

## Recruitment and Employee Satisfaction in Oil and Gas Companies in Rivers State, Nigeria

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**Abstract:** The study examined the relationship between recruitment and employee satisfaction in oil and gas companies in Rivers State, Nigeria. The survey was based on four selected oil and gas companies with a sample size of 262 staff. The aim of the study is to examine the impact of recruitment on employee satisfaction in oil and gas companies. Questionnaires were administered to staff of the selected companies. Three hypotheses were formulated and tested. Statistical tool of Pearson Product Moment Correlation Coefficient was used to test the strength and direction of the relationship between the variables. Findings revealed that there is a significant relationship between recruitment and employee satisfaction. Thus it was concluded that any oil and gas company that is devoid of well-organized recruitment will experience low employee satisfaction and significant rise in workers' intention to quit. Recruitment is designed to align with the needs of the employer (organization) and assist to achieve potential outcomes. Thus, it was recommended that recruitment of employees in the oil and gas companies should be based on merit considering the complexity of the job done there. Also oil and gas companies should discard nepotism and favouritism, and ensure that recruitment is done in line with the company policies in other to meet the organization's objectives and target.

**Keywords:** Employee Involvement, Work Environment, Employee Promotion, Recruitment, Employee Satisfaction.

### 1. INTRODUCTION

Human resource activities have been mostly used to discern organizational performance and the organizations come in all shapes and sizes which repeatedly exhibit more differences than similarities. However, one major factor to all organizations is that success is greatly dependent on the skills, knowledge and experience of their employee (Harrison, 2015). There is no doubt that the distinctive feature of the Human Resource Management (HRM) practice such as recruitment and selection (R&S), performance appraisal (P&A), training and development (T&D), compensation and rewards (C&R) and human resource planning (HRP) could be

achieved through the persons in the organizations (Guest, 2011). And it is important that the right people are recruited because this will ensure employee satisfaction and commitment. In recent years, significant inroads have

been made in identifying the HRM practice that brings about desired employee satisfaction.

Djabatey (2012) argues that the recruitment and selection procedure is a vital function of the human resource division of every organization. It is an important function as it affects the success of the organization. This is true because, it is the very medium by which the organization will achieve its mandate through constant supply of qualified human resource. One of the most important



developments in the field of organization in recent times is the increasing attention given to human resource. Dessler (2011) posit that human resource management role provides recruitment and selection as the process of hiring, training, appraising, rewarding employees and ensuring fair practices, labour relations, as well as health and safety with managing of people at work. In other word, recruitment is one of the basic functions of human resource management. Recruitment refers to the overall process of attracting short listing and appointing suitable candidates for jobs (either permanent or temporary) within an organization. Recruitment can also refer to processes involved in choosing individuals for unpaid roles. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment. Proper recruitment is very important in the oil and gas sector because of the complexity of jobs done there. When recruitment is done properly, it tends to give a sense of satisfaction, and security, which is often reciprocated with commitment and loyalty to the organization.

The aim of the study was to examine the impact of recruitment on employee satisfaction in oil and gas companies in Rivers State, Nigeria.

**1.1 Research Questions**

- i. What is the relationship between recruitment and employee involvement in oil and gas companies in Rivers State?
- ii. What is the relationship between recruitment and work environment in the oil and gas companies in Rivers State?
- iii. What is the relationship between recruitment and employee promotion in oil and gas companies in Rivers State?

**1.2 Research Hypotheses**

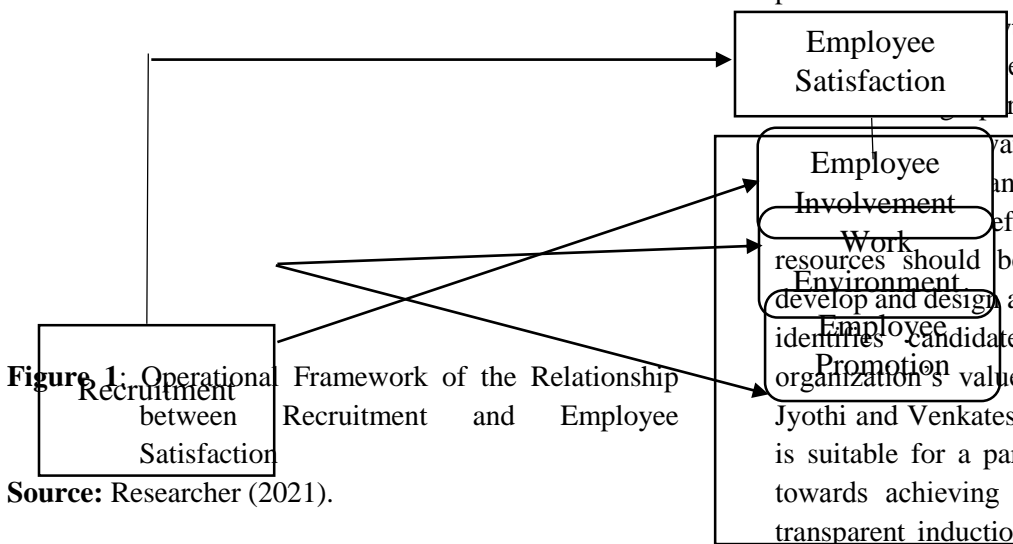
Ho1: There is no significant relationship between recruitment and employee involvement.

Ho2: There is no significant relationship between recruitment and work environment.

Ho3: There is no significant relationship between recruitment and employee promotion.

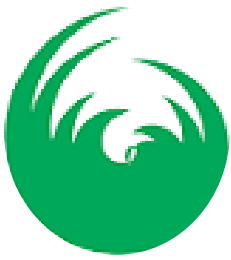
**2. Recruitment**

The employees of an organization are ranked among the prime resources needed for the achievement of their goals and objectives are being persons (Cascio, 2014). Therefore, any organization wants to achieve its goals and objectives must employ recruitment strategies. It is not sufficient to offer (2010) observes that maximum resources should be allocated to efforts that seek to develop and design an efficient recruitment system which identifies candidates who are compatible with an organization's value system. In much the same way, Jyothi and Venkatesh (2012) find that an employee who is suitable for a particular job contributes significantly towards achieving an organization's mission, just as transparent inductions based on merit systems enhance organizational reputation and loyalty to the organization.



**Figure 1:** Operational Framework of the Relationship between Recruitment and Employee Satisfaction  
**Source:** Researcher (2021).

**Aim of the Study**



In view of the above, some researchers, like Delaney and Huselid (2006) conclude that practicing a structured recruitment process can impact positively on organizational performance. Similarly, some of the literature shows a positive and significant relationship between recruitment procedures and corporate profits (Terpstra & Rozell, 2013).

According to Ikvesi (2010) the process of recruitment begins with manpower resourcing, which indicates areas in the organization where there are likely to be shortages of persons, and the number of persons to be recruited to meet anticipated employment needs. Manpower recruitment is all about accessing and assembling potential employee for an organization. Alugbuo (2007) opined that manpower recruitment can simply be seen as the process of sourcing for effective personnel to match the job requirements and specification. It includes actions taken by an organization to attract sufficient number of high calibre manpower to enable adequate selection to be made. It is a function of human resource management that plays a marketing role whereby, candidates are being source for and sensitized about the vacancies available in the job. Recruitment has been described by scholars and human resource professionals in diverse ways. It is true that the availability of knowledgeable, capable or competent and efficient labour force does not happen by chance but through an effective recruitment exercise.

Peretomode and Peretomode (2010) subsumed that recruitment is simply the process of identifying and attracting or encouraging individuals (potential candidates) with the needed skills to apply to fill existing or future recent position in the organization by making them aware that such vacancies exist. It is an integral part of employee that involves the process of identifying and attracting or encouraging potential applicants with the needed skills to fill vacant positions in an organization. It has been noted that with an effective recruiting process, organizations should be able to adapt to the business

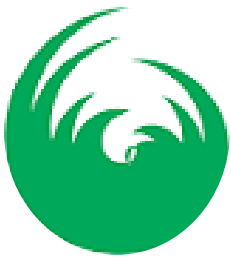
environmental changes more effectively (Dechawatanapaisal & Siengthai, 2016). Therefore, the researcher posit that recruitment is the process by which a large number of prospective candidates are attracted by various planned methods to apply for the positions available.

Legge (2005) argues that the integration and internal consistency of employee systems is very vital for organizational success. Thus he says that the recruitment and selection processes are the prime part of finding and identifying prospective candidates. Out of the various dimensions of recruitment in management literature, scholars have identified two major sources of recruitment, which are internal and external sources, (Abdul Quddus, 2015). For this study, a third dimension ‘selection process’ as derived from both internal and external recruitment will be used. However, this work focused on sources of recruitment variables and is indicated by: (a) internal recruitment, (b) external recruitment and (c) selection process.

#### **(a) Internal Recruitment**

The internal sources of recruitment has to do with recruiting persons from within the organization. It is seeking applicants for the job positions from those who are currently employed with the organization. Internal recruitment is done when the vacant positions are filled with present employee in the organization (Adu-Darkoh, 2014; Ibrahim, 2014). This is usually done by promoting persons to fill the vacant higher positions. For example where a director resigned, a deputy director can be promoted to fill the position instead of employing a new director.

This is a good example of an internal recruitment. The benefit of internal recruitment goes beyond filling in the vacant positions, it makes the employee feel valued and noticed. Armstrong and Baron (2000) proposed that first consideration should be given to internal candidates, although some organizations with powerful equal



opportunity policies (frequently local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates. The internal recruitment approach is cost saving and less expensive as there will be no need involving a recruitment agency, rather a message is simply placed in a company news letter or on the employee notice board, also efficiency gain is made because internal recruit are typically able to take up new posts much more quickly than persons being brought in from outside.

#### **(b) External Recruitment**

This is the process of recruitment persons from outside the organization. It means seeking applicants from those who are external to the organization. External sources of recruitment makes it possible to draw a wide range of talents and grant the opportunity to bring new ideas and experienced persons into the organization. It is useful for attracting competent applicants to apply for advertised positions in various organizations (Sutherland & Canwell, 2008). For that, organizations should fully assess the kinds of positions they want to fill and select the recruitment methods that are likely to produce the best results. External recruitment is likely to be used especially for lower entry jobs in periods of expansion, and for positions whose specific requirements cannot be met by present employee within the organization. Here, external sources of recruitment refer to attracting applicants from outside a particular organization to fill vacant positions (Jones *et al.*, 2006).

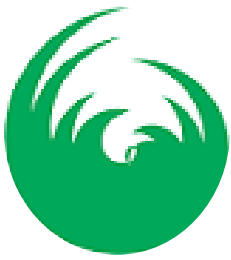
Broad varieties of methods are available for external recruitment. External recruitment can be very time-consuming and expensive. External sources of recruitment include advertisement, e-Recruitment, employment agencies, labour office, education and training establishment (Beardwell & Claydon, 2007; Cober & Brown, 2006). The organization carefully analyse the vacant positions and then use the method that best fulfils the requirements. The researcher

conceptualizes external recruitment as the acquiring of qualified and competent employee outside the organization through a specified channel to fill vacant positions.

#### **(c) Selection Process**

The selection process plays an essential role in the workforce recruitment process. However, the selectivity process is one of the most difficult tasks to perform, since it has a major influence on organizational performance (Größler & Zock, 2017).

After attracting candidates through recruitment process, the next stage is to select from the pool those that will be employed. Manpower selection is the process of choosing from the pool of applicants, those to be hired by the organization based on the specified organizational requirements (Hagan, *et al.*, 2006). It is an extremely vital aspect organizations consider due to a number of reasons such as: selecting best candidate for the required job enables the organization to get quality performance of employee; organization will face less of absenteeism, Employee turnover issues and organization will also save time and money. According to Wilk and Cappeli (2013), selection is a process of putting the right persons on the right job. It is the procedure of matching organizational requirements with the skills and qualifications of persons. According to Wilk and Cappeli (2013), not all recruiting selectivity processes are suitable because, some of the selection methods are costly and some are suitable only for certain organizations, such as those that focus on a person's previous work experience. Proper choices or selection methods in the recruiting selection process are very vital in order to collect accurate information about candidates for correct positions within organizations. According to Hagan *et al.*, (2006), employee selectivity rely on the understanding of the job, ensuring sufficient performance and outcomes and the existence of motivated individuals. In addition, the selection of candidates should be based on the compatibility between workgroups in



terms of values, goals, personality, behaviour and skills (Levesque, 2015). The researcher therefore conceptualizes selection process as the act of choosing from a collection of persons the right candidates to be employed that meet the required criteria.

### **2.1 The Concept of Employee Satisfaction**

Employee satisfaction as used in this study is used to describe whether employee are happy and fulfilling their desires and needs at work.

To successfully operate, companies need satisfied employee because employee satisfaction can lead to the commitment, conscientiousness and honesty of an employee, which in turn relate to their job performance (Huczynski, & Buchanan, 2013). In achieving employee satisfaction, the work environment plays a crucial role since it affects the life of individuals, their behaviour, perception and performance (Harter, *et al.*, 2012).

Employee are more loyal and productive when they are satisfied (Hunter & Tietyen, 2007), and these satisfied employee affect the customer satisfaction and organizational productivity, (Potterfield, 1999). The critical factor with employee satisfaction is that satisfied employee must do the job and make the contributions that the employer needs. According to Nancy (2007) Satisfaction refers to the level of fulfilment of one's needs, wants and desire. Satisfaction rely basically upon what an individual wants from the world, and what he gets.

Employee satisfaction is essential to ensure higher revenues for the organization. Also employee do not come to office just for money but because they really feel for the organization and believe in its goals and objectives. Satisfied employee also spread positive word of mouth and always stand by each other (Miller, 2016). There is no limit for the employee to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviours in order

to execute their duties more effectively to gain greater job satisfaction (Miller, 2016).

Cranny, *et al.*, (2012), defined employee satisfaction as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives. According to Moyes, *et al.*, (2018), employee satisfaction may be described as how pleased an employee is with his or her position of employment. Employee satisfaction is a comprehensive term that comprises job satisfaction of employee and their satisfaction overall with companies' policies, company environment *etc.* (Spector, 1997).

One of the main aspects of human resource management is the measurement of employee satisfaction. Oil and gas companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, quality and customer service. According to Heskett, *et al.*, (2004), more satisfied employee, stimulate a chain of positive actions which end in an enhanced company performance.

#### **a) Employee involvement**

The term employee involvement as used in this study refers to the conscious effort of management to involve the employee in managerial decisions of the organization which concerns them which in turn foster a cordial relationship. Organizations are now seeing and recognizing the importance of involving employee with the requisite skills, competencies and abilities into organizational actions in order to utilize their contributions to generate competitive advantage in the market and also make the employee satisfied in his job. According to Sofijanov and Zabijakin-Chatleska (2013), employee who possess knowledge, skills, and abilities, gain wider strategic importance. This is because of their contributions towards generation of new ideas and methods of work recognized as vital for building long term organizational survival and progress. This



generation of new ideas can only be possible when employee are fully involved in the affairs of the organization which brings about satisfaction.

Without the employee, nothing gets done in an organizational setting. In fact, without employee, the best of ideas, machines, buildings, and other non-employees will remain unused and useless. The need for employee involvement in managements' decision making is important, as it fosters a harmonious work environment in which the employee have a say in decisions and actions of management concerning them. Ch., *et al.*, (2013), note that employee involvement in managerial decision process enables organizations to realize the true value of their employees and the generation of new ideas, which organizations are looking for, in creativity, changes in behaviour at work and also as it relates to decision making. Therefore, as organizations are in need of strategies to enhance their efficiency and productivity, employee involvement remains vital in helping management meet this great demand posed by changes in the environment and intense competition from rival organizations.

Marchington and Goodman (2012), sees employee involvement as initiatives designed and introduced by management, which is intended to enhance communications with employee, generate greater commitment, and enhance their contribution to the organization.

Apostolou (2015), sees employee' involvement as workers participation, and defined it as a process and way of authorizing workers to contribute in decisions-making behavior that is suitable to their level in the organization. However, organizations stand to gain much from involving an employee than the employee stands to gain. Farnham (2003), contends that employee involvement promotes business success. This, it does by fostering trust and a shared commitment to organizations objectives. It

also results in greater efficiency, performance and productivity.

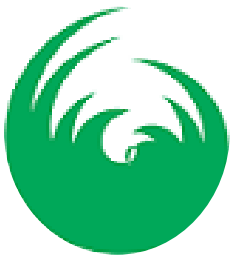
#### **b) Work Environment**

The term work environment as used in this study refers to the total surroundings that constitute a workplace.

Employee is an essential component in the process of achieving the mission and vision of a business. Employee should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employee need a working environment that allows them to work freely without issues that may restrain them from performing up to the level of their full potential (Awan & Tahir, 2015). Today's work environment is different, diverse and constantly changing. The combination of factors has created an environment where the business needs its employee more than the employee need the business. It is the quality of the employee's work environment that most impact on the level of employee's motivation, performance and satisfaction (Kamarulzaman, *et al.*, 2011).

In today's competitive business environment, organizations can no longer afford to waste the potential of their workforce (Harrison et al., 2007). Therefore, most oil and gas companies are making all possible efforts to make work environment more comfortable, safe and healthy. The workplace environment impacts employee morale, productivity and engagement - both positively and negatively. Comfortable office design motivates the employee and increases their performance and satisfaction to a large extent (Chotikamankong, 2019).

One factor that significantly influences how employee feel about work is the environment. By work environment, it means everything that forms part of employee' involvement with the work itself, such as the relationship with co-workers and supervisors,



organizational culture, room for personal development (Kamarulzaman, *et al.*, 2011).

A work environment is the setting, social features and physical conditions in which an employee performs his job. These elements can impact feelings of wellbeing, workplace relationships, collaboration, efficiency and employee health (Mattson, *et al.*, 2016). Work environment is made up of all of the elements that can affect employee' day-to-day productivity, including when, where and how they work. Work environment are in diverse types, hence employee are advised to seek the one that suit their kind of job and grant opportunity that promotes their success and align with their core values (McGuire & McLaren, 2009).

Work environment can also according to Holland's theory and supportive research, be commensurate and complimentary terms on the basis of the personalities of the persons working in them and the type of work activities that persons typically engage. A major advantage of Holland's theory is that it grants a parallel way of describing persons and environments.

Workplace environment is an vital component of work life for

An environment that focuses on persons and has stirred them to be in its workforce, grant them the prospect to perform efficiently, is called attractive environment or supportive environment and it helps to produce Recruitment and keep on in occupation (Awan & Tahir, 2015).

Workplace environment is a vital component of work life for employee as employee spend significant part of their time at work, and it affects them in one way or the other. It is posited that the employee who are satisfied from their work environment can lead towards more positive work outcomes (Kamarulzaman, *et al.*, 2011).

A positive work environment makes employee feel good about coming to work, and this grants the motivation to sustain them throughout the day and eventually retain them for a longer period of time (Leblebici, 2012).

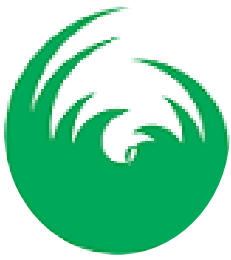
### (c) Employee Promotion

The term employee promotion as an indicator in this study is used to refer to the upward or level movement of an employee in the organizational hierarchy.

Promotion refers to an upward movement of an employee from one job to another job, which commands higher pay scales and allowances, upper status and prestige, more authority, power and responsibility, challenges, and further opportunities to rise. Promotion is given to the employee in the same organisation (Heathfield, 2019). It is the internally upward mobility of an employee. Promotion leads to change in the environment, privileges, facilities, place, and working hours etc. Promotion puts an employee or executive on a career path which goes upward.

Promotion is the advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and frequently, more and higher-level job responsibilities in an organization (Heathfield, 2019). Sometimes a promotion results in an employee taking on responsibility for managing or overseeing the work of other Employee.

Employee at lower level have to wait years together for promotion while executives get promotion comparatively early. In some of the companies and organisations young executives get promotion quite early. This becomes a critical factor in the identification and development of executives (Human Resource Management [HRM], 2013). Every organization has to specify clearly its policy regarding promotion based on its corporate policy. Granting of promotion to the employee is a vital issue. It must be given due weight age because any person joining an organisation as an employee hopes for better prospects through promotion and therefore he works hard in quest of getting it. He makes all out efforts to qualify himself through training and passing examinations. Promotion motivates for hard work, boost up morale of an employee and satisfies employee.



## 2.2 Recruitment and Employee Satisfaction

Research indicates that, recruitment to replace a worker for a lost employee costs approximately 50% of the workers' annual salary (Johnson, *et al.*, 2000); interestingly, the cost do not end there. Each time an employee leaves an organization, it is assumed that productivity drops due to the learning curve involved in understanding the job and the organization. Furthermore, the loss of intellectual capital contribute to this loss because not only do they lose human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets.

Recruitment play a vital role in employee satisfaction. Consequently, a vital measure of the effectiveness of recruitment is the extent to which the organization is able to attract committed and high-performing employee who remain with the organization over a specified period. Samganakkan (2010), in his article identified how the human resource management practice such as recruitment and selection affect the employee intention to stay. According to his research, recruitment and selection is a vital determinant of employee retention because it is at that point that employee that are willing to stay with the organization can be identified using a carefully selected questionnaire tool. If an employee is affectively committed to their organisation, it means that they want to stay with and enjoy working for the organization.

Riggio (2009), posited that good salaries and bonuses should be allocated to the employees to ensure that they are comfortable in the company. A study conducted by Maria (2017) revealed that the type of recruitment channels, selection methods, and retention tools used go a long way to determine the calibre of employees brought into the organization which will explain if the employees will stay longer with the organization or increase their turnover. This implies that recruitment and selection

methods alone is not suitable to employ and retain quality employee, but good salaries and bonuses.

The candidates before being employed should have a clear picture of what the company entails, the responsibilities of the job should be clearly stated from the start so as to maintain loyalty and satisfaction after one is employed. Managers should be given leadership training so that they may know how to effectively deal with the committed employees, and to ensure that they are comfortable in the company (Ainsworth-Land & Jarman, 1992). Holtom, *et al.*, (2005) states that numerous organizations around the world bear the cost of high turnover rate. The cost of high turnover rate is in the form of expense which is required in new recruitment, training, etc. On the other hand, cost of losing talented employee is unbearable at times which prove costly in the long run.

## 3. METHODOLOGY

**Design:** The study setting was a non-contrived setting, which means that subjects were in their natural environment. This study adopted a quasi-experimental design approach because it focused on more than three (3) subjects (organizations) and generalization was made. This study adopted a cross sectional survey method, which seeks to generate data at a given time.

**Population and Sample Size:** The target population of this study consists of all the oil and gas companies in Nigeria which was out of place, because it was greatly cumbersome to study all oil and gas companies in Nigeria, therefore, an accessible population was chosen. The accessible population for this study comprised of four (4) selected oil and gas companies in Rivers State with a population of 1,945 employees. Sample size of 320 employees was drawn using the Krejcie and Morgan (1970) Population Size Table.

**Data Collection Methods:** Primary data for this study was generated using structured questionnaire. Questionnaire copies were distributed to 320 oil and gas



company workers in Rivers State; and was administered by the researcher and other assistants.

**Measurement:** An all-inclusive questionnaire was designed by the researcher. Recruitment was measured using 7 items. Employee satisfaction was measured using 8 items (employee involvement – 3; work environment– 2; employee promotion - 3) with each statement. Statements were all scaled on a 5-point Likert type scale. The researcher administered a total of 320 copies of the questionnaire to the respondents. Statistical tool of Pearson Product Moment Correlation Coefficient was used to test the strength and direction of the relationship between recruitment and employee satisfaction.

**DATA RESULTS**

**Response Rate**

**Table 1 Questionnaire**

S/N	Questionnaires	Frequency
1	Number of questionnaires distributed	320
2	Number of questionnaires returned	262
3	Response Rate	94%

**Source: Field Survey, (2021)**

The table 1 represents the response rate to the questionnaire items. 320 questionnaires were distributed to respondents, and 262 questionnaires returned back for

the analysis. The response rate indicates 94% for the study.

**Respondents**

**Table 2 Gender of**

	Frequency	P
Valid Male	206	78.6%
Female	56	21.4%
Total	262	100%

**Source: Field Survey,**

**(2021).**

Table 2 shows the gender of our respondents. Among the two hundred and sixty two respondents, 206 representing 78.6% of the respondents were males, while 56 (21.4%) indicated female as their gender. This indicates that males are more than female in the selected oil and gas companies of study. The huge margin shows that the oil and gas sector requires more male than females due to the strenuous job involved. However, this has no influence on the outcome of the study.

**Table 3 Age of Respondents**

	Frequency	P
Valid 25 -30 years	26	9.9%
31 - 35 years	50	19.1%
36 - 40 years	88	33.6%
41 and above	98	37.4%
Total	262	100%

**Source: Field Survey, (2021).**

The age distribution data presented is two hundred and sixty-two (262) respondents and it fell within four cardinal age brackets. 26 representing 9.9% of the respondents fell within the age bracket of 25-30 years; 50 representing 19.1% of the respondents are within the ages of 31- 35 years; 88 representing 33.6% of the respondents fell within the age bracket of 36 -40 years, while 98 representing 37.4% fell within the age bracket of 41 years and above. By this age distribution, it is evident that most of the employees of the oil and gas companies in Rivers



State are within the ages of 41 years and above. This is not far from the reason that most persons from age 41 and above have put in a lot of years in their organizations and as such the organizations would not want them to go elsewhere with their years of experience because it will be difficult to recruit new workers with such experiences. So, they will want their employer to make them satisfied in their jobs.

The years of experience distribution presented shows that most of the oil and gas workers (151 representing 50.0% of the respondents) have 1-5 years of working experience; 74 representing 28.2% of the respondents have 6 – 10 years working experience, 45 representing 17.2% of the respondents have 11 – 15 years working experience, while 12 representing 4.6% of respondents have 16 years and above working experience.

This shows that majority of the workers recruited don't have the experience needed and as such are not retained and eventually leave the oil and gas companies.

**Table 4 Level of Education of Respondents**

		Frequency
Valid	OND/HND	57
	BSC	157
	PG. DEGREE	48
	Total	262

**Source: Field Survey, (2021).**  
The educational qualification of respondents presented shows that most of the oil and gas workers are educated. (157 representing 59.9% of the respondents) have Bachelor of Science (BSC) degree. 57 representing 21.8% of the respondents have Ordinary National Diploma (OND) and Higher National Diploma (HND) certificate; 48 representing 18.3% of the respondents have Post Graduate Degree (PG). From the distribution above, it is evident that oil and gas workers are mostly educated and makes recruitment a lot easier.

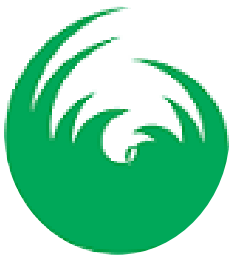
**Table 5 Years of Service of Respondents**

		Frequency	Percent
Valid	1 - 5 Years	131	50.0
	6 - 10 Years	74	28.2
	11 - 15 Years	45	17.2
	16 Years and above	12	4.6
	Total	262	100.0

**Source: Field Survey, (2021).**

**Table 6 Items and Scales on Recruitment**

Items	Response Option and Scales	SA	A	U
1. My organization uses internal recruitment method for replacement of vacant position.	5	4	3	
2. My organization uses employment referrals to bring in new employee.	16	81	68	
3. My organization grants equal opportunity to all employee by job posting.	43	98	57	
4. It is a culture in my organization to always recruit internally.	16	81	68	
5. New and experienced applicants have the opportunity of being employed in my organization.	49	103	20	
6. Advertisement is done openly to attract new candidates.	80	95	57	



7. Management does not discriminate during selection process. 46 (17.6%) 72 (27.5%) 37 recruitment. Item 2 with the leading mean score of 3.0115 implies organization employs referrals to bring in new employees (14.1%) (28.5%) (13.2%) (100%)

Source: Field Survey, (2021).

Table 6 shows the number of responses recorded in each of the response options. For instance, on the measurement item 3 respondents were required to indicate their view whether their organizations grants equal opportunity to all employees by job posting. Majority (103) of the respondent said, they agree, while 51 respondents disagree, 49 respondents strongly agree and 39 respondent said they strongly disagree, while 20 respondents were undecided. The dominant view therefore is that the organisations understudy grant employee equal opportunity by job posting.

The responses are summarized in the SPSS table shown below:

**Table 7 Descriptive Statistics of Recruitment**

Items	N	Minimum	Maximum	Mean	Std. Deviation
HIR1	262	1.00	5.00	3.4466	1.05546
HIR2.	262	1.00	5.00	3.0115	0.8754
HIR3	262	1.00	5.00	3.2748	0.86488
HIR4	262	2.00	5.00	3.8582	0.98217
HIR5	262	1.00	5.00	3.7099	1.1130
HIR6	262	1.00	5.00	3.7901	1.14379
HIR7	262	1.00	5.00	3.0954	1.32268
Valid N (listwise)	262				

Source: Field Survey, (2021).

Table 7 reveals mean scores above 3 points across all the response items. This implies that the respondents confirmed that their organisation recruits and selects internally, externally and uses selection process frequently. Item 7 with a mean score of 3.0954 indicates that the respondents were of the view that in their organization management does not discriminate during selection process though low, above other forms of

**Table 8 Items and Scores of Employee Satisfaction**

Items		Response					
Option	Scales	SA	A	U	D	SD	TO
S/N	Emplo yee Satisfac tion	5	4	3	2	1	TA L
1.	My organization ensures a safe and conducive environment	55 (21.0%)	173 (66.0%)	13 (5.0%)	21 (8.0%)		262 (100%)
3.	My organization achieve s high productivity and	142 (54.2%)	112 (42.7%)	8 (3.1%)			262 (100%)



4.	It fosters a good working relationship between management and employees.	168 (64.1%)	88 (33.6%)	6 (2.3%)	262 (100%)		
5.	Good outcomes are generated to both the organization and the individual.	151 (57.6%)	99 (37.8%)	9 (3.4%)	3 (1.1%)	262 (100%)	
6.	It ensures less resistance to change scheme.	109 (41.6%)	115 (43.9%)	21 (8.0%)	17 (6.5%)	262 (100%)	
7.	It is a psychological	105	97	23	32	5	262

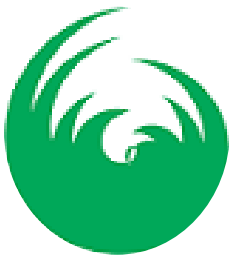
8.	It brings about sense of belonging among the employee.	152 (58.0%)	97 (37.0%)	13 (5.0%)	262 (100%)
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**Source: Field Survey, (2021)**

Table 8 shows the number of responses recorded in each of the response options. For instance, on the measurement item 8 respondents were required to indicate their view whether it brings about sense of belonging among the employee. Majority (152) of the respondent said, they strongly agree, while 97 respondents said they agree, 13 respondents were undecided. The dominant view therefore is that the employee understudy say it brings about sense of belonging among the employee. The responses are summarized in the SPSS table 9 as shown below.

**Table 9 Descriptive Statistics of Employee Satisfaction**

Items	N	Minimum	Maximum	M
SS1	262	2.00	5.00	4.
SS2	262	1.00	5.00	4.
SS3	262	3.00	5.00	4.
SS4	262	3.00	5.00	4.



SS5	262	2.00	5.00
SS6	262	2.00	5.00
SS7	262	1.00	5.00
SS8	262	3.00	5.00
Valid N (listwise)	262		

**Source: Field Survey, (2021)**

Table 9 reveals mean scores above 4 points across all the response items. This implies that the respondents confirmed that it fosters a good working relationship between management and employee. Item 5 with a mean score of 4.5191 indicates that the respondents were of the view that in their organization good outcomes are generated to both the organization and the individual. Item 1 with the least mean score of 4.000 implies that it ensures a safe and conducive environment to carry out their work.

**Decision Rule**

If our statistical analysis shows that the significance level is below the cut-off value we have set (which is 0.05), we reject the null hypothesis and accept the alternate hypothesis. Alternatively, if the significance level is above the cut-off value, the null hypothesis is accepted.

In testing the hypotheses one to three, the following rules were upheld in accepting or rejecting our null hypotheses. All the coefficient (r) values that indicate levels of significance (\* or \*\*) as calculated using SPSS were accepted and thus our alternate hypotheses were accepted and when no significance is indicated in the coefficient (r) value we reject the null hypotheses. We set out confidence interval at 0.05 level of significance to test the statistical significance of this study. We used both the significance values and the coefficient values.

**Hypothesis 1**

HO<sub>1</sub>: There is no significant relationship between recruitment and employee involvement.

**Table 10 Correlations of Recruitment and Employee involvement**

		Recruitment
Recruitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	262
Employee Involvement	Pearson Correlation	.961**
	Sig. (2-tailed)	.003
	N	262

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

**Source: SPSS Output**

Table 10 revealed that there is a very strong positive relationship between recruitment and employee involvement at 0.961 at a significance level of 0.03 which is less than the chosen alpha level of 0.05 for the hypothesis. The correlation is only statistically significant at 0.01 level of significance. Therefore, with a correlation of 0.961, we reject the null hypothesis and however accept the alternative hypothesis. This implies that there is a positive relationship between recruitment and employee involvement in oil and gas companies in Rivers State.

**Hypothesis 2**

Ho<sub>2</sub>: There is no significant relationship between recruitment and work environment.

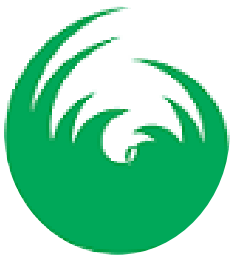
**Table 11 Correlations of Recruitment and Work Environment**

		Recruitment
Recruitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	262
Work Environment	Pearson Correlation	.759*
	Sig. (2-tailed)	.000
	N	262

\*. Correlation is significant at the 0.05 level (2-tailed).

**Source: SPSS Output**

Table 11 revealed that there is a very strong positive relationship between recruitment and work environment at 0.759 at a significance level of .000 which is less than



the chosen alpha level of 0.05 for the hypothesis. The correlation is only statistically significant at 0.05 level of significance. Therefore, with a correlation of 0.759, we reject the null hypothesis and however accept the alternative hypothesis. This implies that there is a positive relationship between recruitment and work environment in oil and gas companies in Rivers State.

**Hypothesis 3**

Ho3: There is no significant relationship between recruitment and employee promotion.

**Table 12 Correlations of Recruitment and Employee Promo**

		Recruitment
Recruitment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	262
Employee Promotion	Pearson Correlation	.890**
	Sig. (2-tailed)	.002
	N	262

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

**Source: SPSS Output**

Table 12 revealed that there is a very strong positive relationship between recruitment and employee promotion at 0.890 at a significance level of 0.02 which is less than the chosen alpha level of 0.05 for the hypothesis. The correlation is only statistically significant at 0.01 level of significance. Therefore, with a correlation of 0.890, we reject the null hypothesis and however accept the alternative hypothesis. This implies that there is a positive relationship between recruitment and employee promotion in oil and gas companies in Rivers State.

**4. Discussion of Findings**

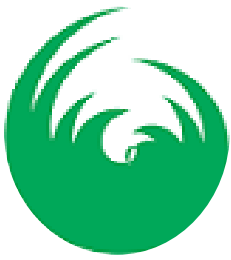
The test of hypotheses one to three revealed that recruitment is positively correlated with the employee involvement, work environment and employee promotion in oil and gas companies in Rivers State. The hypotheses one to three implies that the more oil and gas companies carry out proper recruitment either (internal or external),

the more their employees get to perform better and meet the objectives and target of the organization thereby being satisfied and committed. This finding is in tandem with the findings of Riggio (2009), who posits that HRMP such as bonuses and good salary should be allocated to the employees to ensure that they are comfortable in the company. This is done in the recruitment phase of salary allocation. A good salary shows appreciation, hence, making the employee comfortable. There should be good diversity policies meant to cater for the diverse needs of the employees (Krumm, 2000). As human beings, employees feel happy when their basic needs are being met by their organization because it enhances the employee’ motivation (Samganakkan, 2010). One of the most salient ways an organization can show how much they love their employees is by ensuring that the employee is satisfied, well paid and given the opportunity to grow in the organization. The more an organization does this, the more the employee feels valued and appreciated. Possibly, this will not only endear the organization to the employee, it will also make the employee develop a sense of indebtedness and need to reciprocate by either identifying with goals and schemes of the organization, or remaining obedient to the rules and regulations of the organization or department. (Mowday, et al., 1982).

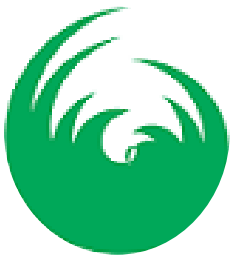
**5. Conclusions**

Based on the analyses of data and discussion of findings, the study concluded that recruitment affects employee satisfaction. Recruitment offers both economic and psychological relief for members of a company which makes them feel appreciated. Therefore, any oil and gas company that is devoid of well-organized recruitment (internal and external), will experience low employee retention and significant rise in workers’ intention to quit.

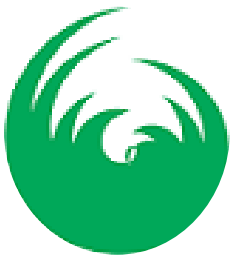
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