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Chapter 4

Recruitment System and Workforce Resilience of Oil Firms in Rivers State

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Abstract

An effective recruitment system is closely linked with succession planning, ensuring that the organization has a pipeline of talent ready to step into key roles when needed. This reduces the impact of turnover or unexpected departures on operational continuity. A proactive recruitment system that continuously sources and engages potential candidates ensures that the organization can quickly fill vacancies, minimizing disruptions and maintaining operational stability. A well-structured recruitment system allows the organization to rapidly scale its workforce up or down in response to market demands, project needs, or unexpected challenges, thereby enhancing organizational agility and resilience. A strong recruitment system focuses on hiring high-quality candidates who are not only skilled but also exhibit strong problem-solving abilities and resilience. These qualities contribute to a workforce capable of maintaining high performance even under pressure. Recruitment processes that emphasize past performance and the ability to thrive in challenging environments help build a workforce that is resilient and able to contribute positively to the organization's goals.

Introduction

Recruitment function of HRM process has become most exposed to the internet and information technology and many firms now use recruitment system rather than the conventional method of employee recruitment. The use of these systems has drive the process to be electronic. Thus, electronic recruitment allows organization to reach a broader audience of potential candidates. By utilizing online job boards, social media platforms, and their own websites, organization can attract applicants from diverse backgrounds and geographical locations (Adewoye & Olugbenga, 2018). This expanded reach is crucial in the competitive oil sector, where attracting top talent is essential for maintaining a competitive edge. Traditional recruitment methods often involve significant costs related to advertising in print media, hiring recruitment agencies, and conducting in-person interviews (Ajayi & Ahmed, 2022). E-recruitment significantly reduces these expenses by leveraging digital platforms that are often free or low-cost. This cost-effectiveness allows firms to allocate resources more efficiently, focusing on other critical areas such as training and development. Electronic recruitment facilitates targeted outreach efforts aimed at promoting diversity within the workforce (Ahmed, 2019).

RECRUITMENT SYSTEM AS INFIRMATION SYSTEM

An employee information system (EIS) in oil firms, like in other industries, is a digital platform designed to manage and streamline human resource (HR) processes. These systems are crucial in the oil and gas industry, where managing a large, diverse, and often geographically dispersed workforce is essential. An effective EIS in an oil firm ensures that HR processes are handled efficiently, supporting the company's operational needs and regulatory requirements. The oil and gas industry is heavily regulated, requiring strict adherence to safety and environmental standards. An effective EIS helps firms maintain compliance by tracking employee certifications and training

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requirements. It also facilitates accurate reporting to regulatory bodies by providing timely access to necessary documentation and data analytics (Almazán, *et al.*, 2017).

Oil firms often operate across multiple locations, including remote and offshore sites. An EIS helps manage a large, geographically dispersed workforce efficiently, ensuring that HR processes are streamlined and consistent across all locations. The oil industry is highly regulated, especially concerning safety and environmental standards. An EIS tracks compliance with these regulations, including safety training, certifications, and incident reporting, reducing the risk of non-compliance penalties (Okpokwasili, 2018). Automating routine HR tasks like payroll, leave management, and performance reviews reduces administrative burdens, allowing HR teams to focus on strategic initiatives. Efficient management of human resources ensures that the right personnel are available where needed, whether for ongoing operations or special projects. Okeke (2021) averred that an EIS ensures that employees have completed necessary safety training and that incidents are reported and addressed promptly. This is crucial in an industry where safety is paramount. Managing health benefits, tracking medical records, and ensuring access to healthcare are vital, especially for employees working in hazardous or remote environments. Efficient leave management and support for employee well-being can improve job satisfaction and reduce turnover in an industry known for its demanding work conditions.

Although, these systems can be prone to errors, difficult to integrate with newer technologies, and costly to maintain. The reliance on legacy systems can also impede the implementation of more efficient processes and technologies that could enhance employee management. Maintaining high-quality employee data is crucial for effective HR operations. However, issues such as duplicate records, outdated information, and incomplete data entries are common in many oil firms' employee information systems (Oladejo, & Adereti, 2010). Poor data quality can lead to erroneous reporting, compliance issues, and inefficient HR operations. In many organizations, there is often a lack of clear governance regarding employee data management. Without defined roles and responsibilities for overseeing employee information systems, it becomes challenging to enforce data quality standards or ensure compliance with regulations. Employee information systems need to integrate seamlessly with other business applications (such as payroll processing software or performance management tools). However, integration challenges often arise due to incompatible technologies or disparate data formats used across different platforms (Owino & Jemaiyo, 2015).

However, Nthiga and Samson (2024) opined that employee information system provides HR and management with valuable insights through data analytics, helping in strategic decision-making. This could include identifying trends in employee turnover, training needs, or areas for improvement in safety practices. Historical data on workforce trends can aid in future workforce planning, including recruitment, training needs, and succession planning. Providing employees with access to their information, benefits, and HR services enhances transparency and engagement, leading to higher job satisfaction. Tracking training and development programs helps in career progression planning, which can improve retention in an industry where skilled labor is in high demand. An EIS that integrates with other business systems (e.g., ERP, project management) ensures seamless communication and data sharing across departments, improving overall operational efficiency (Nnaji, 2023). Within the context of this study, recruitment system, manager/employee self-service portals and HR analytics/reporting system are considered as dimensions of employee information system.

Recruitment System

A recruitment system serves as an all-in-one platform that enhances efficiency in recruiting while improving the experience for both candidates and HR professionals. A Recruitment System is a comprehensive software solution designed to streamline and enhance the hiring process within an organization (AlHamad, *et al.*, 2022). It encompasses various functionalities that assist human resources (HR) teams in managing the recruitment lifecycle, from job posting to candidate selection and onboarding. A robust recruitment system helps oil firms identify, attract, and retain skilled workers who are essential for maintaining operational efficiency and meeting production demands. By streamlining the hiring process, companies can fill critical roles more quickly and

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effectively. A well-implemented recruitment system automates various stages of the hiring process, such as candidate sourcing, screening, and selection. This automation reduces the time spent on administrative tasks, allowing HR teams to focus on strategic initiatives that enhance workforce quality. For instance, utilizing applicant tracking systems (ATS) can help manage applications efficiently and ensure that qualified candidates are not overlooked (Patel & Dhal in AlHamad, *et al.*, 2022).

A recruitment system is a digital platform or software designed to streamline and automate the hiring process for organizations. It facilitates the end-to-end recruitment process, from job posting to onboarding, helping companies find, evaluate, and hire the best candidates efficiently. A comprehensive recruitment system enables oil firms to actively seek diverse candidates from various backgrounds, thereby fostering an inclusive workplace culture. This approach not only enhances team dynamics but also aligns with broader societal expectations regarding corporate responsibility. Effective recruitment systems allow oil firms to engage in strategic workforce planning by analyzing labor market trends and forecasting future hiring needs (Vahdat, 2021). This proactive approach ensures that companies are prepared for shifts in demand or changes in operational requirements, ultimately leading to better resource allocation. A strong recruitment system contributes to building a positive employer brand by enhancing the candidate experience throughout the hiring process. Companies that prioritize effective communication, transparency, and engagement during recruitment are more likely to attract top talent who resonate with their organizational values. Application tracking and source of hire area seen as manifestations of recruitment system.

Application Tracking: Application tracking refers to the process of managing and monitoring job applications through an applicant tracking system (ATS). An ATS is software that automates the recruitment process by collecting, organizing, and analyzing candidate information submitted for job openings. It allows employers to streamline their hiring processes by tracking each applicant's progress from submission to hiring decision (Shamout, *et al.*, 2022). Application tracking enhances efficiency in recruitment by providing a structured approach to managing candidate data throughout the hiring process.

Source of Hire: Source of hire (SoH) is a metric that indicates the percentage of overall hires that entered a company's recruitment pipeline from various recruiting channels or sources. These sources can include job boards, employee referrals, direct sourcing, staffing agencies, career fairs, and more. By analyzing SoH, organizations can determine which channels are most effective in attracting candidates and ultimately making hires (Shah, *et al.*, 2020). This information allows companies to allocate their recruiting resources more effectively and refine their hiring processes to improve overall recruitment outcomes. Understanding SoH helps organizations make informed decisions about where to invest their recruiting budget and efforts based on the effectiveness of different hiring channels.

Manager/Employee Self-Service Portal

Manager/employee self-service portals are crucial tools that enhance operational efficiency, improve employee engagement, ensure data accuracy, provide flexibility in remote work settings, and contribute to cost savings within organizations. A **manager/employee self-service portal** is a digital platform that allows both employees and managers to access and manage various HR-related tasks and information independently, without needing to go through HR personnel for routine activities (Luenendonk, 2017). These portals are a crucial part of modern Human Resource Management Systems (HRMS) and are designed to enhance efficiency, transparency, and accessibility within an organization. ESS portals create transparency in various HR processes. For instance, when an employee submits a leave request through the portal, they can track its status in real-time. This visibility reduces uncertainty and unnecessary follow-up inquiries, allowing both employees and managers to have clear expectations regarding timelines and approvals. As remote work becomes increasingly common, ESS portals provide essential flexibility for employees who

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may not be physically present in the office (Rehab, 2018). These web-based platforms allow employees to access necessary information and perform tasks from anywhere at any time, facilitating seamless operations regardless of location. The portal provides managers with access to HR analytics, allowing them to make data-driven decisions regarding staffing, training needs, and performance management (Cho, *et al.*, 2020).

According to Nthiga and Samson (2024), manager and employee self-service (ESS) portals significantly streamline administrative processes within organizations. By allowing employees to manage their own HR-related tasks such as updating personal information, submitting leave requests, and accessing pay stubs these portals reduce the administrative burden on HR departments. This automation minimizes manual data entry and processing time, enabling HR professionals to focus on more strategic initiatives that contribute to the organization's success. Self-service portals empower employees by providing them with direct access to the information they need at any time. This autonomy fosters a sense of ownership over their work-related tasks, leading to increased job satisfaction. Employees appreciate being able to handle routine inquiries without waiting for HR responses, which can enhance overall engagement levels within the workforce. Managers can approve leave requests, shift changes, and other HR-related tasks directly through the portal, speeding up decision-making and reducing bottlenecks (Audeh & Mansour, 2018). Direct input by employees and managers reduces the likelihood of errors in HR data, ensuring that records are up-to-date and accurate. Managers can use the portal to monitor attendance, track work hours, and manage shifts, which helps in optimizing resource allocation and ensuring that projects are staffed appropriately.

According to Bhattacharyya *et al.* (2020), manager and employee self-service (ESS) portals is a digital platform that enables managers/employees to access and manage HR-related tasks and information related to their teams, such as leave requests/approval, managing performance reviews, and overseeing employee record and other HR-related data. Implementing an ESS portal can lead to significant cost savings for organizations by reducing the need for paper-based processes and minimizing administrative overheads associated with traditional HR functions. The digital nature of these systems also supports sustainability efforts by decreasing paper usage (Haider, *et al.*, 2021). Oil firms often have a large workforce spread across multiple locations, including remote and offshore sites. A self-service portal allows employees and managers to manage HR-related tasks efficiently without needing to rely on centralized HR teams. Automating routine tasks such as leave requests, shift scheduling, and payroll management reduces the administrative burden on HR staff and allows them to focus on strategic initiatives. Employees and managers can access the portal at any time, which is particularly important in an industry where work often takes place in different time zones and non-traditional hours. Immediate access to information such as policy changes, safety protocols, or urgent announcements ensures that all employees are informed and can act quickly (Hameed, *et al.*, 2020).

Arif and Rahma (2019) posited that automating HR processes, the portal reduces the need for extensive administrative staff, leading to cost savings. Managers can monitor and manage overtime more effectively through the portal, helping to control labor costs. Employees working in remote or offshore locations can easily access HR services without needing to visit a physical office, which is especially important in the oil industry. The portal can be customized to meet the specific needs of employees working in different environments, such as offshore rigs or field operations. The portal helps ensure compliance with labor laws, safety regulations, and industry standards by maintaining accurate and easily accessible records. All actions taken within the portal are logged, providing a clear audit trail that can be invaluable during regulatory inspections or audits (Okpokwasili, 2018). Employees can access training resources and development opportunities, helping them advance their careers within the company, which is crucial for retaining skilled workers in a competitive industry. Managers can conduct and track performance reviews through the portal, ensuring that feedback is timely and that development plans are in place. Portal usage metrics and employee engagement are used here as indicators of manager/employee self-service portal.

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Portal Usage Metrics: Portal usage metrics are quantitative measures that track and analyze the interactions users have with a portal, such as a web-based application or platform. These metrics provide insights into user behavior, engagement levels, and overall performance of the portal (Audeh & Mansour, 2018). By monitoring these metrics, administrators can understand how effectively the portal meets user needs, identify popular content or features, and make informed decisions for improvements. Portal usage metrics serve as essential tools for evaluating the effectiveness of a digital platform by providing actionable insights into user interactions and preferences.

Employee Engagement: Employee engagement in oil firms refers to the level of involvement, enthusiasm, and emotional commitment that employees have towards their work and the organization. It encompasses how connected employees feel to their roles, the company's mission, and their colleagues within the oil industry. Engaged employees are not only productive but also contribute positively to workplace culture and safety, which is particularly critical in high-risk environments like oil extraction and production (Cho, *et al.*, 2020). In the oil sector, where operational efficiency and safety are paramount, employee engagement plays a crucial role. Engaged employees tend to be more vigilant about safety protocols, leading to fewer accidents and incidents. They are also more likely to innovate and suggest improvements that can enhance productivity or reduce costs. Given the volatile nature of the oil market, having a committed workforce can help firms navigate challenges more effectively.

Recruitment System and Workforce Resilience

Recruitment systems play a pivotal role in shaping workforce resilience by influencing how talent is acquired, managed, and developed within an organization. These systems include applicant tracking systems (ATS), recruitment marketing tools, and skills intelligence platforms that streamline the hiring process and enhance talent management strategies. A robust recruitment system enables organizations to identify candidates whose skills align with current and future business needs. By utilizing skills intelligence tools, companies can gain insights into their existing workforce's capabilities and identify skill gaps that need addressing. This proactive approach ensures that employees are equipped with the necessary skills to adapt to evolving job requirements, thereby enhancing overall workforce resilience in terms of talent retention, experienced team and staff flexibility

Vahdat (2021) opined .in line with the above asserted that recruitment systems that integrate learning and development opportunities foster a culture of continuous improvement among employees. When organizations prioritize ongoing training and upskilling during the recruitment process, they create an environment where employees feel empowered to grow their capabilities. This commitment to professional development not only enhances individual resilience but also contributes to the organization's adaptability in the face of change. Recruitment systems that prioritize candidate experience contribute significantly to employee engagement levels once individuals are hired. A positive recruitment experience sets the tone for new hires' perceptions of the organization, leading to higher retention rates and stronger commitment from employees. Engaged employees are more likely to exhibit resilience during challenging times as they feel valued and connected to their organization's mission. A robust recruitment system ensures that the organization attracts individuals with diverse skill sets and backgrounds (Ajayi & Ahmed, 2022). This diversity enhances the workforce's ability to handle a variety of challenges and innovate solutions, making the team more resilient. Recruiting candidates who align with the company's values and culture fosters a cohesive and supportive work environment, which is critical for resilience in stressful or high-pressure situations. By prioritizing candidates who demonstrate adaptability and a willingness to learn, the recruitment system helps build a workforce that can quickly adjust to new technologies, processes, and market conditions.

Supportively, Ahmed (2019) opined that effective recruitment systems can help promote diversity and inclusion within the workforce by implementing blind hiring practices or using algorithms that minimize bias in candidate selection. A diverse workforce brings varied perspectives and problem-

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solving approaches, which enhances organizational resilience by fostering innovation and creativity when navigating challenges. Agile recruitment systems allow organizations to quickly adapt their hiring strategies based on real-time market data or internal feedback regarding talent needs. This agility ensures that businesses can respond promptly to changes in demand or shifts in strategic direction without compromising workforce stability.

Conclusion

Based on the analyses and discussion of findings, the study concluded that there is a significant positive relationship between employee information system and workforce resilience of Oil Firms in Port Harcourt. It was also concluded that system design and functionality has a moderating effect on the relationship between employee information system and workforce resilience of Oil Firms on Port Harcourt. Investing in a robust employee information system is a strategic move for oil firms aiming to enhance their workforce's ability to withstand and recover from unforeseen challenges.

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