RECRUITMENT OUTSOURCING AND SUSTAINABILITY OF OIL & GAS SERVICING COMPANIES IN PORT HARCOURT, RIVERS STATE

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ABSTRACT

This study examined the relationship between recruitment outsourcing and sustainability of oil & gas servicing companies in Port Harcourt, Rivers State. The study adopted a correlational research design. The population of the study consisted of ten (10) oil & gas servicing companies in Port Harcourt, with a population element of 50 employees made up of five (5) heads of department each in the organization, while a sample size of 50 respondents was adopted using the census method of sample size determination. Primary data were collected using questionnaire. The data were analyzed using tables, simple percentages, Mean score rating, standard deviation, while the Hypotheses were tested using Spearman's Rank Correlation Coefficient (R^o). The findings revealed amongst others that there is a strong and positive relationship between the recruitment outsourcing and the measures of organizational sustainability (environmental sustainability, economic sustainability and social sustainability) of oil & gas servicing companies in Port Harcourt, Rivers State. It was concluded that there is a strong and positive relationship between recruitment outsourcing and the measures of organizational sustainability (environmental sustainability, economic sustainability and social sustainability) of oil & gas servicing companies in Port Harcourt, Rivers State. Based on the findings, it was recommended that; oil and gas firms should outsource their recruitment process with adequate consultations being done between the organization and the outsourced firms for the interest of employees so as to improve the environmental, economic and social sustainability of the organization.

Key words: recruitment outsourcing, manpower outsourcing, organizational sustainability, economic sustainability, environmental sustainability and social sustainability.

INTRODUCTION

In recent times, organizational sustainability has become one of the most discussed topics in evaluating organizations, their activities, and environments. It refers to an actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational sustainability involves assessing activities, monitor growth and make the strategic changes that will subsequently lead to the realization and achievement of corporate goals. Richard, Devinney, Yip, & Johnson, (2009) organizational sustainability focuses on three major areas: (a) financial performance and investment; (b) shareholder expectation and economic value; and (c) production capability.

Bibhuti (2008) as cited in Salau, Adeniji & Oyewunmi (2014), asserted that organizational sustainability is the relative strength and ability of an organization to achieve corporate goals through internal work motivation, wide-ranging management style, greater commitment, employees' retention, job satisfaction and work place opportunities which have significant and important effects on corporate success. Organizational sustainability is the ability for a group of persons to endure the internal and external pressures of a culture, through change and innovation, as they endeavour to deliver specific products (Leskar, 2009). Dyllick and Hockerts (2002) as cited in Munck, Dias and Borim-de-Souza (2013) defined organizational sustainability as the capacity of companies for leveraging their economic, social and environmental capital for contributing towards sustainable development within the political domain. According to the Chartered Institute of Personnel and Development (CIPD, 2012), the essence of sustainability in an organizational context is "the principle of enhancing the societal, environmental and economic systems within which a business operates". The concept of corporate sustainability increasingly impacts on the nature of organizations operations (Lee, 2009). Organizational sustainability represents an ongoing process rather than a state of perfection. Organizational sustainability is all about building a society with balance between economic, social and ecological aims" (Szekely & Knirsch, 2015). Meyer, Paunonen, Gellatly, Goffin & Jackson, (2019) added that for performance to be enhanced, organizations need to pay attention to how best employees job can be enriched and flexible to create strategic change in achieving the stated goals an objectives of the organization. However, this study will attempt to measure organizational sustainability using the following constructs: adaptability and innovativeness.

Increasing global competition has resulted in the need for organizations to outsource. With the dynamic environment, manpower outsourcing also known as HR outsourcing turns to be an important tool as strategic management of firm (Leavy, 2014). Outsourcing is relatively a new phenomenon which is becoming very popular in modern organizations. It was established that Outsourcing Recruitment process is mainly used to increase the efficiency of the organization through managerial time saving along with the cost (Corbett, 2014). Recruitment and selection process outsourcing has a long history and is growing rapidly. A natural outgrowth of mass purchasing of recruiting services, recruiting process outsourcing (RPO) has matured in terms of size, scope and duration of contracts. RPO taps into two core reasons for outsourcing; gaining needed expertise and lowering costs (Norman, 2013). The selection process consists of several critical steps in ensuring that the organization don't only attract the best capacity in the industry, but it provides them with most exciting and challenging environment to work in. It was established that Recruitment process outsourcing (RPO) lets Talent Acquisition easily scale recruiting capacity to meet demand, better understand recruitment costs, and resolve the tensions associated with peak, valley, and even equilibrium requisition demand cycles. RPO also provides fast-changing organizations with a scalable, more cost-effective way to manage recruitment resources (Prater, 2014).

Additionally, a great advantage of HR recruitment outsourcing is a new way of acquiring talent. In most research it is assumed that recruitment outsourcing will support modernize business's recruitment job and make it integrated and been efficient. It is very critical aspect of recruitment outsourcing which directly affects business quality and performance (Braun & Pull, 2011). In addition, Elsaid (2013) suggested that outsourcing of recruitment process can create competitive advantage for business operating in Nigeria. Previous studies show that recruitment outsourcing can be significantly reduced costs (Seth & Sethi, 2011).

Recruitment outsourcing is aimed at enhancing organizational efficiency through saving managerial time and costs (Corbett, 2004). As such Jamil and Naeem (2013) assessed the impact of outsourcing external recruitment process on employee commitment and loyalty. The telecommunication sector of Pakistan was considered for the study. Questionnaire survey was used to collect data. The study findings indicated that outsourcing external recruitment agency had no impact on employee commitment and loyalty. It was therefore generally concluded that outsourcing recruitment process had no impact on employee commitment and loyalty.

Outsourcing of recruitment give firms a competitive edge due to the fact that products and/or services are produced and/or provided more effectively and efficiently by outside suppliers (Yang, Seongcheol, Changi

& Ja-Won, 2007). Accordingly, firms perform HR outsourcing for benefits such as reducing HR costs, cultivating diversity of competencies, superior capacity of flexibility, spreading and sharing risks to improve firm performance (Wu & Park, 2009; Elmuti, Gruneward & Abebe, 2010; Cicek & Ozer, 2011). In addition, manpower outsourcing can allow organizations to perform more proactive and strategic role focusing on their main competencies in order to increase efficiency without investing in people and technology (King, 2007; Lau & Zhang, 2016). Personnel outsourcing arises due to the difficulties experienced in the flow of goods and services in an organization. However, most organizations have been entangled with a lot of problems affecting their sustainability, these include, poor recruitment, improper training, and pay inflexibility, all of these are particularly acute in the oil firms in Nigeria. Outsourcing avails organizations the opportunity to concentrate her core competencies on definable preeminence business area and provide a unique value for customers (Behara, Gundersen, & Capozzoli, 2015). The goals of outsourcing are strategic: improved efficiencies, lower costs, improved flexibility, higher quality, and a greater ability to achieve a competitive advantage. The ultimate strategic goal is to develop core competencies that will strengthen barriers of entry for new firms to survive.

Several researches have been conducted on manpower and recruitment outsourcing activities locally and internationally. For instance, Jirawuttinunt (2015) examined the effect of human resource management outsourcing on performance of multinational firms in Thailand. It was found that training administration positively and significantly influenced human resource cost efficiency but has no effect of effective human resource development and flexibility. More so, training administration adversely and significantly influenced organizational performance. Kiptum (2014) analyzed the effects of outsourcing on organizational productivity. On focus were selected parastatals in Kenya. The findings revealed that contracting out was the most common method used in outsourcing in surveyed parastatals. Ogunyomi and Ojikutu (2014) did a research on employee resourcing and performance in organizations. It was noted that there was moderate association between employee resourcing and performance. Since recruitment, selection and retention are significant to performance of organizations, it was noted that it is imperative for employee resourcing functions to be outsourced to professional human resource management experts that have the right structure and networks to source for competent and qualified workforce. Thus, This study intends to ascertain the relationship between recruitment outsourcing and the sustainability of oil & gas servicing companies in Port Harcourt, Rivers State

Conceptual Framework

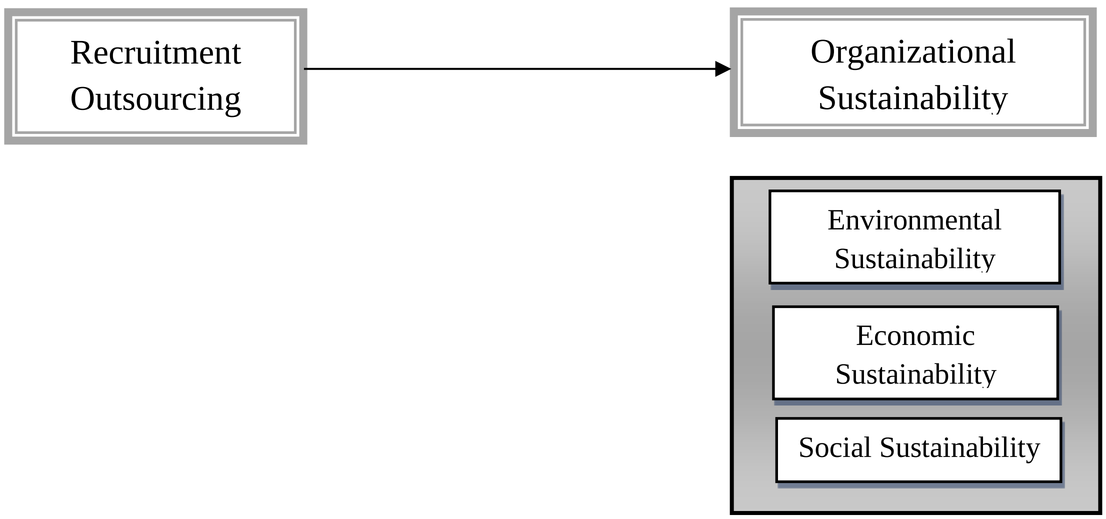

Figure 1: Recruitment Outsourcing and Organizational Sustainability
Source: Dimensions of Recruitment Outsourcing were adapted from the work of Gupta, M. and Zheuder, D. (1994), while measures of Organizational Sustainability were adapted from the work of Richard et al. (2009).

The following research questions where considered:

1. What is the relationship between recruitment outsourcing and environmental sustainability of oil & gas servicing companies in Port Harcourt, Rivers State?
2. What is the relationship between recruitment outsourcing and economic sustainability of oil & gas servicing companies in Port Harcourt, Rivers State?
3. What is the relationship between recruitment outsourcing and social sustainability of oil & gas servicing companies in Port Harcourt, Rivers State?

LITERATURE REVIEW

Theoretical Framework

This study was guided by the Resource-Based View Theory and Social Exchange Theory.

Resource-Based View Theory

This theory was propounded by Wernerfelt, (1984). The theory argues that a firm has the ability to achieve and sustain competitive advantage if it possesses resources that are valuable, rare, imperfectly imitable and non-substitutable. Not all resources are strategically relevant within an organization. The goal of an organization is to ensure it has access to and control of valuable resources by developing and securing all the relevant resources either internally or externally. If a firm possesses critical resources that have strategic value, it is better to retain the activity in-house. On the contrary, if the strategic value of target activities is low and no internal resources are available to perform such activities, it is beneficial for the company to outsource them. For the sustainable competitive advantages firms are forced to rely on a multitude of outside suppliers for parts, software, knowhow and sales and in doing so gain access to valuable resources and external capabilities (Langlois 1990). The argument here fits with the need and factors that lead to outsourcing decisions in firms, whether they are cost reduction, new product/services introduction, focus on core competencies or labour flexibility and how they improve organizational sustainability.This theory will be relevant to the present because outsourcing manpower activities will contribute to a firm's sustainability. Through manpower outsourcing, the oil and gas companies will be able to ensure proper attraction; development and retention of qualified and experienced staff with desired skills and knowledge. This will give the oil and gas firm a competitive edge over other firms which might be competing for the same category of employees.

Social Exchange Theory

The Social Exchange Theory was put forward by George Casper Homan (1958). The social exchange theory explains interpersonal relationships by positing the economic cost benefit analysis as precondition for social engagement and exchange. The theory presupposes that the exchange of resources (material or social) is a basic form of human interaction. Social exchange is an ongoing reciprocal process in which actions are contingent on rewarding reactions from others (Gottschalk and Solli-Saether, 2015). Social exchange theory emphasizes the importance of interpersonal trust in alliances and information exchange (Gulati, 2010). A social exchange takes place within the employment relationship when a psychological contract is created containing the perceived commitments or promises that employees believe their organizations have made to them. The concept of “breach” described by (Morrison and Robinson, 2010) is “the cognition that one’s organization has failed to meet one or more obligations within one’s psychological contract in a manner commensurate with one’s contributions.” The possibility of a breach of contract may negatively impact employees’ feelings, attitudes, and behaviors. The possibility of a breach of contract may negatively impact employees’ feelings, attitudes, and behaviors. The exchange in this case is likely to be more valuable when conducted by an anonymous party external to the firm. Employees must regard the organization's benefits as vital to acquire the required work-related attitudes and behaviors (Blau 2014; Eisinger, 2012).

The above theory is applicable to the study as it highlights the need for the organization to enable its resources meet two of the outlined characteristics. For an organization to remain competitive and thus improve its performance, its employees must be well managed so as to become valuable and costly to imitate. There is a need therefore for an organization to enable its employees which is the most important resource that they have, to meet the criteria. This can only be achieved through employing of effective employee development so as to make them different and unique from the employees of other organizations.

Conceptual Review

Recruitment outsourcing

Recruitment outsourcing refers to a procedure to transfer recruitment and selection activities to an external provider. The recruitment outsourcing activities are advertising, job fair hosting, applicant tracking and some of selection process such as extensive skill testing, organization and background testing. It is a form of Business Process Outsourcing (BPO) where an employer transfers all or part of its recruitment processes to an external service provider (Valerie, 2018). Recruitment outsourcing is also a strategy by which businesses employ an external agency to oversee and conduct the recruitment of their personnel. According to Sophie (2021) recruitment outsourcing is a type of outsourcing through which an organization outsources some part or all of its recruitment processes to an external agency. It is primarily an extension of a human resources department for your business. Joana (2022) posited that recruitment outsourcing (RO) is a workforce solution in which a business transfers all or part of its permanent recruitment to an external provider. An RPO provider is responsible for the management of the permanent recruitment within a business, and typically has outsourced recruiters based onsite — embedded within the HR or people function of the business. Recruitment outsourcing (RO) involves an employer turning the responsibility of finding potential job candidates over to a third-party service provider. Recruitment outsourcing method is designed to bring qualified candidates to a potential employer with minimal involvement from HR staff (Fiona-Sophie, 2015). Recruitment outsourcing is aimed at enhancing organizational efficiency through saving managerial time and costs (Corbett, 2004). As such Jamil and Naeem (2013) assessed the impact of outsourcing external recruitment process on employee commitment and loyalty. The telecommunication sector of Pakistan was considered for the study. Questionnaire survey was used to collect data. The study findings indicated that outsourcing external recruitment agency had no impact on employee commitment and loyalty. It was therefore generally concluded that outsourcing recruitment process had no impact on employee commitment and loyalty.

Concept of Organizational Sustainability

Organizational sustainability is one of the most imperative measure in evaluating organizations, their activities, and environments. It refers to an actual output or results of an organization as measured against its intended outputs (or goals and objectives). Sustainability is "an economic, social, and ecological concept Boudreau and Ramstad (2015). It is intended to be a means of configuring civilisation and human activity so that society and its members are able to meet their needs and express their greatest potential in the present, while preserving bio-diversity and planning and acting for the ability to maintain these ideals indefinitely. Sustainability is providing for the best for people and the environment both now and in the indefinite future (Colbert and Kurucz, 2017).

Organizational sustainability involves assessing activities, monitor growth and make the strategic changes that will subsequently lead to the realization and achievement of corporate goals. Richard et al. (2009) organizational sustainability focuses on three major areas: (a) financial performance and investment; (b) shareholder expectation and economic value; and (c) production capability. Organizational sustainability, according to Bibhuti (2018) is the relative strength and ability of an organization to achieve corporate goals through internal work motivation, wide-ranging management style, greater commitment, employees' retention, job satisfaction and work place opportunities which have significant and important effects on corporate success.

Organizational Sustainability (OS) is broadly defined as an overall proactive strategic stance of firms towards the integration of organizational economic, environmental and social objectives and practice in their strategic, tactical and operational levels (Singh, Chakraborty, & Roy, 2016). It is an orientation of performing business in a sustainable manner (Linenuecke and Griffiths, 2010). Colbert & Kuruez (2017) gave a colloguial definition of sustainability as being to "keep the business going," while another frequently use term in this context refers to the "future proofing" of organization (Wales, 2013). Boudreau and Ramstad (2015) refer to it as, achieving success today without compromising the needs of the future. Ford

(2012) defines it as the ability to meet the needs of present customers while talking into account the needs of future generations. "Organizational sustainability is all about building a society with balance between economic, social and ecological aims" (Szekely & Knirsch, 2015).

Measures of Organizational Sustainability

Studies on organizational sustainability have frequently distinguished between various measures of this phenomenon. In his model, Malik *et al*, (2011) argued that organizational sustainability is an abstract concept and its basically impossible to measure. Instead of measuring organizational sustainability, he suggested that an organization determines proxy measures, which will be used to represent their effectiveness. In it may be included such things as efficiency of management, performance of employees, core competencies. Other scholars included different measures such as productivity, profits, growth, turnover, stability and cohesion. The measures for the study include; Innovation and Adaptability.

Environmental Sustainability

Environmental sustainability can be defined as the combination of several organizational competencies or the overall performance of the organization to reduce the overall carbon footprint of the products (Lam and Lai, 2015). The implications of four primary natural resources, including air, water, soil, and minerals, as well as energy resources, are being monitored (GRI, 2012). The contribution of the company to the local quality of the air is monitored for healthy air resources. The use of water and water pollutants is regulated to determine the availability of clean and healthy water. Both direct and indirect influences on land resources can be regulated to reduce their consequences for soil and biodiversity. Soil contaminants represent an important part of achieving environmental sustainability because they deplete soil resources. Regulators also keep an eye on nonrenewable energy sources and fossil fuels to figure out how the company affects these resources.

According to Singh, Chakraborty and Roy (2016) environmental sustainability involves ecosystem integrity, carrying capacity and biodiversity. This means to avoid stressing a valued ecosystem beyond the limits of its resilience, stability and carrying capacity. An environmental sustainability entails that natural wealth act as a source of economic inputs and as a sink for wastes (Kahn, 2015; Basiago, 2018). A state in which the demand placed on the environment can be met without reducing its capacity to allow all people to live well now and in the future. Goodland and Daly (2016) defined environmental sustainability as holding waste emissions within the assimilative capacity of the environment without impairing it. It also means keeping harvest rates of renewable within regeneration rates.

Environmental sustainability lays emphasis on ecosystem integrity, carrying capacity and biodiversity. Serageldin (2013) averred that environmental sustainability demands maintaining natural capital as both a provider of economic inputs referred to as 'source' and an absorber known as 'sink' of economic output called 'waste'. Goodland (2015) opined that at the 'sink site', waste sent out or produced from industrial operation must be controlled so that they don't exceed the capacity of the environment to absorb them without impairment. Organizations aligned with Environmental Sustainability only consume natural resources at a rate below its natural regeneration capacity, or below the production rate of substitutable resources (Dyllick & Hockerts, 2012). Evidences are strong that we are exceeding and eroding the earth's carrying capacity (OECD, 2013). Effects are unpredictable and escalating as we approach a global average temperature rise of more than 2 degrees centigrade over pre-industrial levels (Oyeshola, 2018). The most essential environmental aspects in MSMEs are usage of renewable raw materials reduce, reuse and recycling of solid and liquid wastes; conservation of energy levels, decrease of air and noise pollution level (Vinodh & Joy, 2012; Torgusa, O'Donohue, & Hecker, 2013; Schoenhrr, 2012).

Economic Sustainability

Economic sustainability is defined as the maintenance of non-dealing reduction capital stocks (Spangenberg, 2015; in Kalua, 2015). But in relation to this study, the meaning of economic sustainability as defined by Stavins et al. (2013), will be more meaningful. They defined economic sustainability as "the maintenance of the present well-being by paying attention to inter-temporal distributional equity, dynamic efficiency and international equity". Azapagic (2012) argued that, achievement in economic viability serves as the most important part of organizational sustainable development' since benefits that comes from job growth will afford society and the organization the possibility of improving their living conditions. To further buttress the point, Dyllick and Hockets (2012) argued that, an organization's economic sustainability showed the organization that it has the strength to accomplish its tasks and responsibility that leads to considerable profits. Amongst Economists, sustainability has become interesting and been a very critical and debating issue (Stavins, Wagner, & Wagner, 2013). However, most Economists have agreed on the importance of economic sustainability, viewing it as the maintenance present of well-being with due regard to inter-temporal distributional equity as well as capital stock (Stavins et al., 2013).

Economic sustainability is defined as how firms can stay in business over a long period of time (Singh, Chakraborty, & Roy, 2016). It is primarily concerned with monetary capital in consideration with natural, social and human capital (Kahn, 2015). Economic sustainability also referred to as "economic viability is at the core of corporate sustainability, since it generates profit and jobs it therefore contributes to the general social welfare (Azapagic, 2013). Economic sustainability is one of the measuring indicators of sustainability (IISD, 2015). It involves achieving a balance in all sectors of services. It tackles social issue as poverty reduction, low per capital income, inequality distribution, inefficiency in the mobilization of resources, unemployment issues formation, inefficiency in the mobilization of resources, unemployment issues, inflation, etc (Adejumo and Adejumo, 2014).

According to global reporting initiatives (GRI), economic sustainability is "an organization's impacts on the economic circumstances of its stakeholders and economic systems at the local, national, and global levels" (GRI, 2012, p. 45). Organizations that achieve competitive advantages through economic and non-viable capacities can survive in the long run, but they cannot contribute to economic systems at the local, national, or global levels (Svensson, 2017). To ensure long-term survival, organizations must sustain their economic stability and sustainability. Due to the variety of backgrounds potentially addressing sustainability, the impacts produced by organizations are important in the discussion of these topics (Borim-de-Souza & Zanoni, 2019). Sustainable development can be seen as an implied social reform complemented by traditional development goals, which do not fully deny pollution and environmental preservation policies (O'Connor, 2012). As a result, the relationship between sustainable development and organizations in the same field of competence extends beyond seeking the best definitions and replicating the best organizational techniques, as it requires an appreciation of how sustainability is approached, developed, and multiplied in organizational settings and behaviors. Thus, this study focuses on the multidimensional and interdisciplinary perspectives of relationships between organizations and sustainability.

Social Sustainability

Social sustainability is a process for creating sustainably, successful places that promote wellbeing, by understanding what people need from the places in which they live and work (Woodcraft, 2015). Social sustainability encompasses the notions of equity, empowerment, accessibility, participation, sharing, cultural identity; and institutional stability (Singh, Chakraborty, & Roy 2016). Wanamaker, (2018) assert that it is a process of framework that promotes wellbeing within an organization's own members while also supporting the ability of future generations to maintain a healthy community. Social sustainability encompasses the impact of corporations on people and society - whether corporate, public sector, educational ornonprofit, it improves the lives of their employees, stakeholders, customers and the community in which they operate (Benojo, 2010). According to Cella-De-Oliverira (2013) social sustainability refers mainly to aspects as skills, motivation and loyalty of employees and business partners, it obliges the organization to internalize the social costs, maintaining and providing the growth of the social capital; avoiding exploiting the individual, giving incentive to auto-renewable structures; promoting democracy, amplifying the scope of personal choices and distributing resources and property rights in a fair manner (Dyllick & Hockerts, 2002). It causes management to understand the impact of it operations on the social systems and how the expectations of the different social groups relating to the organization are carefully considered (Betuie & Ahiawe, 2012). Muck, Muck, and Souza (2011) explains that social sustainability concepts, incorporates questions related to human development; such as education, occupational health, workplace safety, training and development; to equality, - such as fair salaries and benefits, equal opportunities and absence from workplace discrimination; to ethics, such as human rights, cultural values and intergeneration. According to Azapagic (2003) the social sustainability dimension covers the following characteristics - fairpay, equal opportunities, good health and safety conditions, gratification system, securing ideas for the improvement of the Triple Bottom.

Empirical Review

Recruitment Outsourcing and Organizational Sustainability

Recruitment outsourcing is aimed at enhancing organizational sustainability through saving managerial time and costs (Corbett, 2014). As such Jamil and Naeem (2013) assessed the impact of outsourcing external recruitment process on employee commitment and loyalty. The objective of the study was to determine how external recruitment process enhances employee commitment and loyalty in telecommunication sector. The telecommunication sector of Pakistan was considered for the study. Questionnaire survey was used to collect data. The study findings indicated that outsourcing external recruitment agency had no impact on employee commitment and loyalty. It was therefore generally concluded that outsourcing recruitment process had no impact on employee commitment and loyalty. This study is different from the present study as it is carried out in the oil and gas companies in Port Harcourt, Rivers State, Nigeria. However, the study will utilize the Spearman's Rank Correlation Coefficient (R^o) in testing the relationship between the dimensions of manpower outsourcing and measures of organizational sustainability.

A study by Biney (2018) analyzed the challenges and expectations facing human resource service providers in outsourcing recruitment and selection activities in Ghana. The study purposed to explore the expectations and challenges that human resource face in recruiting and selecting outsourcing activities in Ghanaian labour market. The study used a qualitative approach based on exploratory method in gathering data. Personal interviews were conducted to collect relevant data for the study. Findings indicated that most of the multinational outsourced their recruitment portfolio with the anticipation that the service providers would recruit high quality and highly qualified candidates in a timely manner in order to reduce employee turnover and access cheap technology and expertise. It was however concluded that outsourcing human resource activities including recruitment and selection was not well developed in the country. The challenges that recruiters faced were poor management of contract, poor management of relationships between the parties, lack of skilled workforce in the market and poor communication between the outsourcing parties. This study is different from the present study as it is carried out in the oil and gas companies in Port Harcourt, Rivers State, Nigeria. However, the study will utilize the Spearman's Rank Correlation Coefficient (R^o) in testing the relationship between the dimensions of manpower outsourcing and measures of organizational sustainability.

In Nigeria, Ogunyomi and Ojikutu (2014) did a research on employee resourcing and performance in organizations. The objective of the study was to investigate if employee resourcing could be used to predict performance of small and medium enterprises in Lagos State. The study adopted a quasi-experimental survey design. It was found that there was mild association between employee resourcing and performance. Since recruitment, selection and retention are significant to performance of organizations, it was noted that it is imperative for employee resourcing functions to be outsourced to professional human resource management experts that have the right structure and networks to source for competent and qualified workforce. As such, it was concluded that organization, managers would have adequate time and financial wherewithal to focus on the core activities of the enterprises. This study is different from the present study as it adopted a correlational design. However, the study will utilize the Spearman's Rank Correlation Coefficient (R^o) in testing the relationship between the dimensions of manpower outsourcing and measures of organizational sustainability.

A study by Kiptum (2014) analyzed the effects of outsourcing on organizational productivity. On focus were selected parastatals in Kenya. The study employed a descriptive research design. The questionnaire survey method was used to gather data from the respondents. The findings revealed that contracting out was the most common method used in outsourcing in surveyed parastatals. The services most outsourced were security, cleaning and disposal. It was further concluded that outsourcing these services resulted in reducing operational costs and improved resource management. The study recommended that parastatals should also adopt other forms of outsourcing other than contracting out. By moving the recruitment process to a recruitment agency a lot of time is saved by the managers in Post bank for more efficient planning. In order to increase the profitability, efficiency and performance of the organization, Post bank Kenya is adopting new human resources practices such as hiring external agencies for recruitment which according to (Mansen, 2015) can prove to be helpful to organizations which do the same. To achieve high outputs along with efficiency, employee commitment and loyalty is very fundamental (Sharma and Punia, 2014). This study is different from the present study as it is carried out in the oil and gas companies in Port Harcourt, Rivers State, Nigeria. However, the study will utilize the Spearman’s Rank Correlation Coefficient (R^o) in testing the relationship between the dimensions of manpower outsourcing and measures of organizational sustainability.

Gilley *et al* (2014) analyzed the relationship between the outsourcing of human resource (HR) activities, namely training and payroll and firm performance. Five (5) objectives guided the study. The study hypothesized that the outsourcing performance relationship is not the same for all firms and with a sample of 94 manufacturing firms representing 16-two digit SIC (standard industrial classification) code industries. The result indicated that both training and payroll outsourcing have implications for firm performance. However, findings regarding a moderating effect of firm size were inconclusive. Lahiri et al (2012) examined how offshore outsourcing service providers’ internal and relational resources and capabilities jointly predict their economic performance. Analysis of data collected from a sample of 105 Indian service providers suggested that rent generation from firm specific, idiosyncratic resources is positively moderated by the level of management capability posed by such firms. This study is different from the present study as it is carried out in the oil and gas companies in Port Harcourt, Rivers State, Nigeria. However, the study will utilize the Spearman's Rank Correlation Coefficient (R^o) in testing the relationship between the dimensions of manpower outsourcing and measures of organizational sustainability. Therefore, from the extant literature review, the following hypotheses are stated to guide the study.

H_O:$_1$ There is no significant relationship between recruitment outsourcing and environmental sustainability of oil & gas servicing companies in Port Harcourt, Rivers State.

Ho:$_2$ There is no significant relationship between recruitment outsourcing and economic sustainability of oil & gas servicing companies in Port Harcourt, Rivers State.

Ho:$_3$ There is no significant relationship between recruitment outsourcing and social sustainability of oil & gas servicing companies in Port Harcourt, Rivers State.

METHODOLOGY

This study used the correlation research design in explaining the degree or extent of the relationship recruitment outsourcing and organizational sustainability. The target population of this study consisted of 304 oil and gas servicing firms in Port Harcourt as obtained from the Yellow Pages, Rivers State Ministry of Commerce and Industry (2019). However, since it was quite difficult to study the entire target population, the researcher randomly selected fifty (50) oil and gas servicing firms in Port Harcourt due to time constraint, the study randomly picked firms with 5-20 years in existence, with staff strength of 50 and above and with visibility of offices within the state and customer base as well as financial strength. In this study, since the target population is small (50), a Census Method was utilized. This is because sampling a small population under study may lead to sampling bias (Mugenda & Mugenda, 2003). Also, the Primary data was collected using a self-administered questionnaire that featured closed- ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach's Alpha

Correlation Coefficient with coefficients of all the study variables greater than 70%, as the threshold. The study applied inferential statistical analysis; the hypotheses were tested using the Spearman Rank-Order Correlation Coefficient with aid of the Statistical Package for Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Univariate Analysis

Analyses on Recruitment Outsourcing

Table 1: Descriptive statistics for Recruitment Outsourcing

	N	Minimum	Maximum	Mean	Std.
Recruitment outsourcing		502	5	3.83	.854
Valid N (listwise)		50			

Source: Field Survey Data, 2023 (SPSS output, version 21.0)

Table 1 illustrates the descriptive statistics for Recruitment Outsourcing with a mean score of 3.83, which implies that the respondents are on the agreement range on the application of recruitment outsourcing in their organization.

Analyses on Organizational Sustainability

In this section, we present the frequencies and mean rating of respondents on measures of the dependent variable in the study.

Table 2: Descriptive statistics for Organizational Sustainability

	N	Minimum	Maximum	Mean	Std.
Environmental sustainability	50	2	5	3.76	.854
Economic sustainability	50	2	5	3.83	.976
Social sustainability	50	2	5	3.51	.760
Valid N (listwise)	50				

Source: Field Survey Data, 2023 (SPSS output, version 21.0)

Table 2 illustrates the descriptive statistics for Organizational Sustainability which includes; Environmental Sustainability, Economic Sustainability and Social Sustainability with mean scores of 3.76, 3.83, and 3.51 respectively.

Bivariate Analysis

Test of Hypotheses

Three (3) research hypotheses were stated in the earlier section. Therefore, for the purpose of this study, the hypotheses will be tested so as to arrive at a logical conclusion.

Relationship between Recruitment Outsourcing and the Measures of Organizational Sustainability

Table 3: Correlations Matrix for Recruitment Outsourcing and the Measures of Organizational Sustainability

			Recruitment outsourcing	Environmental sustainability	Economic sustainability	Social sustainability
Spearman's rho	**Recruitment outsourcing**	**Correlation Coefficient**	**1.000**	**.763****	**.883****	**.671****
		Sig. (2-tailed)	**.**	**.000**	**.000**	**.000**
		N	**50**	**50**	**50**	**50**
	Environmental sustainability	**Correlation Coefficient**	**.763****	**1.000**	**.680****	**.669****
		Sig. (2-tailed)	**.000**	**.**	**.000**	**.000**
		N	**50**	**50**	**50**	**50**
	Economic sustainability	**Correlation Coefficient**	**.883****	**.680****	**1.000**	**.750****
		Sig. (2-tailed)	**.000**	**000**	**.**	**.000**
		N	**50**	**50**	**50**	**50**
	Social sustainability	**Correlation Coefficient**	**.671****	**.669****	**.750****	**1.000**
		Sig. (2-tailed)	**.000**	**.000**	**.000**	**.**
		N	**50**	**50**	**50**	**50**

**Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2023 and SPSS Output version 23.0

Table 3 illustrates the test for the three previously postulated bivariate hypothetical statements. The results are stated below:

H_{01}: There is no significant relationship between recruitment outsourcing and environmental sustainability of oil & gas servicing companies in Port Harcourt, Rivers State.

The result as depicted in table 3 revealed that there is a strong and positive relationship between recruitment outsourcing and environmental sustainability of oil & gas servicing companies in Port Harcourt, Rivers State. The data indicates that recruitment outsourcing is significantly associated with environmental sustainability (where rho=.763 and $P<0.05$). The finding suggests that recruitment outsourcing enhances organizational sustainability which is measured in terms of environmental sustainability. Hence on the basis of the result, the null hypothesis (H_{01}) is rejected and the alternate accepted.

H_{02}: There is no significant relationship between recruitment outsourcing and economic sustainability of oil & gas servicing companies in Port Harcourt, Rivers State.

The result as depicted in table 3 revealed that there is a strong and positive relationship between recruitment outsourcing and economic sustainability of oil & gas servicing companies in Port Harcourt, Rivers State. The data indicates that recruitment outsourcing is significantly associated with economic sustainability (where rho=.883 and $P<0.05$). The finding suggests that recruitment outsourcing enhances organizational sustainability which is measured in terms of economic sustainability. Hence on the basis of the result, the null hypothesis (H_{02}) is rejected and the alternate accepted.

H_{03}: There is no significant relationship between recruitment outsourcing and social sustainability of oil & gas servicing companies in Port Harcourt, Rivers State.

The result as depicted in table 3 revealed that there is a strong and positive relationship between recruitment outsourcing and social sustainability of oil & gas servicing companies in Port Harcourt, Rivers State. The data indicates that recruitment outsourcing is significantly associated with social sustainability (where rho=.671 and $P<0.05$). The finding suggests that recruitment outsourcing enhance organizational sustainability which is measured in terms of social sustainability. Hence on the basis of the result, the null hypothesis (H_{03}) is rejected and the alternate accepted.

DISCUSSION OF FINDINGS

There is significant relationship between recruitment outsourcing and the measures of organizational sustainability. The result as depicted in table 4, revealed that there is a strong and positive relationship between recruitment outsourcing and the measures of organizational sustainability (environmental, economic and social sustainability) of oil and gas servicing companies in Port Harcourt, Rivers State with rho value of .763, .883, .671 at $P<0.05$ respectively. This result is in line with the study of Sunita and Sudhinder (2017) who studied the impact of recruitment process outsourcing on the human resource planning and development of an organization. The researcher used questionnaire to collect data. The questionnaire was sent to 110 professional using RPO, 65 responded, only 38 were found relevant for the study undertaken. The result indicated that there is a significant impact of recruitment process outsourcing on the human resource planning and development. Also, Trizer and Josephat (2012) assessed the effect of recruitment outsourcing on the performance of flower firms. The study used descriptive techniques using both quantitative and qualitative approaches. The study found a positive relationship between recruitment outsourcing and performance of the flower firms. Recruitment outsourcing had the strongest positive effect on performance ($r = 0.534$). The study recommends that flower firms should enhance their outsourcing activities whilst balancing its effects on in-house employee motivation. On the other hand, the study is contrary to the work of Jamil and Naeem (2013) who assessed the impact of outsourcing external recruitment process on employee commitment and loyalty. The study findings indicated that outsourcing external recruitment agency had no impact on employee commitment and loyalty. It was therefore generally concluded that outsourcing recruitment process had no impact on employee commitment and loyalty.

CONCLUSION AND RECOMMENDATIONS

Recruitment outsourcing has become a strategic human resource approach in our current competitive business environment. Companies involved in the practice need to stick to their core competencies and go for strategic outsourcing to reduce cost and become more effective in their customer service. A company's business success could be determined on how well it manages its outsourcing relationship. In general, organizations outsource to achieve cost reductions and/or to be able to focus on their core business. They also resort to outsourcing as a way to achieve more efficient, effective and competent functions in their processes.

Based on the above findings, the study therefore concluded that there is a strong and positive relationship between recruitment outsourcing and the measures of organizational sustainability (environmental, economic and social sustainability) of oil and gas servicing companies in Port Harcourt, Rivers State. It is therefore adduced that an integrated recruitment outsourcing reduces recruiting and selection costs. This is so through elimination of unsuitable applicants early in the right place at the right time and focuses on promising candidates. Based on the conclusion, it was hence, recommended that outsourcing recruitment and selection in an organization is the best for choosing high competent employees to work in an organization in order to improve the overall environmental, economic and social sustainability of the organization.

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