

E-RECRUITMENT AND AGILITY OF INDIGENOUS OIL AND GAS SERVICING COMPANIES IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

This study examined the relationship between e-recruitment and Organizational agility of indigenous oil and gas servicing companies in South-South, Nigeria. In this study the researcher adopted a census sampling technique to study all the 33 indigenous oil and gas companies in Rivers State because the population was small. However, preliminary field survey revealed that there are at least five (5) managers in each of the indigenous oil and gas companies in Rivers State. These respondents were drawn from administrative units, human resources unit, operations, accounts unit etc. Therefore, the study respondents were 165 in the 33 indigenous oil and gas companies in South-South, Nigeria. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation coefficient. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship between e-recruitment and organizational agility of indigenous oil and gas servicing companies in South-South, Nigeria. The study concludes that e-recruitment positively enhances Organizational agility of indigenous oil and gas servicing companies in South-South, Nigeria. Therefore, the study recommends that indigenous oil and gas servicing companies should invest in robust technological infrastructure to support e-recruitment practices. This includes implementing applicant tracking systems, online job portals, and digital communication tools to streamline the recruitment process.

Keywords: E-Recruitment, organizational agility, flexibility, adaptability, sensitivity

INTRODUCTION

In today's 21st century of globalized and knowledge-based economy, no organization can survive and achieve industry competitive advantage without agile workforce, information technological capability and strategic foresight be it developed, emerging and developing economies. As emphasized by Al-Romeedy (2019), organizations in different industries including oil and gas industry face a lot of challenges in attaining targeted

competitive advantage due to rapid and fast fluctuation of visible and invisible forces like technological development, globalization, innovation, creativity, and changing customers' preferences in the business environment. Rohrbeck and Kum (2018) asserted that strategic agility enhances firm's future preparedness and powerful predictors for becoming an outperformer in the industry, for attaining superior profitability, and for gaining superior market capitalization growth. They further emphasized that organizations with strategic agility character gain strategic foresight in securing future superior performance and competitive advantage.

According to (Gamage, 2015) the objectives of recruitment is to get the right person to the right job, establish and maintain a good image as a good employer and maintain the recruitment process as cost effective as possible. The recruitment practices will determine who is to be hired and when properly designed will identify competent candidates and accurately match them to the job. Similarly, (Rauf, 2007) discovered that e-recruitment procedures are positively related to the performance of organizations. According to (Huselid, 2011) recruitment procedures that gave a large pool of qualified applicants, paired with a valid and reliable recruitment regime. This implied that an organization's policy, human resource policies and practices represent vital elements for shaping employee behavior and attitudes. (De Varo, 2012) demonstrated that e-recruitment can lead to positive organization outcome and help the firms to grow as they have been able to get the right people for their vacancies. The self-service in human resource information systems is a technology platform that enabled employees and managers to access and modify their personal data via web browser from a desktop or centralized kiosk. The managers may use the self-service to access authorized information about the employees, their supervisors and also be able to fill up an open position. The purpose of this paper therefore was to examine the relationship between e-recruitment and agility of indigenous oil and gas servicing companies in South-South, Nigeria. Consequently, the objectives of the study included to examine:

1. the association between e-recruitment and flexibility of indigenous oil and gas servicing companies in South-South, Nigeria.
2. the association between e-recruitment and adaptability of indigenous oil and gas servicing companies in South-South, Nigeria.

3. the association between e-recruitment and sensitivity of indigenous oil and gas servicing companies in South-South, Nigeria.

Conceptual Framework

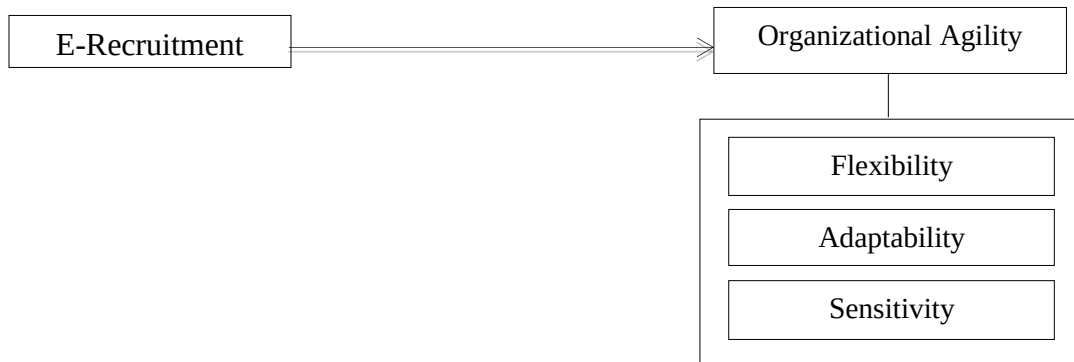


Figure 1: E-recruitment and organizational agility

Source: Desk Research (2024)

The study was guided by the following research questions:

4. What is the association between e-recruitment and flexibility of indigenous oil and gas servicing companies in South-South, Nigeria?
5. What is the association between e-recruitment and adaptability of indigenous oil and gas servicing companies in South-South, Nigeria?
6. What is the association between e-recruitment and sensitivity of indigenous oil and gas servicing companies in South-South, Nigeria?

LITERATURE REVIEW

Theoretical Foundation

The Resource Based View (RBV)

This theory derives from the idea of the economist Edith Penrose. The theory argues that resources including employees, systems and business partners are combined into ways of working which are rare,

inimitable, valuable and non-substitutable so that they become sources of competitive advantage (Tyson & York, 2006). HR systems create the human capital pool of skilled people so that they can sustain what Wright et al. (2001) described as strategically relevant behaviours. The Resource-Based Approach focuses on internal resources that are viewed as the principal factor for a sustainable competitive advantage.

In effect, the value brought by human resource is the core of this approach where flexibility is optimized in order to reduce costs and increase efficiency. Human resources, by adding value, uniqueness and the most effective way to use resources, tend to increase the competitive advantage of a company in comparison to another (Porter, 1991). The (RBV) tends to ignore the baseline of specific industries as it takes into account the differences of firms in the same sector as a competitive advantage. However, competitive advantages are gained by the rightsizing process (Hamel & Prahalad, 1993), which implies that an organization obtains more output from its existing resources and optimizes the way in which they are used.

Therefore, it is the way in which these resources are used, along with the same baseline in an industry, which creates the competitive advantages rather than the differences between firms. According to (RBV), managers seek to gain a competitive advantage through the quality of the people employed. The basic requirement to trade in most industries is a well-trained workforce, flexible and responsive to customer demands. These basic policies Purcel (1994) describes as 'table stakes' the price necessary for terms and trading in the market, but not a sufficient differentiator for a long-term competitive advantage. The RBV, therefore requires, a skills and capability focus, so that firms learn faster than their rivals, and that they protect and enlarge their intellectual capital. As a consequence, companies can generate a human capital advantage as well as an organizational process advantage.

Conceptual Review

E-Recruitment

E - recruitment function is a sub process such as long and short-term candidate attraction, the generation, pre-screening, and processing of applications or the contracting and on boarding of new hires. Online job

advertisements on corporate web sites and internet job boards, online curriculum vitae databases, different forms of electronic applications, applicant management systems, corporate skill databases, and IS supported workflows for the contracting phase are only few examples of the various ways by which information systems today support recruitment processes (Gurol, Wolf & Ertemsir, 2010). In HR planning process it is easier to follow workforce gaps, the quantity and quality of the labour force and to plan future workforce requirements with the help of HR knowledge systems (Dessler, 2005). Human resource information systems can support long range planning with information for labor force planning and supply and demand forecast; staffing with information on equal employment, separations and applicant qualifications; and development with information on training programs, salary forecasts, pay budgets and labor or employee relations with information on contract negotiations and employee assistance needs (Shibly, 2011).

Dery, Grant and Wiben (2009) argue that many companies have seen a need to transform the way human resource operations are performed in order to keep up with new technology and reducing the number of employees. The internet has therefore become an increasingly popular way to recruit applicants. Delivering human resource services online supports more efficient collection, storage, distribution and exchange of data (Dery, Grant & Wiben, 2009). Again, this is corroborated by Lengnick-Hall and Lengnick-Hall (2007), who attest that human resource information system provides a comprehensive database; which enables organizations to provide structural connectivity across units and activities and increase the speed of information transactions more particularly in recruitment processes. They observe that in so applying information system in recruitment makes the whole process easy and reducing of recruitment coats.

According to Ruel et. al. (2004) the importance of records systems is increasingly being recognized in organizations. Employees require information in order to carry out their official duties and responsibilities effectively and efficiently in a transparent manner. According to Northwest Territories (2002) the role of records system is to ensure that members of staff involved in different operations have the information they need when necessary. Several studies on e-recruitment analysed online recruitment in which most of the firms were using and also to provide appropriate selection of the employees through the module this is in

firms in Belgium, United Kingdom and Netherlands. Studies done by Fayyazi and Afshar (2013) on e-recruitment in Iran firms concluded that e-recruitment was mainly about cultural and behavioural change which viewed it as end-to-end process which required updated networks and advertisements. The studies by Kar and Bhattacharya (2009) where they were able to assess relationship between e-recruitment and job satisfaction which they found out that the job portals had been very efficient for applying jobs for candidates and provided adequate customer satisfaction. The HRIS automation has helped the corporate human resource departments to facilitate the outsourcing of human resources (Barron et al, 2004).

Organizational Agility

The concept of agility refers to the ability to quickly and easily make move through fast thinking or a thoughtful approach. The origin of the concept was derived from the term “agile production” which has been in existence in the literature for a long period (Mehrabi, Siyadat, Lameh, & 2013). Organizational agility is the ability to survive and grow in an unexpected business surrounding and constant change via frequent market changes and still meet up providing the wants of stakeholders such as government, employees, host communities, and others (Gunasekaran, 1999). The Organizational Agility (OA) is one of the methods for responding to these changes and revolution factors. Indeed, OA is a new paradigm for engineering competitive organizations and firms. Today, the organizations must have different competitive features to compete; otherwise, they will move towards annihilation. (Nafei, 2016).

Similarly, Zain, Rose, Abdullah, and Masrom (2005) noted that given that human mind capabilities are shortened in terms of understanding critical changes that take place in the environment surrounding, this is also applied to the complexity of today’s business surroundings. The adoption of OA has become a necessity that organizations need for quick movement of employees be characterized by agility, decision-making, and agility in performing the job functions. The adoption of OA is done in a way to get workers engaged at work devoting all their efforts, feelings, and realization in order to reach a firm's organizational goals (Markos & Sridevi, 2010; Warr & Inceoglu, 2012). Also, OA plays a critical function in the life of

the organization as it aids personnel with knowledge, high skills, restructuring and organizational processes, and adoption of new technological device (Sherehiy, 2008).

Organizational agility is the ability to continuously and adequately adjust and adapt in appropriate time the strategic direction in core business in relation to changing circumstances. This may include creating new products and services or creating new business models and innovative ways to create value for the company (Swafford et al., 2006). The performance of a company depends on its activities and activities of its competitors, customers, suppliers, partners and governments. These activities could wholly be referred to as the business environment. The current business environment characterized by intense technological innovation, powerful customers with diverse requirements and short product life cycle in a global economy have significantly shortened market visibility and increased uncertainty (Swafford et al., 2006).

Organizational agility is the ability to leverage value-chain-wide resources to turn on a dime, providing the right product at the right price anywhere (Roth, 2012). This kind of agility requires a company to ‘transcend manufacturing boundaries’ to develop ‘fluid operations’ (Roth, 2012). Thus, strategic agility requires a firm to metamorphose from a mechanistic working machine to knowledge factory into an organic, accelerated learning organization that produces knowledge as key by product. Hence, we can see the emergence of knowledge as the most important organizational asset to achieve strategic agility. This is in concurrence with knowledge-based view of the firm, which contends that, the most important and strategic resource of a firm is its knowledge base (Grant, 2012).

Measures of Organizational Agility

Flexibility

According to Gabriel, George and Adim (2021) organizational flexibility refers to the extent to which firms react rapidly to changes in a business environment to seize potential opportunities. Lee, Pak and Lee (2013) suggest that the flexibility is the capability of a firm that adapts to market demands, creates a lower cost with fast delivery in response to customer demands without compromising product quality, while ensuring

profitability. Flexibility is commonly defined as the ability to respond effectively and efficiently to changing circumstances (Schmenner & Tatikonda, 2005). Torren (2013) defined flexibility in business as the ability of a company to make whatever internal changes that are necessary to respond effectively to the changing outward environment of the organization as quickly as possible.

According to Escrig-Tena et al. (2011), flexibility refers to a firm's capacity to respond quickly to challenges, rethink its activities and strategy, and more effectively satisfy environmental demands. Flexibility is not a goal in itself, but a means to an end (Bernardes & Hanna, 2009). Flexibility refers to the innate ability to alter one's current course in capability to accommodate and successfully adapt to changes in the environment. Organizational flexibility refers to a firm's capability to recognize environmental dynamics and quickly tap into sources in order to initiate new operations in response to these dynamics (Dehghan-Dehnavi & Nadafi, 2010). Organizational flexibility refers to a business's ability to respond to uncertainties using the information and skills it possesses, while also pursuing its objectives through continual development (Eryesil, Esmen & Beduk, 2015). It is a firm's capacity to adjust to the many demands imposed by dynamic competitive settings. The degree to which a business is willing to change its strategy in response to opportunities, threats, and changes in the external environment is referred to as organizational flexibility (Zahra et al., 2008).

Adaptability

Adaptability is an aspect of resilience that reflects, learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges (Walter, et al., (2006). According to Bowden (1946) researching the past world war, adaptive capability is the ability or inclination of individuals or groups to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances. Adaptability is addressed in this context through two approaches; socio environmental and organizational (Mc Manus, et al., 2008).

Dalziell and McManus (2004) defined adaptive capacity as the ability of the system to respond to changes in its external environment, and to recover from damage to internal structures within the system that affect its ability to achieve its purpose. Starr et al. (2003) discussed the importance of adaptation and noted that the aim is to create advantages over less adaptive competitors. This suggests that adaptive capacity is also linked to competitiveness. Adaptive capacity was also later defined as the measure of the culture of the organization that allows it to make decisions in a timely and appropriate manner both in day-to-day business and also in crises periods (McManus, 2007). Adaptive capacity considers aspects of an organization such as the leadership and decision-making structures, the flow of information and knowledge and the degree of creativity and flexibility that the organization promotes or tolerates. Therefore, the rapidity and swiftness with which organizations operate can be attributed as a function of its adaptability.

An organization's ability to adapt is at the heart of their ability to display resilient characteristics. Starr, et al; (2003) discusses the importance of adaptation and note that the aim is to create advantages over less adaptive competitors. This suggests that adaptability is also linked to competitiveness. Dalziell and Mc Manus (2004) defined adaptability as the engagement and involvement of organizational staff so that they are responsible, accountable and occupied with developing the organization's resilience through their work because they understand the links between the organization's resilience and its long-term success. It is the ability of the system to respond to the changes in its external environment and to recover from damage of internal structures with the system that affect its ability to achieve its purpose.

Sensitivity

Strategic sensitivity is defined as the sharpness of perception of, and the intensity of awareness and attention to, strategic developments (Doz & Kosonen, 2010). Strategic sensitivity means being open to as much information, intelligence and innovations as possible by creating and maintaining relationships with a variety of different people and organizations (Doz & Kosonen, 2008). Strategic sensitivity is a combination of foresight, insight and simple probing, with the most importance on insight (Doz & Kosonen, 2008). Accordingly, Sull (2009) defines the same phenomenon as consistently identifying and seizing

opportunities more quickly than the competitors. According to him, companies need to have shared real time market data that is detailed and reliable; small number of corporate priorities in order to focus efforts; clear performance goals for teams and individuals; and mechanisms to hold people accountable and to reward them (Sull, 2009). What it takes from the management is following the flow of information, sustaining a sense of urgency, maintaining focus on critical objectives, and recruiting entrepreneurial employees (Sull, 2009). Strategic sensitivity relies on foresight, exploration, gaining perspective and generality. It thus requires the ability to stay apart and detached from daily operations, which means having free time for sensing (Adim & Maclayton, 2021).

Strategic sensitivity describes an organization's scanning ability and knowledge development about its context, the internal assessment of its capacities and its alignment of functions and behavior in a manner that advances it towards its goals and objectives. Pulaj and Pulaj (2015) opined that strategic sensitivity can be futuristic as well as focused on the present functions of the organization. Primarily, it is concerned with planning the best course of action based on learning and the predictions of the future; hence, its concerns are based on addressing the uncertainties of the environment. Yarmohammadian, Alavi, Ahmadi, Fatemi and Moghadasi (2016) argued that one of the ways organizations can stay ahead and sustain their effectiveness is by building capacities that are futuristic in nature; thus, availing trend setting services that in turn define the market competitiveness. As market competitiveness describes the extent to which the organization is aggressive in driving for its own success and goals (Vickery and Droge, 2007).

Empirical Review

E-Recruitment and Organizational Agility

Daniel (2019) examined the impact of e-recruitment on Organizational performance. Using qualitative research methods, a onetime survey was conducted in two selected Nigerian commercial banks. Primary data was analyzed using regression analysis and Pearson moment product coefficient) techniques with the aid of Statistical Package for Social Science (SPSS). The findings of this study revealed that the most frequently used forms of recruitment were the internet, newspaper advertisement, TV/radio advertisement,

transfer and promotions. The study has established that e- recruitment is a key component of human resource management and thus a building block of an organisation's performance and success. The study concludes that automating the recruitment and selection process by integrating e-recruitment software with the existing recruiting activities provides more competent, cost-effective procedures for human resource hiring managers and line managers. Implementing the following best practices with the support of e-recruitment software ensure that organizations are efficient in identifying and retaining talented individuals.

Buhari, Akyuz and Opusunju (2021) examined effect of electronic recruitment on the performance of First Bank Branches In north West, Nigeria. The study investigates the effect of electronic recruitment on the performance of first bank branches in North West, Nigeria. The study used survey research design. The population of this study comprises of all the branches of first bank Plc in North West, Nigeria which is 98 and 6931 population of employees. Taro Yamane formula was adopted to realise the sample size of 378. The study collected data from the respondents who were employees of First Bank Plc branches in North West, Nigeria. Descriptive statistics, correlation test and regression, were used for analysis. The study found that electronic recruitment has a positive and significant effect on the effectiveness of branches of First Bank Nigeria Plc, North West, Nigeria. The study recommended that branches of First Bank Nigeria Plc, North West, Nigeria should continue to use electronic recruitment such as e-recruitment agencies and corporate website to ensure that they recruit well-trained employees that should be capable of performing effectively in the organisation to increase output, promote the goal of the organisation and management the resource effectively in the organisation.

From the foregoing discourse, the study hypothesized thus:

- H₀₁:** There is no significant relationship between e-recruitment and flexibility of indigenous oil and gas companies in South-South, Nigeria.
- H₀₂:** There is no significant relationship between e-recruitment and adaptability of indigenous oil and gas companies in South-South, Nigeria.

Ho₃: There is no significant relationship between e-recruitment and sensitivity of indigenous oil and gas companies in South-South, Nigeria.

METHODOLOGY

In this study the researchers adopted a census sampling technique to study all the 33 indigenous oil and gas companies in Rivers State because the population was small. However, preliminary field survey revealed that there are at least five (5) managers in each of the indigenous oil and gas companies in Rivers State. These respondents were drawn from administrative units, human resources unit, operations, accounts unit etc. Therefore, the study respondents were 165 in the 33 indigenous oil and gas companies in South-South, Nigeria. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation coefficient. The tests were carried out at a 0.05 significance level. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0.

DATA ANALYSIS AND RESULTS

Table 1: Correlations for E-Recruitment and Measures of Organizational Agility

			E- Recruitment	Flexibility	Adaptability	Sensitivity
Spearman's rho	E- Recruitment	Correlation	1.000	.859**	.876**	.715**
		Coefficient				
		Sig. (2-tailed)	.	.000	.000	.000
	Flexibility	N	143	143	143	143
		Correlation	.859**	1.000	.813**	.818**
		Coefficient				
		Sig. (2-tailed)	.000	.	.000	.000
	Adaptability	N	143	143	143	143
		Correlation	.876**	.813**	1.000	.790**
		Coefficient				
		Sig. (2-tailed)	.000	.000	.	.000
	Sensitivity	N	143	143	143	143
		Correlation	.715**	.818**	.790**	1.000
		Coefficient				
		Sig. (2-tailed)	.000	.000	.000	.
		N	143	143	143	143

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

Source: SPSS Output (Version 25.0)

H₀₁: There is no significant relationship between e-recruitment and flexibility of indigenous oil and gas servicing companies in South-South, Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.859 on the relationship between e-recruitment and flexibility. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in flexibility was as a result of the adoption of e-recruitment. Therefore, there is a very strong positive correlation between e-recruitment and flexibility of indigenous oil and gas servicing companies in South-South, Nigeria. From the result obtained, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between e-recruitment and flexibility of indigenous oil and gas servicing companies in South-South, Nigeria.

H₀₂: There is no significant relationship between e-recruitment and adaptability of indigenous oil and gas servicing companies in South-South, Nigeria.

Also, Table 1 shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.876 on the relationship between e-recruitment and adaptability. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in adaptability was as a result of the adoption of e-recruitment. Therefore, there is a very strong positive correlation between e-recruitment and adaptability of indigenous oil and gas servicing companies in South-South, Nigeria. From the result obtained, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between e-recruitment and adaptability of indigenous oil and gas servicing companies in South-South, Nigeria

H₀₃: There is no significant relationship between e-recruitment and sensitivity of indigenous oil and gas servicing companies in South-South, Nigeria.

Similarly, Table 1 shows a Spearman Rank Order Correlation Coefficient (ρ) of 0.715 on the relationship between e-recruitment and sensitivity. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in sensitivity was as a result of the adoption of e-recruitment. Therefore, there is a strong positive correlation between e-recruitment and sensitivity of indigenous oil and gas servicing companies in South-South, Nigeria. From the result obtained, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between e-recruitment and sensitivity of indigenous oil and gas servicing companies in South-South, Nigeria.

DISCUSSION OF FINDINGS

The findings showed that there is a strong positive significant relationship between e-recruitment and Organizational agility of indigenous oil and gas servicing companies in South-South, Nigeria. This is in line with Daniel (2019) who examined the impact of e-recruitment on Organizational performance. The findings of this study revealed that the most frequently used forms of recruitment were the internet, newspaper advertisement, TV/radio advertisement, transfer and promotions. The study has established that e-recruitment is a key component of human resource management and thus a building block of an organisation's performance and success. The study concludes that automating the recruitment and selection process by integrating e-recruitment software with the existing recruiting activities provides more competent, cost-effective procedures for human resource hiring managers and line managers.

Also, our findings support the work of Buhari, Akyuz and Opusunju (2021) who examined the effect of electronic recruitment on the performance of First Bank Branches In north West, Nigeria. The study investigates the effect of electronic recruitment on the performance of first bank branches in North West, Nigeria. The study used survey research design. The study found that electronic recruitment has a positive and significant effect on the effectiveness of branches of First Bank Nigeria Plc, North West, Nigeria. In a related development, Yas and Mona (2015) evaluated the factors that affect the intention and attitude of

using e-recruitment. The results of the study showed that the ease and usefulness of e-recruitment significantly correlated with attitude while attitude on the other hand, correlated with the intention to use.

CONCLUSION AND RECOMMENDATION

Based on the findings, it therefore concludes that e-recruitment positively enhances Organizational agility of indigenous oil and gas servicing companies in South-South, Nigeria. This implies that leveraging e-recruitment, these companies can streamline their hiring processes, reach a wider pool of talent beyond geographical boundaries, reduce time-to-fill positions, and ultimately adapt more swiftly to changing manpower needs and market demands.

Therefore, the study recommends that indigenous oil and gas servicing companies should invest in robust technological infrastructure to support e-recruitment practices. This includes implementing applicant tracking systems, online job portals, and digital communication tools to streamline the recruitment process.

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