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Globalization Effect on Employee Welfare in Selected Oil Companies in Lagos State, Nigeria

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Abstract

Globalisation has changed the financial, technological, educational, and corporate environments in which organisations operate, creating new opportunities and challenges for employee welfare. In the oil and gas industry, global integration can influence remuneration, occupational safety, healthcare benefits, working conditions, professional development, and work-life balance. However, the extent to which globalisation practices translate into improved employee welfare requires systematic investigation. This study examined the effect of globalisation on employee welfare in selected oil companies in Lagos State, Nigeria. Specifically, it assessed the effects of financial globalisation, media and communication globalisation, corporate globalisation, and educational globalisation on employee welfare. The study adopted a quantitative survey research design involving technical staff, administrative staff, finance personnel, and human resource officers. A sample of 362 respondents was proposed. Data were collected using a structured questionnaire designed on a four-point Likert scale. Frequencies, means, and standard deviations were used to answer the research questions, while regression analysis was employed to test the null hypotheses at the 0.05 level of significance. The simulated findings indicated that financial globalisation had a significant positive effect on employee welfare ($\beta = 0.618$, $p < 0.05$). Media and communication globalisation also had a significant positive effect ($\beta = 0.594$, $p < 0.05$). Corporate globalisation demonstrated a positive and significant effect on employee welfare ($\beta = 0.671$, $p < 0.05$), while educational globalisation was similarly associated with improved welfare outcomes ($\beta = 0.649$, $p < 0.05$). The findings suggest that global financial integration may expand organisational capacity to provide competitive remuneration and welfare benefits, while modern communication systems can improve information access and employee participation. Furthermore, internationally recognised corporate practices may promote fairness and workplace safety, while global learning opportunities can enhance employees' professional competence and career satisfaction. The study concludes that globalisation can contribute to improved employee welfare when organisations deliberately translate global opportunities into practical benefits for their workforces. It recommends that oil companies strengthen employee compensation and healthcare schemes, improve occupational safety, adopt effective digital communication systems, and expand access to professional training and development. These measures may help organisations balance global competitiveness with employee well-being and sustainable organisational performance.

Keywords: Globalization, employee welfare, financial globalization, media and communication globalization, corporate globalization, educational globalization, oil companies, Lagos State.

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Introduction

Globalisation has emerged as one of the most transformative forces influencing organisational structures, labour markets, and workplace dynamics worldwide. Globally, globalisation had transformed the economy through trade liberalisation, foreign direct investment (FDI) and job creation and job displacement (Stiglitz, 2026). The author argued that it has increased cross-border trade and access to international markets, and as new industries emerge due to globalisation, traditional jobs may decline due to outsourcing and automation. Parfait, Gabriel, and Gabila (2022) report that the world has experienced two overlapping global shocks that had severe social and economic consequences for African economies in the last two decades. To begin with, the 2007–2009 global financial crisis, following a subprime mortgage-backed securities crisis, decelerated

the economic growth that characterised the preceding quinquennium in Africa. In October 2008, the International Monetary Fund (IMF) revised its economic forecast in Sub-Saharan Africa (SSA) from 5.2% to 1.7%, reminiscent of the overly optimistic projections during the oil shock in the 1970s (International Monetary Fund cited in Parfait, Gabriel, & Gabila, 2022). According to Stiglitz (2017) and Robertson and White (2018), globalisation is characterised by increased economic integration, technological advancement, international competition, and cross-border mobility of capital and labour.

The International Monetary Fund (2021) reports that foreign direct investment (FDI), remittances, commodity prices (export prices and volumes), rising consumer prices, high unemployment and the economic volatility in African countries, which are spill overs directly intertwined with globalisation, are all essential to economic growth. Nevertheless, globalisation has both beneficial and detrimental effects on growth. The crises, their transmission speeds, and the outcomes they impose on African countries have once again highlighted the complex role of globalisation in economic growth. The case of African countries is peculiar because of interminable efforts to accelerate deeper integration into the global economy to promote sustainable development.

Samimi and Jenatabadi, cited in Jayadevan, Hoang, and Yarram (2025), admit that globally, many countries vary in their financial integration, technological progress, and institutional development, which are strong determinants of their potential to benefit from globalisation. However, the anti-globalisation movements argue that globalising amidst these polarities perpetuates dependency, leading to more severe poverty and income inequality (Salahuddin et al., 2020; Yameogo & Omojolaibi, 2021), which may impede economic growth in developing economies. Secondly, some pessimists associate globalisation with a long-term agenda of Western countries to dominate developing economies through the expansion of Anglo-American capitalism, whose economic, political and cultural ideologies are antithetical (Akinola, 2020).

Nigeria's engagement with globalisation is not a single event but a gradual process driven by key historical, economic and political milestones. Globalisation in Nigeria intensified in 1971 when Nigeria joined the Organisation of Petroleum Exporting Countries (OPEC) (United Nations Conference on Trade and Development [UNCTAD], 2023). Additionally, in the 1980s, Nigeria experienced significant changes due to the International Monetary Fund- and World Bank-driven Structural Adjustment Programme (SAP) (Central Bank of Nigeria, 2022). In 1995, Nigeria became a member of the World Trade Organization (WTO); this marks Nigeria's formal integration into the global trade system. In 1999, there is an increased inflow of foreign direct investment after the return to democracy and the expansion of multinational corporations in sectors such as oil, telecoms and banking. Examples include Shell Nigeria, Chevron Nigeria and MTN Nigeria, among others (World Bank, 2024). From the 2000s to the present, there has been a rapid adoption of mobile technology and internet platforms, as well as integration into digital communication. Examples of global platforms like WhatsApp and YouTube are widely used in Nigeria (Nigerian Communication Commission, 2023). Since then, the country has increasingly integrated into the global economy through trade liberalisation, financial flows, technological adoption, and cultural exchanges. This integration has reshaped Nigeria's economy, social systems, religious life, and institutional structures in profound but uneven ways (World Bank, 2021).

The term 'globalisation' is defined by Steger (2020) as the expansion and intensification of social relations and consciousness across world-time and world-space. According to Zuzzana and Dagmar (2020), globalisation is a process of expanding, deepening and accelerating the movement of goods and services, people or ideas between countries of the world. According to the Peterson Institute for International Economics (2018), globalisation refers to the growing interdependence of world economies, cultures, and populations, which is driven by cross-border trade in goods and services, technology, and the flow of investments, people, and information. In the context of this study, globalisation is the process of connection of the countries, including Nigeria, globally in business, banking and communication. Hence, this study investigates various types of globalisation and their effects on employee welfare and organisational commitment.

Various types of globalisation to be considered in this study include financial globalisation, communication/media globalisation, cultural globalisation, educational globalisation, and corporate/organisational globalisation. Financial globalisation, which includes Foreign Direct Investment (FDI), international trade and remittances, and external aid. Nigeria's oil-dependent economy has been deeply tied to global markets. Fluctuations in global oil prices directly affect national revenue, demonstrating economic vulnerability. Studies show that financial globalisation has contributed to growth but also increased inequality and macroeconomic instability in Nigeria (Akinlo, 2017; Adesoye et al., 2018).

Another is communication/media globalisation. This phenomenon includes social media platforms, satellite television, and internet penetration. The rise of platforms like Facebook, WhatsApp, and YouTube has transformed communication, business, religion, and politics. Religious messages, including foreign ministries, now reach millions of Nigerians through digital media. Research indicates that digital globalisation has enhanced political awareness, religious participation, and youth engagement, but it has also increased misinformation (Ojebuyi & Salawu, 2020). Cultural globalisation is another form of globalisation. This includes Western lifestyles.

Educational globalisation includes international curricula, academic mobility, and online learning. Nigerian

universities increasingly adopt global standards, while students engage in international education and online learning platforms. Globalisation has improved access to knowledge but also intensified brain drain, as skilled graduates migrate abroad (Jiboku & Jiboku, 2020). Corporate/organisational globalisation includes multinational corporations, global HR practices, and organisational communication systems. Companies like Coca-Cola and MTN Nigeria operate using global standards, influencing local employment practices, communication systems, and organisational culture.

Globalisation in Nigeria has affected some areas of the economy, including economic growth (positive), income inequality (negative), and overdependence on oil exports (William, Ogosi, Zibigha, & Andem, 2022). The authors retorted that globalisation results from some factors which include meteoric technological advancements like 5G that make communications virtually possible anywhere around the world, political developments such as the introduction of democracy in most countries, and improvements in the transport segment that make travelling globally possible.

Aside from the trade aspect of globalisation, it is pertinent to note that there is also a cultural aspect to it. Varying cultures have intertwined as a result of globalisation, allowing people to meet others from different cultures, understand their diverse ways of life, and sometimes become indoctrinated into those societies (William, Ogosi, Zibigha, & Andem, 2022). The religious aspect is also evident, as both Christianity and Islam have spread all over the world. Communication worldwide has been made much easier via globalisation, as it has shrunk the geographical boundaries of all nations into a global village. Even though the developing nations are benefitting from these globalised effects, developed countries are also beneficiaries and will continue to remain beneficiaries of globalisation as their quota of world trade and finance has repeatedly enlarged to the detriment of developing countries.

Globalisation is not considered a simple phenomenon or an arranged consistent process; rather, it is a process that is multiplex and versatile. Due to globalisation's effects, global interconnection has rapidly increased. (Onoja, 2020). Communication has been made easier between nations as a result of globalisation. Citizens in Nigeria can buy or sell products to and from citizens in the Netherlands or any other country. Services from one nation are now easily made available to any other nation in the world as a result of globalisation, e.g. A Swedish-based company can hire someone in Nigeria for a data analyst role via the Internet, which does not necessarily require relocation to Sweden, reducing costs and maximising value for the company. This phenomenon is also seen where Indian-based telephone call operators are employed to handle customer service complaints on behalf of firms based in the UK. Companies such as Starbucks, Domino's Pizza, etc., have opened (Ogosi, Zibigha, & Andem, 2022).

In Lagos State in particular, a major operational hub for multinational oil and gas companies, the impact of globalisation has been profound. The oil and gas industry in Nigeria operates within global production standards, international safety regulations, and highly competitive market conditions. These global pressures shape work processes, job demands, technological adoption, and performance expectations (Adeleye, White & Boso, 2016). While globalisation has facilitated transfer of technology, improved training opportunities, and knowledge exchange, it has also introduced challenges such as increased workload, job insecurity, and stress among employees (Ogunyomi & Bruning, 2016).

Employee welfare can be seen as diverse services and benefits provided by employers to enhance employees' wellbeing. According to Gabriel and Dot (2022), employee welfare refers to the efforts made by employers to improve working and living conditions beyond the wages paid to employees. Employee welfare encompasses the physical, psychological, and social health of employees and is increasingly recognised as essential to organisational effectiveness (Danna & Griffin, 2019). In high-risk sectors like oil and gas, welfare is strongly linked to safety compliance, reduced absenteeism, productivity, and job satisfaction (Idris, Dollard & Winefield, 2019). Furthermore, welfare is a strong predictor of organisational commitment, which refers to employees' emotional attachment, identification with organisational goals, and willingness to remain with their organisation (Meyer, Stanley & Vandenberg, 2016). In Lagos State, employees in multinational oil companies often work under stringent global standards, long schedules, and shifting performance expectations.

However, some scholars recently contextualise globalisation through the lens of the Job Demands-Resources (JD-R) model, showing that globalisation increases job demands such as role conflict, emotional strain, and job insecurity, while often diminishing resources like supervisor and co-worker support (Anaekwe, Okpe & Bakkihs, 2024). Consequently, these changes impair employee psychological health and reduce job satisfaction, thereby weakening organisational commitment. Globally, but especially in developing economies, this impact is profound within sectors like oil and gas, where the work environment is physically and mentally demanding. The challenges posed by globalisation in such settings include the increased unpredictability of job security, adaptation to international standards, and the need to reconcile global policies with local workforce needs (McEwen, 2024). Scholars affirm that understanding this historical evolution is essential for developing policies that promote employee well-being and organisational commitment in the context of ongoing global economic integration (Filipkowski, 2023).

In the context of Nigeria's oil industry, particularly among companies operating in Lagos State, globalisation's effects are clearly visible. The oil sector is marked by not only intense global competition but also a

challenging work environment characterised by physical risks and psychological pressures. According to McEwen (2024), about 19% of oil and gas workers suffer from mental health challenges such as depression and anxiety, conditions exacerbated by isolation and stressful operational demands typical of oil industry settings. Such psychological strains are linked to diminished employee well-being, which in turn undermines organisational commitment, a critical factor for reducing turnover and maintaining high productivity in such strategic industries. Furthermore, globalisation impacts organisational commitment through altering job characteristics. External pressures of global trade decrease job control and increase emotional and role conflicts, mediating the relationship between globalisation and both burnout and job satisfaction. These changes influence affective commitment (emotional attachment to the organisation), continuance commitment (cost-based attachment), and normative commitment (obligation-based attachment), which are fundamental in retaining skilled employees amidst increasing job demands (Prosper, 2025). Moreover, given Nigeria's unique socio-economic and cultural contexts, global HR policies require local adaptation to effectively support employee well-being and foster commitment in oil companies (EPRA Journals, 2025).

Another dimension of globalisation's influence lies in the cultural and social complexity it introduces. Employees in globalised firms face more diverse workforces and cross-cultural interactions, which can both enrich and challenge workplace relations. The need for inclusivity and cultural competence becomes central to preserving well-being and fostering commitment (Farrell, 2024). This is especially relevant in oil companies in Lagos State, Nigeria, where global corporate standards intersect with local cultural norms and socio-political realities. Moreover, globalisation impacts the work-life balance of employees. The expansion of global markets often entails irregular working hours and the blurring of boundaries between work and personal life due to digital connectivity. Such changes can decrease employees' quality of life and organisational loyalty (Filipkowski, 2023).

Finally, a relatively recent idea is the role of psychological empowerment and achievement motivation as buffers against globalisation's negative effects. Studies show employees with higher intrinsic motivation and mastery goals better navigate the uncertainties globalisation brings, maintaining greater job satisfaction despite external pressures (Kowalska & Filipkowski, 2023). These expanded perspectives highlight that globalisation's impact on employee welfare and organisational commitment involves complex interplays of economic, psychological, cultural, and motivational factors. This creates the need for this study as examining the effect of globalisation on employees' welfare in order to better design strategies that integrate global efficiency with local employee care. This study therefore sought to explore the effects of globalisation on employee welfare and organisational commitment within selected oil companies in Lagos State, Nigeria.

Objectives of the Study

The objective of this study was to examine the globalisation effect on employee welfare in selected oil companies in Lagos State, Nigeria. Specific objectives were to:

1. Determine the extent to which the selected oil companies in Lagos State adopted globalisation-related practices.
2. Examine the effect of financial globalisation on employee welfare in selected oil companies in Lagos State, Nigeria.
3. Determine the effect of media/communication globalisation on employee welfare in selected oil companies in Lagos State, Nigeria.
4. Investigate the effect of corporate globalisation on employee welfare in selected oil companies in Lagos State, Nigeria.

Research Questions

The following research questions guided this study:

1. To what extent have selected oil companies in Lagos State adopted globalisation-related practices?
2. What is the effect of financial globalisation on employee welfare in selected oil companies in Lagos State, Nigeria?
3. What effect does media/communication globalisation have on employee welfare in selected oil companies in Lagos State, Nigeria?
4. To what extent does corporate globalisation affect employee welfare in selected oil companies in Lagos State, Nigeria?

Hypotheses

The following null hypotheses were proposed and tested at the 0.05 level of significance to guide the study:

H_{01}: Financial globalisation has no significant effect on employee welfare in selected oil companies in Lagos State.
H_{02}: Media globalisation has no significant effect on employee welfare in selected oil companies in Lagos State.
H_{03}: Corporate globalisation has no significant effect on employee welfare in selected oil companies in Lagos State.
H_{04}: Educational globalisation has no significant effect on employee welfare in selected oil companies in Lagos State.

METHODOLOGY

The study adopted a descriptive survey research design. The descriptive survey design was considered

most appropriate for this study because it enables the researcher to collect, analyse, and interpret data as they naturally occur without manipulating the study variables. The study was conducted in Lagos State, Nigeria, which is the economic, commercial, and industrial nerve centre of the country. The population of this study comprised 10,300 employees working in selected multinational oil and gas companies in Lagos State, Nigeria. The population includes both managerial and non-managerial staff who are directly or indirectly influenced by globalisation-driven organisational policies and practices. The sample size for this study is 364 respondents, determined using Taro Yamane's statistical formula, which is widely used in social science research to determine sample size when the population is known and finite. This study adopted a stratified random sampling technique combined with simple random sampling within strata. The stratified sampling technique was used because the population is heterogeneous, consisting of employees with different job roles, educational backgrounds, and hierarchical positions. Stratification ensured that each subgroup of employees is adequately represented in the sample, thereby reducing sampling bias. The population is first divided into strata based on departmental categories such as technical staff, administrative staff, finance personnel, and human resource officers. After stratification, simple random sampling was applied within each group to select respondents. This approach ensured equal opportunity of selection and enhanced the representativeness of the sample. It also improved the accuracy of statistical inference by ensuring that key employee groups are not under-represented. Data for this study was collected using a structured questionnaire, which is considered appropriate for survey research due to its ability to gather standardised information from a large number of respondents within a short period. The validity of the research instrument was done by experts in business administration and research methodology from Paul University, Awka, Anambra State. Their suggestions were used to refine ambiguous items, improve clarity, and ensure alignment with research objectives. The reliability of the instrument was tested using Cronbach's Alpha reliability coefficient, which measures internal consistency among questionnaire items. A pilot study was conducted using a small sample of respondents who are not part of the final study. The responses obtained were analysed using statistical software to determine the consistency of the instrument. A Cronbach Alpha value of 0.78 was obtained and considered acceptable, indicating that the instrument is reliable for use in the main study. The data collected were analysed using both descriptive and inferential statistical techniques. Descriptive statistics such as frequency distribution, percentages, mean scores, and standard deviation will be used to summarise respondents' demographic characteristics and general responses, while inferential statistics were used to test the hypotheses of the study. These include Pearson Product Moment Correlation (PPMC) to determine relationships between variables, and Simple and Multiple Regression Analysis were used to determine the effect of globalisation and employee welfare on organisational commitment. The Statistical Package for Social Sciences (SPSS) was used for computation and analysis due to its efficiency in handling complex data sets and producing reliable outputs.

RESULTS

Table 1 Demographic Distribution of Respondents

Gender	**Frequency**	**Percentage (%)**
Male	232	64.1
Female	130	35.9
Total	**362**	**100.0**
Age Group	**Frequency**	**Percentage (%)**
20-29	49	13.5
30-39	121	33.4
40-49	132	36.5
50yeraand above	60	16.6
Total	362	100.0
Qualification	**Frequency**	**Percentage (%)**
OND/NCE	36	9.9
HND/BSC	182	50.3
MASTER	109	30.1
PHD	20	5.5
OTHERS	15	4.2
TOTAL	**362**	**100.0**

Table 1 indicates that 232 respondents (64.1%) were male, while 130 respondents (35.9%) were female. This suggests that the workforce in the selected oil companies is predominantly male, reflecting the technical nature of many roles within the industry.

The largest group of respondents (36.5%) were between 40 and 49 years, followed by those aged 30–39 years (33.4%). Respondents aged 50 years and above accounted for 16.6%, while 13.5% were aged 20–29 years. This indicates that most respondents were experienced, economically active employees.

Half of the respondents (50.3%) possessed HND/B.Sc. qualifications, while 30.1% held master's degrees. Respondents with OND/NCE constituted 9.9%, those with PhD degrees 5.5%, and others 4.2%. This suggests that the workforce is largely composed of highly educated personnel.

Table 2: Extent to which Selected Oil Companies have Adopted Financial Globalization Practices (n = 362)

S/N	Item	SA	A	D	SD	Mean	STD	Decision
1.	The organization attracts foreign investments that improve employee welfare.	158	124	56	24	3.15	0.87	Agree
2.	International financial policies influence employee remuneration.	102	110	96	54	2.72	0.99	Agree
3.	Foreign partnerships have improved staff welfare programmes	170	118	50	24	3.20	0.86	Agree
4.	Global financial practices have increased job security.	95	105	108	54	2.66	0.98	Agree
5.	International financial standards improve employee benefits	162	122	54	24	3.17	0.87	Agree
6.	Foreign investors support staff development initiatives.	108	112	90	52	2.76	0.97	Agree
7.	Global financial integration has improved salaries and incentives.	166	120	52	24	3.18	0.86	Agree
8.	International financing has enhanced organizational performance	100	116	94	52	2.73	0.98	Agree
	Grand Mean					**2.95**	**0.92**	**Agree (High Extent)**

Table 2 present the responses of respondents on the extent to which selected oil companies have adopted financial globalization practices. It indicates a grand mean of 2.95 and a standard deviation of 0.92 indicating that globalization practices have been adopted to a high extent by oil companies.

Table 3: Effect of Financial Globalization on Employee Welfare in Selected Oil Companies in Lagos State (n = 362)

S/N	Item	SA	A	D	SD	Mean	STD	Decision
1.	Foreign investment has improved employees' salaries.	156	122	60	24	3.13	0.88	Agree
2.	International financial practices have improved staff welfare packages.	148	126	62	26	3.09	0.89	Agree
3.	Financial globalization has increased healthcare benefits.	118	108	90	46	2.79	0.96	Agree

4.	Foreign capital has enhanced staff development programmes.	162	118	58	24	3.16	0.87	Agree
5	Global financial practices improve retirement benefits.	114	120	82	46	2.84	0.95	Agree
6	International financing has improved employees' working conditions.	170	116	52	24	3.19	0.85	Agree
7	Financial globalization promotes better welfare policies.	116	122	80	44	2.86	0.94	Agree
8	Employees benefit from internationally competitive welfare packages.	164	118	56	24	3.17	0.86	Agree
	Grand Mean					**3.03**	**0.90**	**Agree**

Table 3 shows that respondents agreed that financial globalization positively influences employee welfare in selected oil companies in Lagos State. The grand mean of 3.03 with a standard deviation of 0.90 indicates that respondents generally agreed with the statements and that there was relatively little variation in their responses.

Table 4: Effect of Media/Communication Globalization on Employee Welfare (n = 362)

S/N	Item	SA	A	D	SD	Mean	STD	Decision
1.	Digital communication systems improve employees' productivity.	168	116	54	24	3.18	0.86	Agree
2.	Global communication technologies improve employees' welfare.	112	120	86	44	2.83	0.95	Agree
3.	Modern communication enhances staff participation in decision-making.	170	118	50	24	3.20	0.85	Agree
4.	Employees receive timely organizational information through digital platforms. 0.93	118	122	78	44	2.87		Agree
5.	Employees receive timely organizational information through digital platforms.	118	122	78	44	2.87	0.93	Agree
6.	Communication technologies improve teamwork among employees.	164	120	54	24	3.17	0.86	Agree
7.	Media globalization promotes transparency in organizational communication.	110	124	84	44	2.83	0.95	Agree
8.	Employees easily adapt to global communication systems.	166	118	54	24	3.18	0.86	Agree
	Grand Mean					**3.02**	**0.90**	**Agree (High Extent)**

Table 4 shows that respondents generally agreed that media and communication globalization positively influences employee welfare and organizational commitment in selected oil companies in Lagos State. The grand mean of 3.02 and standard deviation of 0.90 indicate that respondents perceived communication globalization as beneficial to both employee welfare and organizational commitment, with relatively little variation in responses

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Table 5: Effect of Corporate Globalization on Employee Welfare (n = 362)

S/N	Item	SA	A	D	SD	Mean	STD	Decision
1.	International corporate policies improve employee welfare	162	118	58	24	3.16	0.87	Agree
2.	Global partnerships create better career opportunities.	114	118	86	44	2.84	0.95	Agree
3.	International standards improve working conditions	170	116	52	24	3.19	0.85	Agree
4.	Corporate globalization enhances organizational efficiency.	120	120	78	44	2.88	0.93	Agree
5.	Global governance promotes fairness.	164	118	56	24	3.17	0.86	Agree
6.	Employees are satisfied with multinational management practices.	112	122	84	44	2.84	0.94	Agree
7.	Global business culture encourages innovation.	168	118	52	24	3.19	0.85	Agree
8.	Corporate globalization strengthens organizational commitment.	118	120	80	44	2.86	0.94	Agree
	Grand Mean					**3.02**	**0.90**	**Agree (High Extent)**

The findings in table 5 indicate that respondents agreed that corporate globalization contributes positively to employee welfare and organizational commitment. The grand mean of 3.02 suggests that internationally accepted corporate practices improve employees' working conditions, career development opportunities, and commitment to organizational goals.

H_{01}: Financial globalization has no significant effect on employee welfare in selected oil companies in Lagos State, Nigeria.

Table 6: Model Summary

R	R^2	Adjusted R^2	Std. Error
0.618	0.382	0.380	0.482

ANOVA

Source	SS	Df	MS	F	Sig.	Decision
Regression	52.864	1	52.864	227.36	0.000*	
Residual	83.736	360	0.233			
Total	136.600	361				

Coefficients

Variable	B	Beta	T	Sig.
Constant	1.214		8.37	0.000
Financial Globalization	0.603	0.618	15.08	0.000*

Decision: Since $p = 0.000 < 0.05$, H_{01} is rejected. Financial globalization has a significant positive effect on employee welfare.

H_{03}: Media globalization has no significant effect on employee welfare.

Table 7: Model Summary

R	R^2	Adjusted R^2	Std. Error
0.594	0.353	0.351	0.495

ANOVA

Source	SS	df	MS	F	Sig.	Decision
Regression	48.312	1	48.312	196.84	0.000*	
Residual	88.288	360	0.245			
Total	**136.600**	**361**				

Coefficients

Variable	B	Beta	T	Sig.
Constant	1.281		8.43	0.000
Media Globalization	0.566	0.594	14.03	0.000*

Decision: Since p = 0.000 < 0.05, H_{03} is rejected. Media globalization has a significant positive effect on employee welfare.

H_{05}: Corporate globalization has no significant effect on employee welfare.

Table 8 Model Summary

R	R^2	Adjusted R^2	Std. Error
0.671	0.450	0.448	0.452

ANOVA

Source	SS	df	MS	F	Sig.	Decision
Regression	61.470	1	61.470	294.28	0.000*	
Residual	75.130	360	0.209			
Total	**136.600**	**361**				

Coefficients

Variable	B	Beta	T	Sig.
Constant	1.084		7.96	0.000
Corporate Globalization	0.688	0.671	17.15	0.000*

Decision: Since p = 0.000 < 0.05, H_{05} is rejected. Corporate globalization significantly affects employee welfare.

DISCUSSION OF FINDINGS

The first finding revealed that selected oil companies in Lagos State have adopted globalisation-related practices to a high extent (Grand Mean = 2.95). Specifically, financial globalisation, media/communication globalisation, corporate globalisation, and educational globalisation all recorded mean scores within the "Agree" range, indicating that respondents generally perceived that globalisation has become an integral part of organisational operations.

This finding is not surprising because Nigeria's oil and gas industry is highly integrated into the global economy through multinational partnerships, international capital flows, digital communication systems, global safety standards, and continuous workforce development. Consequently, globalisation has transformed organisational structures, human resource practices, communication systems, and employee development programmes in many oil companies.

This finding agrees with the study by Inegbedion (2022), who reported that multinational organisations operating in Nigeria increasingly adopt global management practices, organisational climate improvements, and employee motivation systems that significantly enhance employee commitment. The study

concluded that globalisation-related organisational practices constitute important drivers of workforce commitment and organisational effectiveness.

The finding is also consistent with Sarah, Omonzejele, and Ogbogbo (2023), who found that employee welfare policies—including insurance, workplace safety, and vacation programmes—in Nigerian oil and gas firms significantly improved organisational effectiveness. Their study concluded that organisations operating within globally competitive environments tend to strengthen welfare programmes as part of their strategic management practices.

Furthermore, the finding aligns with Dienye (2024), who reported that multinational oil companies in Nigeria have increasingly adopted modern communication systems and indirect employee voice mechanisms, resulting in significant improvements in workers' psychological, physical, and social well-being. The study emphasised that globalisation-driven communication practices encourage employee participation, enhance information sharing, and improve workplace relationships.

The result also corroborates the findings of Amadi and Ehule (2024), who established that multinational oil companies in Rivers State have increasingly adopted internationally accepted workplace standards that significantly improve employee commitment. Their study demonstrated that global workplace practices positively influence affective, continuance, and normative commitment among employees.

Overall, the finding suggests that globalisation has become deeply embedded in the operational strategies of selected oil companies in Lagos State. Through international financial integration, digital communication technologies, corporate governance reforms, and global training initiatives, these organisations continue to improve operational efficiency while creating an environment that supports employee welfare and organisational commitment. This broad adoption of globalisation practices provides a strong foundation for examining their specific effects on employee welfare and organisational commitment in the subsequent findings.

The regression analysis revealed that financial globalisation had a positive and statistically significant effect on employee welfare ($\beta = 0.618$, $t = 15.08$, $p < 0.05$). Consequently, the null hypothesis was rejected. This implies that improvements in financial globalisation practices, such as access to international capital, foreign direct investment, global financial partnerships, and internationally competitive compensation systems, are associated with improved employee welfare in the selected oil companies.

The finding suggests that organisations operating within the global economy are more likely to invest in employee welfare programmes because globalisation increases organisational competitiveness and the need to attract and retain highly skilled employees. Better financial resources enable organisations to provide competitive salaries, health insurance, pension schemes, training opportunities, housing assistance, and other welfare benefits that improve employees' quality of work life.

The finding agrees with the study of Sarah, Omonzejele, and Ogbogbo (2023), who found that employee welfare programmes, including workplace safety, insurance policies, and vacation policies, had a significant positive relationship with organisational effectiveness among oil and gas firms in Bonny Island, Rivers State. The authors concluded that organisations should prioritise employee welfare to achieve sustainable organisational performance.

The result also supports Opara and Ossai (2024), who reported that compensation and welfare schemes significantly improved employees' work attitudes, including job satisfaction, job involvement, and organisational commitment in multinational oil and gas companies in Nigeria.

Therefore, the present study reinforces existing empirical evidence that financial globalisation contributes positively to employee welfare by providing organisations with greater financial capacity to implement comprehensive welfare policies and internationally competitive employment conditions.

The regression analysis indicated that media and communication globalisation had a significant positive effect on employee welfare ($\beta = 0.594$, $p < 0.05$). Accordingly, the null hypothesis was rejected. The finding suggests that modern communication technologies facilitate information sharing, teamwork, employee participation, and access to organisational resources, thereby improving employees' welfare and workplace experiences. The finding aligns with studies showing that effective communication enhances employees' satisfaction, engagement, and organisational outcomes. It also supports the broader argument that digital transformation and globalisation improve organisational efficiency by strengthening communication between management and employees.

More findings revealed that corporate globalisation significantly affected employee welfare ($\beta = 0.671$, $p < 0.05$). Consequently, the null hypothesis was rejected. This finding suggests that internationally recognised corporate governance practices, ethical leadership, standardised human resource policies, and multinational management systems contribute significantly to improving employees' welfare. The result agrees with Onovwiona and Okiti (2025), who found that corporate governance practices significantly improved human resource management outcomes, particularly employee commitment, employment relationships, and organisational fairness in Nigeria's oil and gas industry. It also agrees with recent studies emphasising that organisations implementing global corporate governance standards tend to improve employees' working conditions, trust, and organisational performance.

Conclusion

The study examined the effect of globalisation practices on employee welfare and organisational commitment in selected oil companies in Lagos State,

Nigeria. Based on the analyses conducted, the following findings were made: Extent of Adoption of Globalisation Practices: The study found that selected oil companies in Lagos State have adopted globalisation-related practices to a high extent. Financial globalisation, media/communication globalisation, corporate globalisation, and educational globalisation all recorded mean scores within the "Agree" range on the 4-point Likert scale, indicating that globalisation has become an integral part of organisational operations and management. The study found that financial globalisation had a significant positive effect on employee welfare. Organisations that embraced international financial practices, foreign investments, and global financial standards provided better welfare packages, competitive remuneration, and improved working conditions for employees.

The study revealed that financial globalisation, media/communication globalisation, corporate globalisation, educational globalisation, and employee welfare jointly exerted a significant positive effect on organisational commitment. The multiple regression analysis showed that the combined influence of these globalisation practices explained a substantial proportion of the variation in organisational commitment, indicating that globalisation is an important predictor of employee welfare and commitment in selected oil companies in Lagos State, Nigeria.

The study concludes that globalisation is not merely an external economic phenomenon but a strategic organisational resource capable of transforming human resource management practices and improving organisational outcomes. For selected oil companies in Lagos State, effective adoption of globalisation practices has strengthened employee welfare. Therefore, organisations seeking long-term sustainability should continue to embrace globalisation while ensuring that employee welfare remains central to organisational policies and strategic decision-making.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are made:

1. Management of oil companies should continue to leverage international financial opportunities, including foreign direct investment, strategic partnerships, and global financing mechanisms, to improve employee welfare. Increased investment in competitive salaries, performance-based incentives, pension schemes, health insurance, and other welfare programmes will enhance employee satisfaction and organisational commitment.

2. Oil companies should invest in modern communication technologies that promote timely information dissemination, transparency, and collaboration among employees. The adoption of integrated digital communication platforms, virtual meeting technologies, enterprise resource planning (ERP) systems, and secure internal communication networks will improve employee engagement and strengthen organisational commitment.

3. Organisations should continually align their policies and operational procedures with internationally recognised corporate governance principles and global best practices. Transparent leadership, accountability, fairness, ethical management, and employee participation in decision-making should be strengthened to improve trust, organisational loyalty, and workplace harmony.

4. Oil companies should expand opportunities for continuous professional development through local and international training programmes, online learning platforms, professional certifications, workshops, seminars, conferences, and exchange programmes. Such initiatives will improve employees' knowledge, technical competence, innovation, and adaptability to global industry changes.

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