ISSN: 4015 – 5784
Volume 11, Number 2, 2026
Management and Accounting Innovative Journal

RECRUITMENT PROCESS AND HUMAN RESOURCE MANAGERS' NEW EMPLOYEES OF OIL AND GAS COMPANIES IN RIVERS STATE

Charity Chinasa Njoku (Ph.D)
Lecturer, Department of Office and Information Management
Faculty of Administration and Management
Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt
08035438795, charity4njoku@gmail.com

And
Igbinomwanhia Christopher
Ph.D Student
Department of Office and Information Management
Faculty of Administration and Management
Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt
07039591446

ABSTRACT

This study examined Recruitment Process and Human Resource Managers' New Employees of Oil and Gas Companies in Rivers State. The study sought to examine the relationship between job advertisement and job performance of oil and gas companies in Rivers State. Secondly, to determine the relationship between application/screening and employee productivity of oil and gas companies in Rivers State. The specific objectives are stated in line with research questions and research hypotheses. This study was anchored on Human Capital Theory. Cross-sectional survey research design was adopted. The population of the study was 150 employees from the Oil and Gas Companies in Rivers State, sample size of 109 employees was determined using Taro Yemen techniques. The instrument for data collection was questionnaire, the instrument was validated by the thesis supervision and two other experts in (OIM) department and reliability of 0.80 was gotten. The data were presented and analyzed using mean score rating to analyze the research questions and statistical tool used for testing their associated hypotheses were Pearson Product Moment Correlation Coefficient Analysis formula with statistical package for Social Science (SPSS) version 23. The study concludes that an effective recruitment process is essential for human resource managers to acquire qualified and competent employees in oil and gas Companies in Rivers State. Job advertisement helps attract suitable candidates, while application and screening enable organisations to identify applicants who to possess the required qualifications, skills, and experience. When these recruitment dimensions are properly implemented, they can improve the job performance and productivity of newly recruited employees. Therefore, oil and gas firms should adopt transparent, fair, and effective recruitment practices to ensure that the right employees are selected for the right positions, thereby enhancing organisational efficiency and goal attainment. The study recommend that the management of oil and gas companies in Rivers State should provide clear, accurate, and detailed job advertisements that specifies the required qualifications, skills, experience, and job responsibilities to attract competent candidates who can perform their duties effectively.in other to enhance job performance of new employees. Management of oil and gas companies in Rivers State should adopt fair, transparent, and merit-based application and screening procedures to ensure that candidates with the appropriate employees are selected in other to improve their productivity.

Keywords: ***Recruitment Process, Job Advertisement, Application/Screening, Human Resource Managers' New Employee, Job Performance, Employees' Productivity*****.**

Introduction

The recruitment process is an essential function of human resource management that enables organisations to identify, attract, assess, and employ qualified candidates to fill vacant positions. It involves a series of activities through which organisations determine their staffing requirements, communicate employment opportunities, receive applications, screen prospective candidates, conduct interviews, and select suitable applicants for employment. Kalio and Zeb-Obipi (2018) indicated that an effective recruitment process helps organisations acquire employees whose qualifications, skills, knowledge, and experience correspond with their operational requirements. Furthermore, Kalio and Zeb-Obipi (2018), stated that recruitment management systems play an important role in employee procurement in Nigeria's oil and gas sector through candidate attraction, assessment, hiring, and other human resource activities. Therefore, the recruitment process is important for ensuring that organisations obtain competent employees who can contribute to the achievement of organisational objectives.

In the same vein, Kalio and Zeb-Obipi (2018) reported that human resource managers are responsible for coordinating recruitment activities and ensuring that the organisation attracts and employs suitable candidates for available positions. In addition, their responsibilities include identifying workforce requirements, preparing job specifications, advertising vacancies, screening applications, organising interviews, verifying candidates' qualifications, recommending suitable applicants, and facilitating employment documentation. Nigerian Content Development and Monitoring Board. (n.d.) stated that human resource managers also coordinate the placement and orientation of newly recruited employees to help them understand their responsibilities and adjust to the organisational environment. When these activities are properly coordinated, the recruitment process can support the acquisition of employees who possess the required competencies and are prepared to contribute to organisational performance.

Nigerian Oil and Gas Industry Content Development Act (2010) explained that the recruitment process is particularly important in the oil and gas industry because of the specialised nature of its operations. Oil and gas firms require employees with different technical, professional, administrative, and managerial competencies to support exploration, production, engineering, maintenance, logistics, procurement, accounting, health and safety, and other business activities. Nigerian Oil and Gas Industry Content Development Act (2010) affirmed that employees working in these areas must possess the appropriate qualifications, practical experience, and professional capabilities required for their respective positions. Consequently, human resource managers in the industry need to adopt systematic recruitment procedures to identify candidates who meet established employment requirements. Inadequate recruitment procedures may result in the employment of individuals whose competencies do not adequately match the demands of their positions.

The importance of recruitment in Nigeria's oil and gas industry is also reflected in the Nigerian Oil and Gas Industry Content Development Act of 2010. The Act provides a framework for promoting Nigerian participation in the industry and requires that Nigerians receive first consideration for training and employment in relevant work programmes, subject to the provisions of the legislation. The Nigerian Content Development and Monitoring Board (NCDMB) is responsible for monitoring and implementing the Act's provisions and promoting the development of indigenous capacity in the industry (NCDMB, n.d.). These requirements make effective recruitment procedures important for identifying qualified Nigerian candidates and supporting workforce development within the sector.

Rivers State is an important location for oil and gas activities in Nigeria, with Port Harcourt serving as a major centre for petroleum-related businesses and support services. Oil and gas firms operating in the state require employees with different levels of education, technical expertise, professional qualifications, and work experience. Nigerian Content Development and Monitoring Board. (n.d.) indicates that these employees perform responsibilities ranging from engineering and equipment maintenance to human resource administration, accounting, information management, procurement, and customer relations. Nigerian Content Development and Monitoring Board. (n.d.)

ascertain that human resource managers must therefore ensure that recruitment procedures reflect the specific requirements of available positions and the operational needs of their organisations. As well that effective recruitment process can help firms identify suitable candidates, reduce difficulties associated with staffing, and establish a competent workforce.

In the study of Motowidlo (2003) asserts that the recruitment process involves several interconnected stages, including workforce planning, candidate attraction, application screening, assessment, selection, and employment placement. Workforce planning enables human resource managers to determine the number and categories of employees required by the organisation. Candidate attraction involves communicating vacancies through appropriate channels, while application screening helps identify applicants who satisfy the stated requirements. Assessment and selection enable human resource managers to evaluate candidates' qualifications, skills, experience, and suitability for particular positions. Finally, employment placement and induction help newly recruited employees understand their duties, organisational policies, and workplace expectations. He further include that effectiveness of these stages depends on the quality of planning, the accuracy of recruitment information, the fairness of assessment procedures, and the ability of human resource managers to make appropriate employment decisions.

According to Kalio and Zeb-Obipi (2018) opined that the recruitment process is also influenced by technological developments in human resource management, that some organisations increasingly use online recruitment platforms, electronic application systems, digital interviews, and applicant databases to manage recruitment activities. In addition, these technologies can help human resource managers receive applications, organise candidate information, communicate with applicants, and monitor recruitment progress. Kalio and Zeb-Obipi (2018) examined recruitment management systems in the Nigerian oil and gas sector and highlighted the relevance of candidate attraction, assessment, and hiring to employee procurement. Their study provides a useful basis for understanding how structured recruitment practices can support the process of acquiring employees in oil and gas firms.

Kalio and Zeb-Obipi (2018) assert that the recruitment process is closely connected with the successful integration of newly employed workers into an organisation. Employing a qualified candidate is an important step, but the new employee must also understand the responsibilities, procedures, and standards associated with the position. Therefore, human resource managers need to coordinate appropriate placement, orientation, and induction activities following recruitment. Research by Ihunwo and Okparanta (2025) on job training as an onboarding practice in oil and gas companies in Rivers State found a positive relationship between job training and employee experience outcomes. This finding highlights the importance of supporting newly recruited employees after their appointment so that they can become familiar with their jobs and the organisational environment.

Nigerian Content Development and Monitoring Board. (n.d.) noted that despite the importance of recruitment, oil and gas firms may encounter challenges such as difficulty attracting suitably qualified candidates, delays in screening applications, inadequate assessment procedures, limited transparency, and mismatches between candidates' competencies and job requirements. Other challenges may arise when recruitment decisions are influenced by factors unrelated to job requirements or when newly employed workers do not receive adequate orientation. Such problems can increase recruitment costs, prolong vacancies, and create difficulties in assigning employees to positions that match their abilities. Human resource managers must therefore establish appropriate recruitment procedures, apply clear selection criteria, and ensure that recruitment decisions are consistent with organisational needs and applicable employment requirements.

In Rivers State, the need for effective recruitment processes is particularly relevant because oil and gas operations depend on competent personnel to support technical activities, administrative functions, safety requirements, and service delivery. A systematic recruitment process can assist human resource managers in identifying qualified applicants, making informed employment

decisions, and placing new employees in appropriate positions. It can also improve the coordination of recruitment activities and support the development of a workforce capable of responding to the operational demands of the industry.

Statement of the Problem

The oil and gas companies in Rivers State has experienced in recruitment processes and human resource managers' new employees which seems to be the cause of reduction of the overall output of the organisations and in turn affects its performance difficulties in recruiting suitable employees due to ineffective job advertisements, inadequate application screening, and challenges in identifying candidates whose qualifications and competencies match available positions. These challenges may affect the quality of employees recruited and their subsequent contributions to organisational objectives.

Job advertisement is intended to communicate employment opportunities and attract qualified candidates. However, unclear job requirements, limited advertisement channels, and inadequate information about vacancies may prevent suitable applicants from identifying available opportunities. Similarly, ineffective application screening may result in the selection of candidates whose qualifications, skills, and experience do not adequately match job requirements. These challenges may negatively affect employees' job performance, including their ability to complete assigned tasks accurately, efficiently, and within stipulated timeframes.

Furthermore, human resource managers in oil and gas firms must ensure that recruitment procedures identify employees capable of meeting organisational productivity expectations. When recruitment decisions do not adequately consider candidates' competencies and suitability, firms may experience reduced employee productivity, increased training requirements, and difficulties achieving operational targets. Kalio and Zeb-Obipi (2018) examined recruitment management systems and employee procurement in Nigeria's oil and gas sector, highlighting the importance of systematic recruitment practices in acquiring employees. Nevertheless, there is a need to examine how job advertisement and application/screening relate to human resource managers' new employees that increases the productivity of oil and gas companies in Rivers State.

Therefore, the problem of this study is to determine how the recruitment process, particularly job advertisement and application screening relates to job performance and employee productivity in oil and gas firms in Rivers State. The study seeks to establish whether effective recruitment practices can help human resource managers acquire employees who perform their duties efficiently and contribute to organisational productivity.

Conceptual Framework

Independent Variable **Dependent Variable**

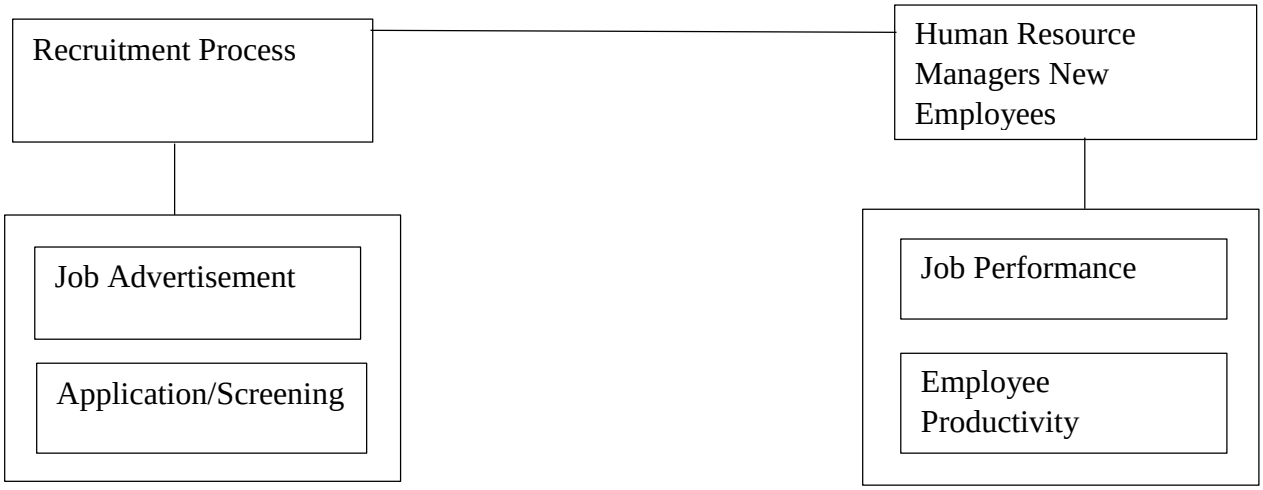


Fig. 1: Conceptual Framework showing the Independent and Dependent Variables of Recruitment Process and Human Resource Managers' New Employees and their dimensions and measures**.**
Source: Njoku, C. C., & Igbinomwanhia, C. (2026).

Aim and Objectives of the Study

The aim of the study was to examine Recruitment Process and Human Resource Managers' New Employees of Oil and Gas Companies in Rivers State. The specific objectives of the study shows as follows:

1. to examine the relationship between job advertisement and job performance of Oil and Gas Companies in Rivers State.
2. to determine the relationship between application/screening and employees' productivity of Oil and Gas Companies in Rivers State.

Research Questions

The following research questions were formulated to achieve the objectives of this study:

1. What is the relationship between job advertisement and job performance of Oil and Gas Companies in Rivers State?
2. What is the relationship between application/screening and employees' productivity of Oil and Gas Companies in Rivers State?

Research Hypotheses

The following null (Ho) hypotheses are formulated to guide this study.

Ho_1: There is no significant relationship between job advertisement and job performance of Oil and Gas Companies in Rivers State?

Ho_2: There is no significant relationship between application/screening and employees' productivity of Oil and Gas Companies in Rivers State?

REVIEW OF RELATED LITERATURE

Concept of Recruitment Process

Kalio and Zeb-Obipi (2018) stated that the recruitment process is a fundamental aspect of human resource management that involves identifying workforce requirements, attracting qualified applicants, screening applications, assessing candidates, and selecting suitable individuals to fill vacant positions in an organisation. recruitment process opined that it is a systematic process

through which organisations develop a pool of potential employees whose qualifications, skills, knowledge, and experience meet established job requirements. The recruitment process helps organisations obtain competent personnel who can contribute to organisational objectives, improve job performance, and increase employee productivity.

Kalio and Zeb-Obipi (2018) pointed that recruitment management systems in the Nigerian oil and gas sector involve candidate attraction, assessment, and hiring, which influence employee procurement activities. Their study emphasises the relevance of systematic recruitment practices to acquiring employees in the industry. Recruitment is therefore not limited to filling vacant positions; it also involves ensuring that the organisation attracts and selects candidates who possess the competencies required to perform their assigned duties effectively.

The recruitment process is particularly important in oil and gas firms because their operations require employees with specialised technical, professional, administrative, and managerial skills. These organisations depend on qualified personnel in engineering, petroleum technology, equipment maintenance, procurement, accounting, health and safety, human resource management, and office administration. Consequently, an effective recruitment process enables human resource managers to identify individuals whose competencies correspond with the technical and operational demands of available positions.

Job Advertisement

Ihunwo and Okparanta (2025) indicates that job advertisement is an important dimension of the recruitment process through which organisations communicate available employment opportunities to prospective applicants. It involves publishing information about vacant positions, job responsibilities, required qualifications, experience, skills, and application procedures through newspapers, company websites, online recruitment platforms, social media, and recruitment agencies. Kalio and Zeb-Obipi (2018) maintained that job advertisement enables human resource managers to reach candidates with the technical and professional competencies required for different positions. An effective advertisement should provide clear and accurate information about job requirements, eligibility criteria, application deadlines, and employment conditions. Such information helps prospective applicants determine their suitability for available positions before applying.

Job advertisement is also important because the choice of advertising channels may influence the number and quality of applications received. Online recruitment platforms can extend the geographical reach of vacancies, while professional networks may help organisations reach candidates with specialised industry experience. Uggerslev et al. (2012), in a meta-analysis of 232 studies involving 108,632 participants, found that job, organisational, and recruitment-process characteristics were relevant to applicant attraction. Their findings demonstrate the importance of recruitment information and organisational characteristics in attracting prospective employees.

Application and Screening

Application and screening constitute another important dimension of the recruitment process. Application involves the submission of relevant information by prospective employees in response to advertised vacancies, while screening involves reviewing applications to determine whether candidates meet the established requirements for available positions. During application screening, human resource managers examine candidates' educational qualifications, professional certifications, work experience, technical competencies, and other job-related requirements (Odor, et al., 2019). Depending on the position, screening may also involve verifying submitted information and identifying candidates who should proceed to interviews, aptitude tests, or other assessment procedures.

Odor, et al. (2019) reported that in oil and gas firms, application screening is particularly important because certain positions require specialised technical knowledge, professional accreditation, safety

awareness, and relevant industry experience. Effective screening helps human resource managers narrow the applicant pool to candidates who satisfy the minimum requirements of the position. This can reduce the time and resources spent assessing unsuitable applicants. Odor et al. (2019) examined recruitment and selection practices in Nigerian institutions of higher learning and highlighted concerns about subjective recruitment decisions and cumbersome application procedures. Although their study focused on higher education rather than the oil and gas industry, it provides a relevant Nigerian organisational perspective on the importance of transparent procedures and objective selection criteria.

Odor, et al. (2019) reviewed that the recruitment process is an important human resource management function for acquiring competent employees in oil and gas firms. Job advertisement enables organisations to communicate vacancies and attract prospective applicants, while application and screening help human resource managers identify candidates who satisfy established employment requirements. These activities can support the acquisition of suitable employees and may contribute to job performance and employee productivity.

Human Resource Managers' New Employees

Kalio, et al. (2018) opined that human resource managers' acquisition of new employees refers to the process through which human resource managers identify workforce needs, attract qualified applicants, assess their suitability, select successful candidates, and facilitate their employment in an organisation. It involves coordinating recruitment activities to ensure that individuals with the appropriate qualifications, knowledge, skills, and experience are employed to fill vacant positions. Kalio, et al. (2018) revealed that in oil and gas firms, the acquisition of new employees is important because organisational operations depend on competent technical, professional, administrative, and managerial personnel. Human resource managers are therefore responsible for ensuring that recruitment decisions align with job requirements and organisational objectives.

Kalio, et al. (2018) further noted that the acquisition of new employees involves more than filling vacant positions. It requires human resource managers to ensure that prospective employees possess the competencies necessary to perform their assigned responsibilities. In oil and gas firms, these competencies may include technical knowledge, safety awareness, problem-solving abilities, communication skills, and administrative competence. When employees are recruited according to established job requirements, organisations may be better positioned to achieve effective job performance and improved productivity.

Samuel and Ekweozor (2025) emphasized that human resource managers' acquisition of new employees is an important organisational activity that connects workforce requirements with the availability of qualified personnel. For oil and gas firms in Rivers State, effective acquisition practices require appropriate job advertisement, systematic application screening, objective candidate assessment, and suitable placement of successful applicants. Examining these activities can provide insight into how recruitment practices relate to job performance and employee productivity in the industry.

Job Performance

Motowidlo (2003) stated that job performance refers to the extent to which employees effectively execute their assigned responsibilities and contribute to the achievement of organisational objectives. It encompasses employees' work behaviours, task accomplishment, quality of output, accuracy, efficiency, and ability to meet established performance standards. Motowidlo (2003) further pointed that in the context of human resource management, job performance is an important indicator for determining whether newly recruited employees possess and apply the knowledge, skills, and competencies required for their positions. For oil and gas firms in Rivers State, job performance is particularly important because employees are expected to carry out technical,

administrative, professional, and operational responsibilities in accordance with organisational standards and safety requirements.

Motowidlo (2003) indicates that job performance can be understood as the expected organisational value of the behaviours employees demonstrate over a specified period. This perspective emphasises that job performance concerns employees' work-related behaviours and their contributions to organisational objectives. Consequently, newly recruited employees' performance can be assessed by examining how effectively they perform assigned duties, comply with established procedures, use available resources, and contribute to workplace effectiveness.

Motowidlo (2003) emphasized that job performance in this study refers to the effectiveness with which newly recruited employees in oil and gas firms in Rivers State execute their assigned responsibilities, achieve work targets, comply with organisational procedures, and contribute to operational objectives. Examining this concept can help establish whether recruitment practices, particularly job advertisement and application screening, are associated with the performance of newly employed personnel.

Employees' Productivity

Employees' productivity is an important concept in human resource management that refers to the quantity and quality of work produced by employees within a specified period in relation to the time, effort, skills, and resources utilised. It reflects employees' ability to complete assigned tasks efficiently, achieve established targets, minimise waste, and contribute to organisational objectives. Kalio and Zeb-Obipi (2018) opined that employee productivity is an important consideration when evaluating the effectiveness of human resource managers' recruitment decisions because organisations need employees who can translate their knowledge, skills, and experience into measurable work outcomes. In oil and gas firms in Rivers State, employee productivity is particularly important because organisational activities require competent personnel who can support technical operations, administrative functions, project execution, and service delivery.

Samuel and Ekweozor (2025) affirmed that employee productivity is important because it can contribute to organisational efficiency, cost control, and competitiveness. When employees complete tasks accurately and within stipulated timeframes, organisations may reduce delays, minimise errors, and make better use of available resources. Conversely, low productivity may contribute to operational inefficiencies, increased supervision requirements, and additional costs associated with correcting mistakes or providing remedial training. In oil and gas firms, where technical and administrative activities often require coordination among different departments, the productivity of newly recruited employees can influence the overall effectiveness of organisational operations.

Kalio and Zeb-Obipi (2018) maintained that job advertisement and application screening are therefore relevant to employees' productivity in oil and gas firms in Rivers State. Job advertisement communicates the qualifications, skills, and experience required for available positions, while application screening enables human resource managers to assess whether applicants satisfy those requirements. Effective implementation of these recruitment activities may improve the likelihood of recruiting employees who are suitable for their jobs. Nevertheless, the relationship between recruitment practices and productivity needs to be examined empirically because productivity is also influenced by employee training, motivation, leadership, technology, and the wider work environment.

THEORETICAL REVIEW

Human Capital Theory

Human Capital Theory is associated with the works of Becker (1964). The theory explains that employees' knowledge, skills, education, training, and experience constitute valuable resources that contribute to organisational productivity and economic development. It views employees' competencies as investments that can generate benefits for individuals and organisations. In the

context of recruitment, Human Capital Theory suggests that human resource managers should recruit individuals whose qualifications, skills, knowledge, and experience can contribute to organisational objectives. Recruitment decisions should therefore be based on the competencies required for available positions and the potential contribution of candidates to organisational performance.

In oil and gas firms in Rivers State, Human Capital Theory is relevant because organisations require competent employees to perform technical, administrative, managerial, and operational duties. Human resource managers need to advertise vacancies appropriately and screen applications carefully to identify candidates with the necessary qualifications and competencies. For instance, recruiting an engineer with the appropriate technical knowledge and experience may improve the firm's ability to execute engineering assignments, while employing a competent administrative officer may improve documentation and office coordination.

Relevance to the study: Human Capital Theory provides a foundation for explaining why job advertisement and application screening are important in acquiring suitable new employees. Job advertisements communicate the required competencies, while application screening helps human resource managers identify candidates whose qualifications and experience meet the stated requirements. The theory therefore supports the argument that effective recruitment can contribute to acquiring employees who are capable of improving job performance and employee productivity.

Empirical Review

Ogunyemi et al. (2015) investigated organisational variables and employee performance in oil and gas companies in Rivers State. The study involved 500 participants from three oil companies and examined work environment and organisational culture in relation to employee job performance. The findings indicated that these variables jointly and individually predicted employee performance. The study reinforces the importance of organisational conditions in supporting employees' contributions and suggests that the productivity of newly recruited workers should not be evaluated solely on the basis of their qualifications or recruitment outcomes.

Samuel and Ekweozor (2025) conducted a study on employee productivity is important to the operational effectiveness and competitiveness of oil and gas servicing firms in Port Harcourt, Rivers State. Their study examined the relationship between work environment quality and employee productivity using a descriptive correlational survey design. Data were collected from 320 employees, and multiple regression analysis revealed that physical work environment, psychosocial climate, and administrative and technical infrastructure quality were significantly and positively associated with employee productivity. The findings suggest that employee productivity depends not only on workers' abilities but also on the conditions and resources available to support their work. This implies that newly recruited employees may require appropriate equipment, supportive working relationships, and adequate organisational infrastructure to achieve expected productivity levels.

Kalio et al. (2018), in their study of employee information systems and human resource procurement in the Nigerian oil and gas sector, examined the relationship between information systems and human resource activities. The researchers considered a population of 217 human resource practitioners and obtained 121 usable responses. Their findings revealed a strong, positive relationship between employee information systems and human resource procurement. The study demonstrated the relevance of information technology to human resource planning, recruitment, selection, employment contracts, induction, and placement. This implies that digital employee information systems can help human resource managers maintain accurate applicant information and coordinate recruitment activities more efficiently**.**

Knowledge Gap

Previous studies have examined recruitment management systems, talent acquisition, applicant attraction, and employee procurement in different organisational settings. For instance, Kalio and Zeb-Obipi (2018) investigated recruitment management systems and employee procurement in the Nigerian oil and gas sector, while Ojo (2020) examined talent acquisition outsourcing and employee commitment in oil and gas firms in Rivers State. Similarly, Uggerslev et al. (2012) investigated factors influencing applicant attraction at different stages of the recruitment process. These studies provide useful insights into recruitment practices and employee acquisition.

However, a knowledge gap exists regarding the specific relationship between job advertisement and application screening, as dimensions of the recruitment process, and job performance and employee productivity, as measures of human resource managers' acquisition of new employees in oil and gas firms in Rivers State. Previous studies have largely focused on broader recruitment systems, outsourcing, applicant attraction, and employee commitment, rather than examining these specific dimensions and measures together within the same research framework.

Furthermore, limited attention has been given to how the clarity and accessibility of job advertisements and the effectiveness of application/screening relate to newly recruited employees' ability to perform assigned duties and achieve productivity targets in oil and gas firms in Rivers State. This creates a contextual and variable-related gap that the present study seeks to address.

Therefore, the present study intends to fill this gap by examining how job advertisement and application/screening relate to job performance and employee productivity in oil and gas firms in Rivers State. The findings are expected to provide evidence that may assist human resource managers in improving recruitment practices and acquiring employees who can contribute effectively to organisational objectives.

METHODOLOGY

This study adopted the cross-sectional survey research design. The population of the study consists of all the six (6) oil and gas companies - (managers, supervisors, human resource managers, operational managers and head of procurement) in the oil and gas companies in Rivers State. The total population for the study is 150. The study adopted survey sampling techniques and a sample size of (109) was used in the study which was drawn from employees (managers, supervisors, human resource managers, operational managers and head of procurement) of oil and gas companies in Rivers State. The sample size was obtained using Taro Yemen formula. The method through which study data were collected was from the primary source, the primary source of data gathering was adopted which was questionnaire. The instrument was validated by research supervisor and two other experts inn Office and Information Management, their comments, observations and responses were used to effect corrections on the final copies of the questionnaire that were administered to the respondents. The researcher carried out the reliability test for the research instrument using the Cronbach's Alpha Correlation Coefficient. The result of the reliability test was carried out using statistical analysis software, Statistical Package for Social Sciences (SPSS) version 23, showing Cronbach's Alpha Correlation Coefficient of 0.80 for all the items in the questionnaire used for the study. This indicates that the research instrument was highly reliable and appropriate which was administered for the purpose of eliciting answers to the research questions stated in the study. The bivariate analysis was carried out using Pearson Product Moment Correlation Coefficient at 0.05 level of significance. All the coefficient ® values that indicate levels of significance as calculated using SPSS were accepted and thus our alternate hypotheses were accepted and when no significance was 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. Both the significance values and coefficient values were used.

Research Question 1: What is the relationship between job advertisement and job performance of Oil and Gas Companies in Rivers State?

S/N	Questions for job advertisement and job performance	SD 1	DA 2	A 3	SA 4	TOTAL x/n	Mean $\overline{X}$
1.	Job advertisements in our organisation clearly states the duties and responsibilities required for each position newly employees as well enhances their job performance.	10 (10)	15 (30)	25 (75)	30 (120)	235/80	2.93
2.	Job advertisements provide accurate information about the qualifications and skills required for new employees improve their job performance.	-	25 (50)	20 (60)	35 (140)	250/80	3.12
3.	Job advertisements attract applicants who possess the relevant skills needed by new employees to perform their assigned duties that well enhances their job performance.	5	20 (40)	18 (54)	37 (148)	247/80	3.08
4.	Job advertisements helps our organisation recruit employees who can perform their jobs effectively.	8 (8)	19 (38)	30 (90)	23 (02)	228/80	2.85
	Grand Mean					**960/320**	**3.00**

Source: Survey Data, 2026.

Analysis and Interpretation

Table 4.1 shows the summary of mean procedure on what is the relationship between job advertisement and job performance of oil and gas companies in Rivers State with grand mean (M=3). The highest mean rating was job advertisements provide accurate information about the qualifications and skills required for new employees improve their job performance (M=3.12). This was followed by job advertisements attract applicants who possess the relevant skills needed by new employees to perform their assigned duties that well enhances their job performance (M=3.08). Next was on job advertisements in our organisation clearly states the duties and responsibilities required for each position newly employees as well enhances their job performance (M=2.93). The least was on job advertisements helps our organisation recruit employees who can perform their jobs effectively (M=2.85).

Research Question 2: What is the relationship between application/screening and employees' productivity of Oil and Gas Companies in Rivers State?

S/N	Questions for Application/Screening and Employees' Productivity	SD 1	DA 2	A 3	SA 4	TOTAL x/n	Mean $\overline{X}$
5.	Our organisation carefully screens job applicants to identify candidates with the required qualifications and skills that will improve employees' productivity.	-	-	45 (135)	35 (140)	275/80	3.43
6.	The screening process ensures that applicants selected for employment possess the abilities needed to perform their assigned tasks as well enhance employees productivity.	15 (15)	15 (30)	20 (60)	30 (120)	225/80	2.81
7.	Proper screening of job applicants helps our organisation recruit employees who will increase employees' productivity.	10 (10)	20 (40)	15 (45)	35 (140)	235/80	2.93
8.	The application and screening process contributes to increase employee productivity in our organization	20 (20)	-	30 (90)	30 (120)	230/80	2.87
	Grand Mean					**970/320**	**3.03**

Source: Survey Data, 2026.

Table 4.3 shows the summary of mean procedure on what is the relationship between application/screening and employees' productivity of Oil and Gas Companies in Rivers State with grand mean (M=3.03). The highest mean rating was our organisation carefully screens job applicants to identify candidates with the required qualifications and skills that will improve employees' productivity (M=3.43). This was followed by proper screening of job applicants helps our organisation recruit employees who will increase employees' productivity (M=2.93). Next was on the application and screening process contributes to increase employee productivity in our organisation (M=2.87). The least was on the screening process ensures that applicants selected for employment possess the abilities needed to perform their assigned tasks as well enhance employees productivity (M=2.81).

Testing of Research Hypotheses

Ho_1: There is no significant relationship between job advertisement and job performance of Oil and Gas Companies in Rivers State.

Correlations

			Job Advertisement	Job Performance
Pearson (r)	Job Advertisement	Correlation Coefficient	1.000	.738*
		Sig. (2-tailed)	.	.037
		N	80	80
	Job Performance	Correlation Coefficient	.738*	1.000
		Sig. (2-tailed)	.037	.
		N	80	80

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

Source: SPSS output, 2026.

The output analyzed the extent to which job advertisement relate with job performance. Pearson correlation co-efficient indicates a strong association between the two variables (r =0.738*). The test of significance indicates that with P 0.037< 0.05 we reject the null hypothesis which states that there is no significant relationship between job advertisement and job performance of Oil and Gas Companies in Rivers State. Thus, we can say that higher levels of job advertisement were associated with higher levels of job performance.

Test of Hypothesis Two (2)

Ho_2: There is no significant relationship between application/screening and employees' productivity of oil and gas companies in Rivers State.

Correlations

			Application/ Screening	Employees' Productivity
Pearson (r)	Application/ Screening	Correlation Coefficient	1.000	.908*
		Sig. (2-tailed)	.	.033
		N	80	80
	Employees' Productivity	Correlation Coefficient	.908*	1.000
		Sig. (2-tailed)	.033	.
		N	80	80

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

Source: SPSS output, 2026.

The output analyzed the extent to which application/screening relate with employees' productivity. Pearson correlation co-efficient indicates a strong association between the two variables (r=0.908). The test of significance indicates that with P 0.33< 0.05 we can reject the null hypothesis which

states that there is no significant relationship between application/screening and employees' productivity of oil and gas companies in Rivers State. Thus, we can say that higher levels of application/screening were associated with higher levels of employees' productivity.

CONCLUSION

An effective recruitment process is essential for human resource managers to acquire qualified and competent employees in oil and gas companies in Rivers State. Job advertisement helps to attract suitable candidates, while application and screening enable organisations to identify applicants who possess the required qualifications, skills, and experience. When these recruitment dimensions are properly implemented, they can improve the job performance and productivity of newly recruited employees. Therefore, oil and gas firms should adopt transparent, fair, and effective recruitment practices to ensure that the right employees are selected for the right positions, thereby enhancing organisational efficiency and goal attainment.

RECOMMENDATIONS

Based on the findings and conclusion of the study, the following recommendations were made.

1. Management of oil and gas companies in Rivers State should provide clear, accurate, and detailed job advertisements that specify the required qualifications, skills, experience, and job responsibilities to attract competent candidates who can perform their duties effectively.in other to enhance job performance of new employees.
2. Management of oil and gas companies in Rivers State should adopt fair, transparent, and merit-based application and screening procedures to ensure that candidates with the appropriate employees are selected in other to improve their productivity.

REFERENCES

Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. Columbia University Press.

Ihunwo, A., & Okparanta, T. (2025). Job training as an onboarding practice and employee experience outcome of oil and gas companies in Port Harcourt, Rivers State, Nigeria. *International Journal of Social Science and Management Studies, 4*(1), 111–122.

Kalio, N. L., & Zeb-Obipi, I. (2018). Recruitment management system and employee procurement in the oil and gas sector in Nigeria. *International Journal of Human Resource Management and Research, 8*(2), 7–18.

Kalio, N. L., Ikenna-Amadi, N., & Zeb-Obipi, I. (2018). Employee information systems and human resource procurement in the oil and gas sector in Nigeria. *International Journal of Human Resource Management and Research, 8*(4), 51–64.

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet, H. C. W., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine, 53*(8), 856–866.

Motowidlo, S. J. (2003). Job performance. In W. C. Borman, D. R. Ilgen, and R. J. Klimoski (Eds.), Handbook of psychology: *Industrial and organizational psychology* (Vol. 12). Wiley. https://doi.org/10.1002/0471264385.wei1203

Nigerian Content Development and Monitoring Board. (n.d.). *Overview*. https://ncdmb.gov.ng/overview/

Nigerian Oil and Gas Industry Content Development Act, No. 2 (2010). https://ncdmb.gov.ng/nc-act.pdf

Odor, H. O., Martins-Emesom, J. N., & Bakwuye, C. O. (2019). Recruitment and selection practices in Nigerian institutions of higher learning. *European Journal of Business and Management, 11*(30). https://doi.org/10.7176/EJBM/11-30-15

Ogunyemi, A. O., Akinlaja, S. O., Adesoye, E., Akindele-Oscar, A., Azeez, R. O., & Omolade, M. A. (2015). Organisational variables and effective performance of employees in oil and gas sector: An empirical investigation. *International Journal of Psychological Studies, 7*(1), 23–34.

Ojo, M. I. (2020). Talent acquisition outsourcing and employee commitment of the oil and gas sector in Rivers State, Nigeria. *The Strategic Journal of Business & Change Management, 7*(1), 104–117.

Samuel, O. V., & Ekweozor, U. C. (2025). Work environment quality and employee productivity in oil and gas service firms in Port Harcourt. *International Journal of African Research Sustainability Studies, 10*(2). https://doi.org/10.70382/caijarss.v10i2.018.

Uggerslev, K. L., Fassina, N. E., & Kraichy, D. (2012). Recruiting through the stages: A meta-analytic test of predictors of applicant attraction at different stages of the recruiting process. *Personnel Psychology, 65*(3), 597–660.