent with Awolaja (2023), who reported that competitive compensation plans positively affect organizational performance. Similarly, Welle and Simon (2023) found that compensation and benefits significantly influence organizational performance. The result also agrees with Aliku et al. (2020), who discovered that salary and benefits programmes significantly affect employee performance in manufacturing firms. Likewise, Mohammad (2020) observed that distributive fairness and rewards significantly influence employee performance. Furthermore, Arisi-Nwugballa et al. (2022) established that employee compensation contributes significantly to organizational productivity. These studies collectively validate the importance of fair and attractive compensation packages as drivers of employee commitment and organizational sustainability. Categorically, findings indicate that; there is a positive and significant relationship between compensation package and organizational sustainability in Nigerian National Petroleum Company Limited.

CONCLUSION

The study concluded that compensation packages is a critical determinant of organizational sustainability in Nigerian National Petroleum Company Limited. The findings demonstrated that competitive salaries, performance-based incentives, equitable reward systems, and comprehensive monetary and non-monetary benefits significantly enhance employee motivation, commitment, retention, and productivity, thereby strengthening the organization's long-term sustainability. Descriptive analysis showed that respondents agreed that an effective compensation package contributes positively to organizational sustainability, while the hypothesis test confirmed a strong and statistically significant positive relationship between compensation package and organizational sustainability. Consequently, the study rejected the null hypothesis and concluded that improvements in compensation practices significantly promote organizational sustainability.

The conclusion further established that employees who perceive their compensation as fair and competitive are more likely to remain committed, perform efficiently, and contribute meaningfully to the achievement of organizational goals. This outcome validates the propositions of the Resource-Base View as well as the Expectancy Theory. Overall, the study concluded that maintaining a competitive, equitable, and performance-driven compensation packages is essential for enhancing workforce stability, reducing employee turnover, improving productivity, and ensuring the long-term sustainability and competitiveness of Nigerian National Petroleum Company Limited.

RECOMMENDATIONS

Nigerian National Petroleum Company Limited should periodically review its salary structure, allowances, bonuses, and other welfare benefits to ensure they remain competitive with industry standards. A fair and attractive compensation system will enhance employee loyalty, improve productivity, and support the long-term sustainability of the organization.

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