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RECRUITMENT ADVERTISEMENT AND SELECTION DECISION IN NIGERIAN FILLING STATIONS

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Abstract
This study on Recruitment Advertisement and Selection Decision in Filling stations was conducted specifically to ascertain the degree external recruitment advertisement affect selection decision; to determine the degree internal recruitment advertisement affect selection decision; and to discover the extent informal recruitment advertisement affect selection decision in Nigerian filling stations. A descriptive research design was adopted. The Resource-Based theory propounded by Barney (1986b) was also adopted for the study. Sixty five (65) respondents being management staff of Petroleum Filling stations responded to fifteen (15) questions. The hypotheses were tested using Regression analysis to determine the extent recruitment advertisement affect selection decision. The result showed that informal recruitment method is most effective in selecting the right workers for the right job. Therefore, the researcher recommended the use of informal recruitment method especially for vacancies required to be filled at short notice. He went further to recommend the use of external recruitment method using digital platform for vacancies that would need to be filled in a longer time. Also internal recruitment such as promotion and job rotation was recommended for adoption but that extensive use of internal recruitment may imply that fresh candidates with new knowledge will not be opportune to work in the organization.

Key Words: *Advertisement, Recruitment, Selection decision.*

Introduction
There is no question that the qualities of the personnel components or human resources that make up an organization play a significant role in the achievement of business objectives. Therefore, the nature and quality composition of such a venture determine whether any ideal organization would survive. This significant fact affects Petroleum stations.'s hiring and selection procedures. While line management is involved in the final choice as to who does or does not work in their department, the human resource department is supposed to be knowledgeable enough to advise on the most current and best procedures and practices as well as to offer professional assistance and monitoring service. Any organization's demand for recruiting and selection is based on the number of open positions that need to be filled or new positions that need to be established. In general, the conduct of recruitment and selection processes is cost-effective and involves costs associated with placement, testing, interviews, and eventual hiring. Given these, any ideal organization will find it essential to execute recruitment and selection processes with seriousness, commitment, a focus on merit, and diplomacy. When organizations

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accept these realities, it will have a significant impact on how quickly business goals are achieved and significantly lower labour turnover rates. The hiring process continues with the selection phase after recruitment. The basic goal of selection is to select candidates from among those who responded to the job postings who are most likely to succeed on the job.

In remote and hybrid work environments, digital platforms are being used, and it is redefining how human resource teams engage with people and communicate, notably during and after the COVID -19 pandemic. It provides job applicants with knowledge of the working environment they would be entering and educates them on hiring procedures, obstacles, and opportunities. It is a recruitment channel that highlights creative kids. People managers are embracing social media more and more, including the video-sharing app, to address complex and nuanced workplace challenges like recruitment and selection. All organizations, including but not limited to Petroleum stations, are able to use the platform. Petroleum stations are into Oil and Gas marketing. They are key players in the oil and gas sector. The services cut across storage, distribution and retail sales of their products which include petrol (PMS), Kerosene (DPK), and Cooking Gas (LPG). The companies were incorporated with Corporate Affairs Commission (CAC) with strong vision for effective petroleum products distribution across Nigeria using its diverse workforce, recruited from all sources. This study aims to examine the relationship between the recruitment advertisement and selection decisions in the companies.

Statement of the Problem

Research has revealed that finding qualified employees and keeping them on board for productive performance is one of the biggest issues that organizations face. In the filling stations, it has become nearly hard to have qualified employees of staff in terms of skills, experience, and ability to achieve their goals due to the issue of incessant financial losses and consequent high rate of turnover (Olowa & Ademolekun, 2018) . Also, Ngutsav and Ijirshar, (2020) stated that the pandemic conditions have drastically and negatively affected the level of employment and returns of SMEs in Nigeria. The filling stations invest a lot of resources to set up structures that make hiring qualified personnel possible, package incentives to keep these qualified personnel in the organization, and create a good working environment so they can meaningfully contribute to organizational goals in order to reverse this negative development. The issue still exists despite these steps being taken. There is argument as to the most effective means of recruitment advertisement that leads to best decision in selection exercise. Internal recruitment advertisement may lead to familiarities and harmony but it blocks chances for other applicants who possess the full potentials to be recruited. External recruitment expected to provide opportunity to inject new blood with fresh idea into the organization, seems to discourage formation of synergy with earlier employed staff whose family members were not recruited. In most cases, those candidates eventually selected are not better than those who were dropped even though they had exceptional performance at interview. Benson (2018) argues that the success or failure of most SME startup businesses is largely dependent on the quality of staff hired.

In view of the above backdrop, the study seeks:

i. To access the extent to which internal recruitment advertisement affect selection decision in the filling stations.
ii. To determine the extent external recruitment advertisement affect selection decision in the filling stations.
iii. To verify the degree at which informal recruitment advertisement affect selection decision in the filling stations.

Based on these objectives, the following hypotheses were formulated.

H_{01}: There is no significant relationship between internal recruitment advertisement and selection decision in the filling stations.
H_{02}: There is no significant relationship between external recruitment advertisement and selection decision in the filling stations.
H_{03}: There is no significant relationship between informal recruitment advertisement and selection decision in the filling stations.

Literature Review

Concept of Recruitment and Selection

Any organization, regardless of size, must be aware that it must use successful hiring and selection practices to continue growing. The organization will be able to brag about qualified workers who will excel in their various jobs by implementing a good recruitment program (Folayan, 2018). Human resources hold a special place among all the resources at a company's disposal (Amahalu, Okudo, Okafor, & Onyeka, 2023). Laurace (2012) noted in the study that "all the activities of any enterprise are initiated and determined by the persons who make up that establishment. Plants, offices, computers, equipment and all that makes up a modern firm are in introduction except for human effort and direction." According to Drucker (1988), this demonstrates that humans possess a unique collection of abilities, including the capacity to coordinate, integrate, judge, and imagine. Only efficient hiring and selection procedures will result in a formidable workforce (Gamage, 2014).

On the other hand, Byars and Rue (2014) noted that "the management of an organization's human resources is only one aspect of the resource that must be coordinated. However, the way that material and financial resources are used to achieve organisational goals is through collective human effort. The most valuable resource for any organisation, according to Sherman and Bohlander (2017), can only be attained through successful efforts in recruiting and selection. Chruden (2013) defined recruiting as the process of luring skilled candidates, matching them with precise and relevant roles, and placing them in those positions. The goal is to create and maintain sufficient human resources that an organisation can rely on when it requires more workers. According to Tayo (2012), the goal of hiring is "to screen as many applicants as necessary to select one whose qualifications fit the job most closely." He saw hiring as the entire process of filling a position. In a similar spirit, Graham (2008) holds that the goal of any recruitment process is to draw in as many qualified people as possible and generate the one candidate who will not only be able to execute the job but succeed at it.

Following the recruitment of potential candidates, a systematic effort is undertaken to find the best candidates to fill open jobs. The process of selection is crucial and demands strategy and objectivity. No group is superior to its members. A selection exercise shouldn't be in the hands of amateurs or those who aren't well-versed in the selection process (Nwachukwu, 2018). According to Roger and Below (2014), recruitment is the first stage of the hiring process and tries to entice candidates to the organisation for consideration for employment. He feels that hiring effective, happy employees starts with the recruitment process. Here, the emphasis is on properly utilising recruitment sources to accomplish successful labour selection. The labour market's makeup must consequently be taken into account when selecting recruitment sources. Organisations engage in recruitment as a strategy to draw in competent applicants with the skills and qualities needed to advance the organization's hiring goals. (Professional Management Encyclopaedia, 2014). Finding and attracting qualified candidates for open jobs inside an organisation is another definition of recruiting. 2013 (Chruden). The hiring process itself may be selective or pre-selective by selecting from the available supply sources and deciding which applicants should be allowed to move forward.

Advertisement

This entails letting the public aware about the open positions within the company. For internal job postings, such an advertisement is typically posted on the organization's notice board; for external job postings, it may be published in newspapers, trade publications, or online.

Types of Recruitment

The company has a wide range of resources at its disposal to find essential labour. In any case, the situation in Nigeria today is such that, upon the slightest limit of the job vacancies, the premises of organisations are overwhelmed with an army of unemployed or job seekers. However, there are essentially three main places to find employees. They comprise:

Internal Source

As candidates are chosen for openings and new positions within the organisation, internal recruitment is one of the most popular methods. Through promotions, job posting transfers, etc., this is made feasible. However, this pattern could not apply when hiring design engineers, accountants, or physicians.

Employee loyalty can be increased by using internal sources of recruiting because they show the company is genuinely engaged in its staff. In addition, it encourages employees to reserve positions. Additionally, it aids employees in advancing their careers. This method of hiring is less expensive, saving the company money.

Internal sources of recruiting do have some drawbacks, such as the possibility that management will not have the option to hire skilled individuals. The concept of organisational promotion based solely on seniority is not always desirable because it delays the introduction of new ideas.

External Sources

This is the process whereby the organization sources for potential employees outside the organizational environment (Ezezue, Agha, Nome and Ndieze (2015) It has some advantages like it allows new ideas into the organization by fresh brains and also helps to reduce unemployment among the youths.

Informal Source

Word-of-mouth advertising is occasionally used to find candidates, typically through current employees. According to research like Saks (1994), the grapevine discovers personnel who stay longer (high retention) and is also less expensive. Although it is obvious that informal methods are used often, opinions on how much value they actually provide employers when compared to formal procedures are mixed.

Selection

According to Ezigbo (2011), selection is a process in which an organisation selects from a pool of applicants those they believe will best fit the position's requirements. The organisation examines each applicant's qualifications in order to identify those who best meet the requirements of the position.

Adapting to the Use of Virtual Recruitment Platform in Nigeria

The Covid'19 pandemic has raised concerns about matters affecting management in different organizations of many countries. This has caused somewhat paradigm shift to new norm. The present condition tends to push corporations to adapt by embracing technological advancement particularly in information technology (Amahalu, Ezechukwu, & Okudo, 2022). Online recruitment platform in Nigeria was solid resilient strategy and helped in mitigating Covid'19 effect on small businesses in Nigeria (Offiong et at, 2021).

Empirical Review

In their 2016 study, Adam, Stella, Szumbah, and Agasa look at the impact of recruitment and selection on the performance of Tanzania's public water utilities. There was a combination of descriptive and correlational study designs. A total of 1355 personnel of public water providers were the focus of the investigation. 417 employees were chosen as the sample size. Employee surveys and in-person interviews with line supervisors were used to gather the data. Frequency, averages, standard deviation, percentages, and tables were utilised as descriptive statistics, and ANOVA was used as an inferential statistic. The findings showed that recruiting and selection had a statistically significant impact on public water utility performance.

A study was conducted on the impact of hiring and selection criteria on organisational performance by Ekwoaba, Ikeijie, and Uforma (2015). The survey was conducted in Lagos with the help of Fidelity Bank Plc. The study of 130 valid replies to a questionnaire given to respondents who were chosen at random has shown a substantial positive association between organisational performance and recruitment and selection criteria.

Ashiru et al (2022) in their study on the dynamic capabilities of Nigerian SMEs during the pandemic opined that Covid'19 situation has marred significant institutional voids with perennial lack of resources. As proposing mechanisms, the study gathered from interviews from surveyed SMEs that employing virtual business platforms for reaching out to potential employees will be a mitigating factor. Also, Ibrahim and Suhongb, (2022) posited that despite the many challenges faced, SMEs were not new to adopting ICTs including Tik Tok among others.

Also, Oshi et al (2020) concluded in their paper that downsizing strategies in organizations in pandemic situation in Nigeria has positive relationship with business abilities to adapt, but negative correlations with the capabilities of achieving flexible operations. Similar case was found in larger study of 474 SMEs in Nigeria (Ojong-Ejoh et al, 2021).

Theoretical Review

The Resource-Based idea serves as the study's foundation. In recent decades, the resource-based perspective has been increasingly relevant and widely accepted in the fields of strategic management and theories that aim to improve and sustain organisational performance. Accordingly, the theory contends that enterprises can achieve lasting competitive advantage when they have a human resource base that cannot be replicated or replaced by competitors. Further emphasised was the need for businesses to continuously assess their workforce to ensure that the right people with the relevant capabilities are employed in the appropriate locations to maintain a competitive advantage (Barney, 2001). Any company's strength or weakness mostly depends on the calibre of the employees and the nature of their interactions. Resource-based thinking is focused on identifying what is most important and defending it through "barriers to imitation". The theory's concentration on organisational process skills, routines, information, and knowledge is a very intriguing suggestion. Relatively speaking, according to Boxall (1996, 1998), businesses that hire and keep great employees can create a human capital advantage. However, the use of informal method of recruitment in the selection of prospective and capable employees needs to be investigated in relation to performance. Besides, it is not clear the source of most valued right skills that best positions the organization for sustainable competitive advantage, hence the need for this study.

Research Gap

The researcher discovered an apparent knowledge gap in the earlier studies regarding performance-based hiring and recruiting advertisements. Additionally, informal recruitment was not a topic covered in the earlier research. This comprises undiscovered dimensions that recently have drawn study interest from abroad. The informal recruitment although it applies in Nigeria should be investigated to provide an understanding as to its measurable effect on selection decision which ultimately affects employee performance.

Materials and Methods

This section explains the research methods employed and how the research problem was resolved. It covers the population of the study, the research tools, the data collection process, the data analysis, and the study area. The research design for the study was a descriptive survey, which is seen to be acceptable for a study of this kind. It is a type of research strategy that aims to collect data in its natural state without modifying the dependent or independent variables. The area of this study is Petroleum filling stations across the state, Nigeria. The population in this study is sixty five (65) managers and supervisors involved in recruitment and selection decisions studied with census approach.

The study adopted survey research design. The instrument was designed and administered on 65 managers and supervisors from different Petroleum stations scattered all over the country. The data collected from the research effort were analyzed using tables and percentages and the Hypotheses formulated were tested using Ordinary least square regression.

Results and Discussion

This section's goal is to provide and analyse the information that has been gathered about recruitment advertisements and hiring decisions at the petroleum filling stations. It presents the key information gathered for the study using questionnaire. Before drawing a conclusion about the study, the data were appropriately sorted out, summarized, analyzed, and evaluated.

Test of Hypotheses

Table1: Descriptive statistics

	Mean	Std. Deviation	N
SD	13.3938	2.69768	65
IRA	13.7569	3.02624	65
ERA	13.6492	3.19492	65
IfRA	13.4523	2.79828	65

The number of respondents is 65, the mean and standard deviation are as shown above.

Table 2: Correlation results of the variables studied

		SD	IRA	ERA	IfRA
SD	Pearson Correlation	1	.379**	.518**	.554**
	Sig. (2-tailed)		.002	.000	.000
	N	65	65	65	65
IRA	Pearson Correlation	.379**	1	.689**	.628**
	Sig. (2-tailed)	.002		.000	.000
	N	65	65	65	65
ERA	Pearson Correlation	.518**	.689**	1	.590**
	Sig. (2-tailed)	.000	.000		.000

	N	65	65	65	65
IfRA	Pearson Correlation	.554**	.628**	.590**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	65	65	65	65

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

From the correlation results in Table 2, r=0.379, P=.002 signifies moderate positive relationship between IRA and SD

r =0.518, P=0.000 indicates strong positive relationship between ERA and SD

r =0.554, P=0.000 also shows strong positive relationship between InfRA and SD

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.609[a]	.371	.340	2.19093

a. Predictors: (Constant), IfRA, ERA, IRA
b. Dependent Variable: SD

From the model summary in Table 3 above, it is shown that 37% of the predictor variables account for variations in the dependent variable-selection decisions.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.947	3	57.649	12.010	.000[b]
	Residual	292.811	61	4.800		
	Total	465.758	64			

a. Dependent Variable: SD
b. Predictors: (Constant), IfRA, ERA, IRA

The result of ANOVA as presented in Table 4 above indicates that the model has more systematic variation than unsystematic variation at significant level of 0.000 less than P-Value of 0.05.

Table 5: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.380	1.469		3.662	.001
	ERA	.304	.123	.360	2.469	.016
	IRA	-.122	.135	-.137	-.908	.368
	IfRA	.412	.131	.428	3.150	.003

a. Dependent Variable: SD

From the coefficient result in Table 5 above, we observe that the significant value of 0.368 is above 0.05.

Discussion of Findings

Informal recruitment advertisement tends to have the strongest positive relationship with selection decision at r=0.554. This suggests that management relies mostly on informal method of recruitment. Although it is obvious that informal methods are used frequently, opinions on how much of an advantage they actually have over formal methods for employers are varied. A number of studies, including those by Kirnan, Farley, and Geisinger (1989), Blau, (1990), Iles, and Robertson (1997), and Kirnan, Farley, and Geisinger (1997), clearly show that informal recruitment strategies produce a superior selection of highly qualified candidates than formal ones. The same studies also discovered a link between minimal staff turnover, informal hiring practises, and high levels of subsequent employee performance. One theory is that applicants who hear about a position through a recommendation or who approach the company directly self-select more than those who learn about it through other channels. The possibility that informal recruits have more realistic expectations of the job than those hired through formal channels is probably the best explanation for the comparatively low turnover rates. According to Newell and Shackleton's (2000) research, the majority of private-sector employers routinely try to fill open positions internally before considering seeking outside the company. The reason could be because it is cost effective when compared to external recruitment advertisement. Ashiru et al (2022) suggest the use of virtual business platforms for reaching out to potential employees as lesson from Covid'19 Pandemic.

Conclusion and Recommendations

In conclusion, the study has demonstrated that filling statations rely mostly on informal method of recruitment. This is probably because it is cost effective in obtaining the right personnel for its numerous operations. The next in effectiveness is external source of recruitment which does not yet involve use of virtual platforms. External advertisement may not be suitable all the time. Some methods may be ruled out because of time constrains. For instance vacancy may have to be filled within days and external recruitment will be most unsuitable. Organisations cannot, however, become complacent in the face of the new trend and continue to operate as they have in the past. The best workers are worth twice as much as the worst, according to the value of good employees. An employer will profit more if they are successful in choosing employees who generate more than others. Another study will be conducted to determine how much more will be made. However, managers have the best chance to notice daily variations in actual performance and production between individuals.

Any country's socioeconomic progress is greatly influenced by SMEs. Despite their contributions, SMEs have been claimed to perform poorly because they lack the necessary capabilities for long-term competitive advantage. In order to create the theory that is now regarded as one of the most solid and widely recognised viewpoints in the field of strategic management, Barney (1986b) employed his impulse and optics. The best workers are worth twice as much as the worst, according to the value of good employees. We advise management to concentrate on the abilities of the organisational

processes, routines, information, and knowledge in accordance with this philosophy. More specifically, it is advised that management:

1) Continue to use informal recruitment method to fill vacant positions required as urgent. However, management should be aware that regular informal hiring may be encouraging the usage of applicants from a single ethnic group.
2) In order to fill positions that will take more time to fill, management should adopt an external recruitment strategy. Traditional resumes have low predictive power about a candidate's performance and include information about a candidate's education, employment history, and job title, which frequently results in biased hiring decisions.
3) People managers are increasingly utilising social media, particularly the video sharing app, to address the recruitment and selection function when filling long-term openings. Tik Tok in particular offers recruitment platforms that highlight youthful creativity. It makes sense for businesses to connect with this new generation of digital native workers on social media platforms when we genuinely need the best of them, as they spend roughly 6 hours per day there. With the help of video resumes, it will be possible to better match individuals with job requirements and pertinent skill sets using artificial intelligence tools.
4) Internal recruitment strategies like internal promotions and job rotation are strongly advised. This is due to the fact that the majority of private-sector businesses routinely try to fill open positions internally before they even consider looking for candidates outside the company. However, this is feasible if the organisation has employees with the necessary skill. To make educated hiring decisions, especially with regard to external recruitment and selection decisions, it makes a lot more sense to transition to video-based applications and interviews. Also, informal recruitment should be followed with intensive training to acquaint new employees with relevant accounting skills to reduce financial losses.

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