

THE DIGITALIZATION IN TALENT ACQUISITION AND LABOUR MARKETS PERSPECTIVE of AI IN NIGERIA CUSTOMS SERVICE

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ABSTRACT

The study explored digitalization in talent acquisition and labour markets. The aim of the study was to critically examine the effect of digitalization in Talent Acquisition (web 2.0/social media, social media platforms) and Labour Markets (active and passive candidate) of Nigeria Customs Service, Nigeria. Four (4) research questions were developed to address the objectives of the study. The population of study comprised of top management team and public relations officers of NCS (50 respondents), hence a census study. Questionnaire surveys were distributed to respondents online via official emails and popular social media apps like WhatsApp, Instagram and face-to-face interviews. Data collected were analysed using Mean and Standard Deviation aided by SPSS version 20.0 The findings, showed that to high extent, web 2.0/social media influence the hiring of active candidates of Nigeria Customs Service; to high extent, the use of social network platforms and personal contact influence the hiring of passive candidates of Nigeria Customs and concluded that digitalization in talent acquisition help to reach large number of job seekers. Based on the findings, this study recommends among others that online recruitment is most appropriate in Nigeria Customs Service because it helps to reduce nepotism/favoritism that has eaten up the country.

Keywords: *Digitalization, Talent Acquisition, web 2.0/social media, social media platforms Active candidates, Passive Candidates Labour Market.*

INTRODUCTION

The trend of vagaries in technology has affected different organization including human resources in the process of recruitment and selection. Different technology solutions offer various benefit to recruitment practices especially in terms of efficiency outcome. Talent acquisition refers to the approach of identifying and acquiring skilled employees to satisfy organizational needs. The skill sets of effective talent acquisition professionals include sourcing strategies, candidate assessment, compliance and hiring standards, and fluency employer branding practices and company hiring initiatives.

Sahana and Pallavi (2023), observed that talent acquisition is a critical process for any organization, as it involves identifying and hiring the best and most qualified candidates to fill job positions. In today's digital age, e-recruitment has become an increasingly prevalent technique for talent acquisition due to its efficiency and cost-effectiveness. Talent acquisition has seen its transformation from analogue recruiting to the digital recruiting where it allows cost efficiency as a result of the replacement of paper-based recruitment (Black & Esch, 2020). On the other hand, it allows easier access for job seekers to seek and apply for jobs. As a result, digital recruiting provides large number of job applicants for companies to evaluate (Black and Esch, 2020). To recruit and hire an individual talent, organisations must align their planning and talent acquisition strategy across departments to spot, target, and attract the foremost qualified candidates for a given role. Talent acquisition teams also are liable for developing employer branding and communicating that brand to potential candidates. Huang, Ahmed, E. R., et.al., 2018 in Cavaliere, et al 2021), observed that E-recruitment takes place when an organisation uses the internet, specific online websites, social media etc for companies to post a vacancy about a exact position and where people looking for employment can post their resume where it matches.

Almed et al, (2018) noted that artificial intelligence can examine, study, analyse, and understand candidates' facial expressions, sound and body language. So, it compares these features with the talented employees and consequently recommends the most appropriate candidate to those involved in the recruitment exercise. Recruitment and selection are some of the major functions of HRM that have been affected by technological development. Lately, the use of artificial intelligence in the recruitment process is frequently increasing. In the late 1990s, Labour market, had begun to experience economic challenges that witnessed a call for highly skilled candidates (Hamdan, 2019). For organisations to meet the need of their customers in this era of stiff competition, it needs to hire talents from the labour markets (Nawaz and Engineering, 2019).

STATEMENT OF THE PROBLEM

The acquisition of talents has witnessed its transformation from analog recruiting to the digital recruiting whereby the process allows cost efficiency as a result of the replacement of paper-based recruitment (Black and van Esch, 2020). It allows easier access for job seekers to seek and apply for jobs. Consequently, digital recruiting provides huge number of job applicants for companies to evaluate (Black and van Esch, 2020; Stone et al., 2015; Stone et al., 2013).

Many researchers have recently emphasized on the importance of employee's recruitment through online and social media platforms to reduce time, cost and to increase efficiency for both the job applicants and organisations that make use of e-recruitment as a method for hiring candidates. There is very minimal literature on active and passive candidates hiring, henceforth a huge scope for research in these areas. Experimental studies on same are lacking. The perspective of recruiters and employers on active and passive candidates and efficiency in using web 2.0/social media platforms are very uncommon, hence the need for this study to bridge the gap in literature.

CONCEPTUAL FRAMEWORK

The conceptual framework of digitalization in talent Acquisition and Labour Market is shown in figure 1 below.

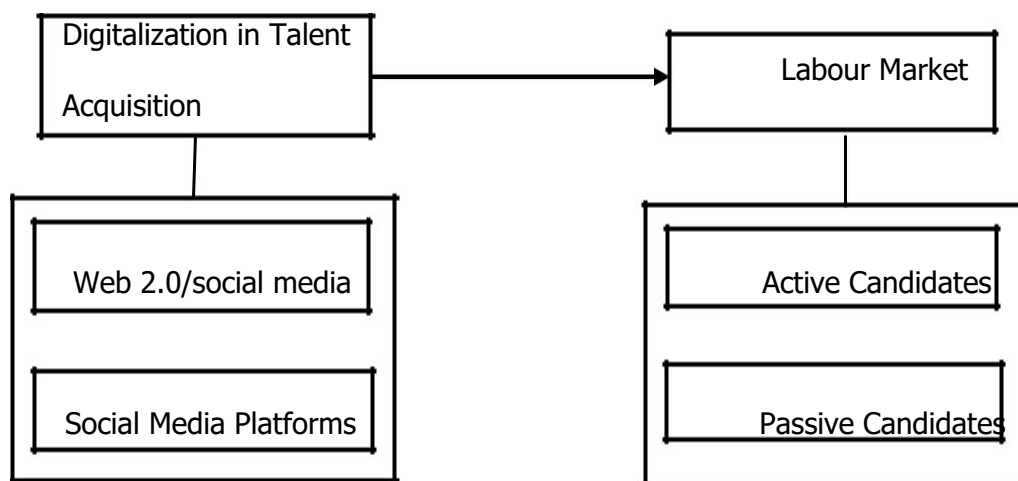


Fig. 1 conceptual framework of digitalization in talent Acquisition and Labour Market.

Source: Desk Research (2024)

THE AIM AND OBJECTIVE OF THE STUDY

The main objective of the study is to investigate the impact of digitalization in talent acquisition on labour market. Specifically, the study sought to:

1. Examine the influence of web 2.0/social media in hiring active candidates in Nigeria Customs Service?
2. Ascertain the influence of web 2.0/social media in hiring passive candidates in Nigeria Customs Service?
3. Ascertain the influence of social network platforms in hiring active candidates in Nigeria Customs Service?
4. Determine the influence of social network platforms in hiring passive candidates in Nigeria Customs Service?

RESEARCH QUESTIONS

1. To what extent does web 2.0/social media influence the hiring of active candidates of Nigeria Customs Service?
2. To what extent does web 2.0/social media influence the hiring of passive candidates of Nigeria Customs Service?
3. To what extent does the use of social network platforms in hiring influence active candidates of Nigeria Customs Service?
4. To what extent does the use of social network platforms in hiring influence passive candidates of Nigeria Customs Service?

REVIEW OF RELATED LITERATURE

Concept of Digitalization

Black and Esch (2020), noted that the trend in recruitment has very much witnessed transformation from the stage of analogue recruitment to the digital method such as:

(1) Digital Recruiting web1.0

(2) Digital Recruiting web 2.0

Digital recruitment - web 1.0 This began in the mid to late 1990, a symbol of transition from analogue recruitment to the digital recruitment. (Paramita, 2020). It was indeed characterized by source of information that could be delivered and accessed via the internet. The digital job boards could provide ample job descriptions and spread them widely at a very minimal cost as a result of the replacement of papers work with the internet. So, the candidates just simply go to the digital job boards to search and filter relevant jobs and afterward apply for the job directly via digital job boards. (Black and Esch, 2020).

Dimensions of digitalization in talent acquisition

There are several dimensions of digitalization in talent acquisition found in literature, this study utilized web 2.0/social media, social media network platforms and web 3.0 AI and Active candidate and passive candidate as the dimensions of labour market.

Web 2.0/Social media

This emerged a decade after the introduction of the digital recruiting 1.0 and it was primarily characterized by two substantial developments. The first transformation was the ability to incorporate multiple individual jobs from different sources into a single platform. In job seekers' perspective, it simplified their searching for relevant or unique jobs across multiple job boards in one platform. In companies' perspective, it made their efforts more effective and efficient to reach the potential and talented candidates across all the job platforms. The second change is the development of digital professional social network platform such as LinkedIn which was launched in 2003. At LinkedIn, employers can find talented people by providing an Employee Value Proposition (EVP) in their advertisement, via employer branding (Trost, 2019). EVP, provides an authentic, unique and relevant answers to the questions, why anybody should be interested in working at a particular company or why anybody should apply for a specific job, employer branding (Trost, 2019). LinkedIn has emerged as a leading professional networking and job search platform all over the world, with over 7.5 million users based in Nigeria, according to World Population Review.com. It is built as a social media based on professional background and motives that allows people to connect on the basis of professional motives and to form professional networks and communities of interest to exchange information. (Black & Esch, 2020). Social networks such as YouTube and Blogs are also used to find talented and potential employees (Trost, 2019).

According to Akpanabia and Opara (2018), posited that the use of web 2.0 technology for most human resource management functions is basically due to inadequacy of the traditional paper-based process. Social network sites such as LinkedIn, Facebook, Twitter, Google, Blogs, Xing, Youtube can supply recruiters a huge amount of information regarding potential and talented candidates (Hosain, et al., 2020).

Social Media Network Platforms

The use of social media in digital recruitment is useful as it facilitate interaction between people in the society, that is the labour market which are networks (Trost, 2019) as well as employers and job applicants as information flows from organisation to the job applicants or from job seekers to employers in a simplified manner. (Mindia& Hoque,2018; Gougou, Paschal & Shamaieva, 2023). This also make it easy to filter and screen the job applicants, which makes it easy for employers to weed out the unqualified job applicants easily. Even on the side of job candidates, the social media sites make it easy for job applicants to view the requirements posted by the employer and relate it with his or her qualifications and reach to the decision on whether to apply or not apply for the job which have been advertised (Iqbal, et al, 2018). The use of digital platforms in different professional activities including management, daily communication, marketing, sales as well as talent acquisition has been essential in recent years (Gougou Paschal, 2022). These digital platforms provide a link between job seekers and employers who are looking for qualified and talented employees. Numerous public organisations in Nigeria have adopted digital recruitment. These social media platforms include, Youtube, LinkedIn, Blogs, Facebook, etc.

Job boards: This technique of digital recruitment has also been applied in most Nigerian organisations. These job boards are very useful in showing the list of jobs through different outlets such as internet, recruitment agencies or university websites In the job boards, employers publicized a job vacancy, displaying the requirements, academic qualifications, job description, experience and so on, which a job seeker can view and match with his/her qualifications. (Monteiro, Correia, &Gonçalves, 2019).

Web 3.0 Artificial Intelligence

Digital recruiting web 3.0 refers to its key element of AI in digital recruiting. The underlying background of digital recruiting through web 3.0 are driven by the two consequences generated by two prior digital recruiting epochs. The first element was that of introduction to internet, it has reduced inefficiencies hence minimizing friction in recruitment process and subsequently

increasing the amount of job applications. The second element was the acknowledgement of human capital as the important source of firms valued and competitive advantage. (Black & Esch, 2020). Though it seems good to have more job applications, the fewer barriers in applying for jobs can lead to more unqualified candidates applying for jobs. As a result, companies have to deal with large amounts of applications to be evaluated. Therefore, technology advancement such as AI have contributed to assist further in effective and efficient processes of recruitment and selection. In its application, artificial intelligence could examine, study, analyse, and understand candidates' facial expressions, tonality, and body language. subsequently, it compares these characteristics with the talented employees and therefore proposes the best fit candidate to recruiters. Upadhyay and Khandelwal (2018, in Deshpand, A. 2018), observed that AI assistant, with its AI and natural language processing abilities, can build engagement with job candidates through the web, mobile platforms, and social media in a form of messages or dialog box.

Artificial intelligence has been used in different stages of talent acquisition (Ibrahim & Hassan, 2019; Albert, 2019; Heric, 2018) as summarized in a table under.

Phase	Type of AI Application for Talent acquisition
Sourcing	Multi-database candidate sourcing: The automated AI to scan from various databases or webs such as LinkedIn, Glassdoor, Blogs, Youtube etc (Ibrahim and Hassan, 2019; Albert, 2019) Targeted job advertisement: Using AI, ML, to accurately recommend job ads to the relevant applicants (Albert, 2019)
Screening	CV Screening software, video screening interview, automated scheduling (Albert, 2019); Selection tools on resume based through algorithm support (Heric, 2018); Customized pre-screening questions, chatbot for candidate screening and engagement, automation in resumes screening (Ibrahim and Hassan, 2019)
Selection	Video Interview assessment with facial recognition, voice analysis, and word choice (Heric, 2018); AI-Powered psychometric testing (Albert, 2019)

Source: Adopted from the work of Dhyana Paramita (2020)

In the context of recruitment, studies have been done to explore the applications of AI in recruitment (Nawaz and Gomez, 2019; Raviprolu, 2017, Albert, 2019), the benefit and the implications for business process (Loebbecke & Picot, 2015; Upadhyay & Khandelwal, 2018), impact on diversity recruitment (Altemeyer, 2019), and the job applicants' perspective towards AI-based recruitment (Esch et al., 2018). In addition, the higher volume of applications, as a result of smaller resistance on digital recruiting, is unavoidable and screening tasks can be efficiently performed due to the utilization of artificial intelligence which results to the reduction of time to hire and to win over the war of talent acquisition (Black & Esch, 2020). The use of technology operation has been a focus to dealing with the challenge of high volume of administrative tasks involved in recruitment. The use of Artificial intelligence in organisations allows improved efficiency and effectiveness (Walford-Wright & Scott-Jackson, 2018). Businesses saves a lot of time because AI has taken over the administrative responsibilities within the recruitment process (Hmoud, 2019). Trost, (2019), observed that personnel selection decisions are made based as far as possible on artificial intelligence, appropriate algorithms and big data. This enables employer to achieve greater efficiency and objectivity.

Altemeyer 2019, in Deshpande, (2018) in a study found that the new AI-based process implemented in international hotel group has reduced candidate assessment from two days into one day and saved £250,000 per year. While, in the same research, a case study in international beverages company shows that the process of application review has been reduced from two weeks into three days.

Concept of Labour Market

According to Trost (2019), labour market exist outside the organisation, stressing that even the world is also a labour market, where people find job through networking and social relations. Employees of organisations already know their next new hire even before hiring activities begins. In the late 1990s, Labour market began to experience economic challenges that witnessed a high demand for highly skilled candidates (Hamdon, 2019). Nawaz and Engineering (2019) noted that for organisations to meet the need of their customers in this era of competition, it need to hire talents from the labour markets.

Dimensions of Labour Market

Active Candidates

Trost, (2019) observed that Active candidates are those who are unemployed and desperately looking for jobs They visit job portal and career web sites in search of job openings. They are probably close to university graduation.

Passive Candidates

Currently, to target the best and talented candidates' firms are focusing on targeting passive job candidates as they are successful professionals who have demonstrated their value in their professional space. Karishma (2016), observed that vast majority of prospects as high as 73% are passive candidates who are not actively seeking for jobs, but are open to new opportunities. The author not that the above assertion was found to be true in the case of social networking sites such as LinkedIn where majority of prospects were passive candidates. Today, firms are emphasizing on the trends of attracting passive candidates (Hart, 2015)

Theoretical Framework

Two theories were adopted to guide the study. These theories include Technology Acceptance Model (TAM) and one Human Resource related theory which is; Objective Theory. Technology Acceptance Model was developed by Davis (1986), and it is viewed as the mostly cited model elucidating technology acceptance behaviour among users. This theory was developed from social psychology theory and Theory of Reasoned Action (TRA) (Fishbein, & Azjen, 1975). The Theory of Reasoned Action opined that beliefs impact attitudes, however leading to intentions and so create pattern of behaviour. In the same vein, Davis (1986, 1989) states that perceived usefulness and

perceived ease to use, determines attitude towards the use, which impact on behaviour intentions to use, then the system usage can actually be accomplished. Consequently, the above assertions actually define the concept of deploying digital platforms in the recruitment process in public as well as private organisations.

Objective Factor Theory

This is a rational method used by applicants to make decision about a certain job opportunity (Behling, 2018). The theory is mostly applied for applicants seeking for additional tangible employment assistances features such as pay and bonuses, career development opportunities, position, good working conditions, nature of job as well as career growth. Employers on the other side, use this theory for more rational, seeking for special employee qualifications, years of experience as well as academic qualifications (Anand & Devi, 2016). Expectations of employees are high when using objective theory, for instance through this theory, job seekers expect to get better working conditions from employers, better salary, compensation, benefits and promotions, the requirements that public sector organization possess (Deering et al (2019). The weaknesses of objective theory is that the focus is merely on employee benefits, regardless of customer care which require subjective factors such as confidence and personality (Anand& Devi, 2016).

Relevance of the adopted theories to the study

Technology Acceptance Model (TAM) is most relevant to the study for example, it addresses very crucial issues concerning the adoption of technology use via digital platforms such as websites, portal, job boards and social media by ways of promoting recruitment processes. Maximum numbers of vacancies have been recently uploaded in digital platforms like websites, portal, job boards, LinkedIn and so many other social media. However, acceptance of technology use is imperative for employees to get a job as well as employers as a means of attracting potential and qualified employees. In the process, once employees perceived that digital platforms are useful and ease to use for seeking job opportunities, and employers on other hand also perceived it is useful and ease to search for qualified and potential employees via digital platforms, it would automatically produce positive attitude, afterward behavioural intentions to make use digital platforms would be obvious. This theory is connected to Human Resource related theories of recruitment including Objective Theory as its procedure can be proclaimed with ease through digital platforms. For example, through objective theory, employers expect to get educationally qualified and talented employees by using digital platforms, and employers can as well obtained a wide range of qualified applicants applying for a particular job. Objective Theory is relevant to this study as employers like Nigerian Customs Services expects different attributes from prospective employees, including academic qualifications, job experience as well as special qualifications or other major achievements (Kaur, 2015). On the side of employees, candidates may be attracted by the working condition, high salary, compensation, opportunity for training, benefits, and promotion which NCS can offer. Employers can find talented people by providing an Employee Value Proposition (EVP) through digital platform like LinkedIn in their advertisement, via employer branding (Trost, 2019). EVP provides an authentic, unique and relevant answers to the questions, why anybody should be interested in working at a particular company or why anybody should apply for a specific job, employer branding (Trost, 201

Empirical Literature Review

This part covers the review of previous studies related to this topic in accordance to the study's specific objectives.

Sahana, et al (2023), conducted a study on the effectiveness of talent acquisition through E-recruitment in Bangalore. A quantitative and survey methods were adopted. Three research questions and hypotheses were used to guide the study. The sample unit was employees of SBDK Technologies. The method of data collection was questionnaire. For data analysis was Chi-square test. The study revealed that e-recruitment can be an effective tool for employers in searching for top talents. It allows for a wider reach and faster response time compared to traditional

recruitment methods. It is efficient and cost-effective. The findings of this study in line with the present study.

Similarly, Pessis and Frederick (2012 in Leonidas & Tibuhinda, 2023)) in their study they assessed different ways of electronic recruiting and their impact on the Human Resource Department in comparison to traditional recruitment methods and tools. The findings of this study revealed that e-recruitment is effective in some aspects of recruitment process such as time and cost saving, and searching for mob of candidates, but in some aspects such as recruitment of qualified staff, e-recruitment has the same effectiveness as that achieved in the traditional recruitment process. The online recruitment through digital platforms like job boards has many benefits, as found by Leonidas & Tibuhinda, (2023).

Navdeep (2010 in Leonidas & Tibuhinda, 2023), conducted a study concerning the influence of digital platforms such as websites in promoting recruitment process, says that internet allows every organization to reach number of mobs very easily and effectively. In his study he found that communicating with possible applicants through company website brings about more advantages such as attraction of an organization and simplifies connection of an organization with competent employees that helps an organization achieve its goals and objectives. The use of individual company's website has several benefits including recruitment of mob of candidates and cost saving. In Tanzania, according to Mwash, (2013 in Leonidas & Tibuhinda, 2023) websites are commonly used in the recruitment process in most of private and public companies. The websites installed in different organizations are used for different purposes including recruitment and marketing. Example of the companies commonly use their company websites in recruitment process include Bank of Tanzania (BOT), National Microfinance Bank (NBC, CRDB Bank Limited and National Bank of Commerce (NBC). In a study on how organizational website characteristics influence applicant attraction, Cober, Brown, Keeping, and Levy (2004) found that the way a website is designed, which includes its appearance and contents makes job candidates attracted to apply for a job through website like the way people finds a building attractive. This influence both initial reaction as well as future job applicants' attitude towards using websites to seek and apply for jobs advertised by different organizations.

Musa, Junairi and Bujang (2006 in Leonidas & Tibuhinda, 2023), conducted a study on enhancing the usability of the Sarawak Government Website Malaysia's E-recruitment website, and found that the length of website page facilitates successful use of websites in the job application process. This is because the job applicants use to complete the sections in the job application sheet by tracing back and forth in order to ensure that they have felt relevant information on the website page.

Kamalaravan (2019 in Leonidas & Tibuhinda, (2023)) conducted a study on the effectiveness of job portal and networking sites recruitment. This study revealed that the use of digital platforms in recruitment process especially telephone interview has shown some weaknesses such as employing less qualified candidates. This is because it is too hard to filter job applicants well through telephone interviews. The study revealed that this kind of interview should not be encouraged, instead employers should remain in using face to face interviews. On the other hand the study shown that job portals and networking sites are too potential in promoting effectiveness of recruitment process. Hence, the study highly emphasized the use of job portals and networking sites in the recruitment process.

Mindia and Hoque (2018 in Leonidas & Tibuhinda, (2023)) conducted an empirical study on entities of Bangladesh in order to find out the effect of e-recruitment and the Internet on the recruitment process. This study found that effectiveness of e-recruitment can be realized if proper trained personnel for this job have been in charge of the recruitment system. Therefore, organizations should properly invest in long term digital recruitment plans such as deployment of portal and websites in the recruitment process.

Cavaliere, et al. (2021) investigated the impact of E-Recruitment and Artificial Intelligence (AI) Tools on HR Effectiveness: The Case of High Schools. The researcher adopted descriptive statistics, Pearson Product Moment Statistics in the work. Three research questions and three hypotheses were raised to guide the study. A sample size of 114 employees was drawn from the high schools in India.

The results revealed that there is a proportional relationship between implementing technology in School and saving costs since it showed a correlation of 0.438, which is considered a positive coefficient, meaning that if the technology is implemented in School, it tends to save around 43.8% of the costs in the human resources. The results also showed a proportional relationship between saving costs and employees skills, since the Pearson Coefficient showed 0.398, which means that the more the employees are qualified, the better the implementation of e-recruitment practices will take place, which will save 39.8% of the costs in the HR department of School. Finally, the relationship between time management and the implementation of e-recruitment practices showed a Pearson Coefficient of 0.493, which means that the implementation of e-recruitment practices in School tend to save 49.3% of the time in the human resources department.

Gaps in Reviewed Literature

From the empirical studies reviewed, digitalization in talent acquisition has been found to positively promote high level of speed, time saving, reduction in paperwork and organisations efficiency in recruitment processes. Today most researchers who undertake similar studies in various cities and organizations still relate digitalization to easy way of finding talented people. It was observed to the best of my knowledge that none of the previous studies used the dimensions of digitalization in talent acquisition (i.e web 2.0 and social media platforms), and the dimensions of Labour market (active candidates and passive candidate). Unfortunately, studies that examine the influence of digitalization in talent acquisition on Employment of active and passive candidates is also yet to be explored.

METHODOLOGY

The study adopted descriptive survey design. The population of the study comprised all top management team, Public Relations Officers selected from Nigeria Customs Service, specifically, Abuja Command Unit and Rivers State Area One Command, Nigeria. The justification for these two areas was on the premise that Abuja Command Headquarters is responsible for recruitment in all the States in Nigeria which is normally done online, and human resource management of the NCS, while Rivers State Area One Command is the headquarters of that zone, responsible for operations. The study was a census study because the population is small making it a total of (50 respondents). Questionnaire survey were distributed on online via official emails and popular social media apps like WhatsApp and Instagram and face-to-face interviews. The questionnaire was structured using a modified four (4) point Likert scale which was ranged from Strongly Agree, Agree, Disagree to Strongly Disagree. The validity of the research instrument was determined, while its reliability was confirmed using Cronbach's Alpha reliability coefficient range from 0.70 threshold as advocated by Neuman (2006).

RESULTS AND DISCUSSION

1 To what extent does web 2.0/social media influence the hiring of active candidates of Nigeria Customs Service?

S/N	ITEM	SA	A	DA	SD	Mean	Standard Deviation
1	Web 2.0 platforms enhance the ability of the Nigeria Customs Service to identify active job seekers	20	18	8	4	3.08	0.93
2	Social media tools reduce the time required to hire active candidates effectively.	22	15	7	6	3.06	1.027
3	The use of social media by the Nigeria Customs Service helps attract more qualified active candidates	18	20	10	2	3.08	0.84
4	Social media platforms improve transparency in the hiring process for active candidates.	16	21	9	4	2.98	0.91
5	Web 2.0 platforms allow the Nigeria Customs Service to access a larger pool of active candidates.	25	18	5	2	3.32	0.81
Grand total Mean/SD						3.104	0.90

Table 1.0 show an encouraging perception in the subject of Web 2.0 and SMM in regard to the active candidate's recruitment for the Nigeria Customs Service. The total mean is 3.104 which means that across all the proposed platforms, on average, the respondents agreed that recruitment of active candidates is made easier by enhancement of various aspects of the process. As it relates to the web 2.0's value, the item "Web 2.0 platforms have facilitated the ability of the Nigeria Customs Service to tap from a pool of more active candidates" attracted the highest mean response of 3.32 on the 4 Likert scale admitting strong agreement of the statement. The overall mean score, which is 2.98, was obtained for the statement "Social media platforms help in enhance transparency of the recruitment process for the active candidates," but it is above the disagree term, and therefore there is a moderate agreement. $P < 0.05$) and $Co = 0.975$, while the standard deviation values are ranging from 0.810 to 1.027 which indicates that many responses are located near the mean and few away from the mean. Hence, to a high extent, web 2.0/social media influence the hiring of active candidates of Nigeria Customs Service.

2. To what extent does web 2.0/social media influence the hiring of passive candidates of Nigeria Customs Service?

6	Web 2.0 platforms effectively identify passive candidates for recruitment by the Nigeria Customs Service.	10	Web 2.0 platforms enable the Nigeria Customs Service to reach a diverse group of passive candidates.
Grand total Mean/SD			
7	Social media tools help convert passive candidates into active applicants for the Nigeria Customs Service		
8	The Nigeria Customs Service effectively uses social media to build relationships with passive candidates.		
9	Social media platforms enhance visibility of different jobs available and reaching a large pool of candidates		

SA	A	DA	SD	Mean	Standard Deviation							
						20	19	7	4	3.1	0.92	
15	22	10	3	2.98	0.86	18	21	6	5	3.04	0.94	
12	20	12	6	2.76	0.95						2.9	0.91
14	23	9	4	2.94	0.88							

The results in table 2.0 show over mixed impression or perception of Web 2.0 and social media platform in hiring passive candidates in the Nigeria Customs Service. All the items average with a grand mean score of 2.9 this suggests that majority of the participants agree with the notion that these platforms can be effective in identifying passive candidates. But there is significant variation shown in the responses with standard deviations between 0.86 and 0.95 indicating difference of opinion. As expected, more agreement was obtained for items 'like visibility of different jobs available and reaching a large pool of candidates' (mean, 3.1, and 3.04, respectively). Somewhat less agreement was obtained for items like changing passive job seekers into active ones by mean score of 2.76. More so, the data confirms that there is agreement among respondents regarding the positive impact that social media has for recruitment, but it shows that this impact is somewhat stronger in some of the respondents. Hence, to a low extent, web 2.0/social media influence the hiring of passive candidates of Nigeria Customs Service.

3. To what extent does the use of social network platforms in hiring influence active candidates of Nigeria Customs Service?

S/N	ITEM	SA	A	DA	SD	Mean	Standard Deviation
11	Social network platforms help the Nigeria Customs Service target passive candidates effectively.	17	20	8	5	2.98	0.95
12	Social network platforms improve the engagement of passive candidates with the Nigeria Customs Service.	16	22	9	3	3.02	0.86
13	The visibility of job postings on social network platforms attracts passive candidates to the Nigeria Customs Service.	19	20	8	3	3.1	0.88
14	Social network platforms enable the Nigeria Customs Service to build long-term relationships with passive candidates.	18	21	7	4	3.06	0.90
15	The use of social network platforms increases the chances of hiring passive candidates for the Nigeria Customs Service.	20	19	6	5	3.08	0.96
Grand total Mean/SD						3.05	0.91

Table 3.0 show a positive attitude towards the position of social network platforms in determining the employment of active candidates to the Nigeria Customs Service; a mean score of 3.05 revealed that participants agreed. There is no doubt that the item labelled "The use of social network platforms leads to higher employment of desirable and competent individuals for the Nigeria Customs Service" received the highest mean score of 3.08 and showed that most respondents agreed that, indeed, social network platforms boost or significantly enhance the employment of passive candidates. The lowest mean score of 2.98 was obtained on the item "Social network platforms enable the Nigeria Customs Service identify and target passive candidates effectively". The coefficients of variation amount to 0.86-0.96, which signal moderate variability in the respondents' opinion with most being near average. In general, these findings show that to high extent, social network platforms influence the hiring of active candidates of Nigeria Customs Service.

To what extent does the use of social network platforms in hiring influence passive candidates of Nigeria Customs Service?

S/N	ITEM	SA	A	D	SD	Mean	Standard Deviation
16	Web 3.0 AI tools enhance the efficiency of identifying active candidates for the Nigeria Customs Service.	22	18	6	4	3.16	0.92
17	The use of web 3.0 AI improves the accuracy of matching active candidates to job requirements in the Nigeria Customs Service.	19	21	7	3	3.12	0.86
18	AI-powered tools reduce the time spent on screening active candidates for the Nigeria Customs Service.	21	20	5	4	3.16	0.90
19	Web 3.0 AI enhances the ability of the Nigeria Customs Service to assess active candidates' skills and qualifications effectively.	18	22	7	3	3.1	0.85
20	The use of web 3.0 AI improves decision-making in hiring active candidates for the Nigeria Customs Service.	20	19	6	5	3.08	0.95
Grand total Mean/SD						3.12	0.89

In table 4.0 the mean score for the level to which Web 3.0 AI tools impact the active candidate hiring at the Nigeria Customs Service with an overall mean score of 3.12, an indication of strong positive agreement. Among the items generated, the highest mean score of 3.16 reflected the positive reaction of the respondents towards the use of the Web 3.0 AI tools in improving the efficiency of shortlisting of active candidates for the Nigeria Customs Service. Likewise, equating active candidates equal to items, statements such as "AI integrated applications, cut down the time it takes for the recruitment process to screen active candidates" and "Web 3.0 AI enhances the matching of active candidates with appropriate job specifications" were given a mean score of 3.16 and 3.12 respectively an indication of high consensus regarding the effectiveness of AI in the timely and effective execution of recruitment exercises. The least mean score of 3.08 was registered on this item: Web 3. 0 AI assists in decision making on hiring active candidate for the Nigeria Customs Service but it is agreement. The variability, indicated by the standard deviations of between 0.85 and 0.95, means that the respondents' answers mostly ranged from moderate to high, indicating that respondents shared similar perceptions on the recommended reforms. The study revealed that, to high extent, the use of social network platforms influence the hiring of passive candidates of Nigeria Customs Service.

CONCLUSION

Nigeria Customs Service is fully digitalized in terms of talent acquisition. Once the Federal Government of Nigeria has given order for employment, all applications are submitted online via a handle e-vacancy or www.vacancy.customs.gov.ng.

Artificial Intelligence (AI) has demonstrated to be effective methods of talent acquisition. They have revolutionized the way organisations search for and hire new employees, as well as provides a wider pool of candidates, reduces recruitment costs and time, and allows for a more efficient screening process. The use of online job boards, social media platforms, and applicant tracking systems have made it easier for recruiters to find the most qualified candidates speedily.

However, since most of the interviewees have not used AI for screening and selection, we advocate for the use of other tools that are deemed very effective to assist employers in decision making such as competence-based questionnaires, personality test, cognitive test, and other accessible tests which are relevant with company's requirements. The provisions of available tools to support decision making is essentially to ensure that the assessment works most objectively for the selection of the best qualified and suitable candidates.

RECOMMENDATIONS

The study recommends as follows:

1. That online recruitment is most appropriate in Nigeria Customs Service because it helps to reduce nepotism/favoritism that has eaten up the country.
2. That web 2.0/social network platforms should be used for recruitment, because findings showed that to a high extent, it influenced the hiring of active candidates of Nigeria Customs Service.

That Web 3.0 AI tools should be used by Nigeria Customs Service because AI integrated applications, cut down the time it takes for the recruitment process to screen active candidates and enhances the matching of active candidates with appropriate job specifications.

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