

Talent Acquisition and Employee Engagement in the Multinational Oil and Gas Companies in Nigeria

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ABSTRACT

The study investigated the effect of talent acquisition on employee engagement in the multinational oil and gas companies in Nigeria. Primary data was generated through 5-point Likert scaled structured questionnaire. The population of the study is 10914 employees in 6 Multinational Oil and Gas Companies in Nigeria. The sample size of 386 was determined using Taro Yamane's formula. reliability of instrument was achieved using Cronbach Alpha coefficient with items scoring above 0.70. 258 copies of questionnaire were fit for analysis. With Statistical Package for Social Sciences frequencies were computed, descriptive and computed charts were displayed on the variables, inferential statistics such as the spearman's rank order correlation statistics was employed for the purposes of determining the nature and proposed effect, and for testing the research hypothesis. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. findings revealed a strong positive significant effect of talent acquisition on employee engagement and concludes that talent acquisition significantly influences employee engagement in the multinational oil and gas companies in Nigeria. The study recommends human resource managers in multinational oil and gas companies to adopt as part of their practice talent acquisition to build capabilities and improve processes.

STATEMENT OF THE PROBLEM

There have been some successful attempts to improve low productivity in other regions, but similar interventions have yet to have any significant effect in Nigeria Multinational Oil and Gas looking at measures of employee engagement (Identification, Attachment and Commitment) Armstrong 2012. More research is required on the specific barriers to employee engagement in Nigeria Multinational Oil and Gas Companies in Nigeria and effective strategies to engage employees. The absence of a study on the changes that may occur due to employee engagement, if not scientifically investigated may likely lead to a confrontational Human Resource Atmosphere which may cause shareholders, customers and investors some uncontrolled downtime with losses. This is likely to cause a high level of absenteeism and increase turnover.

A high level of turnover in the Multinational Oil and Gas Companies in Nigeria will lead to a decline in productivity. Addressing this problem will give Managers Insight to adjust their policy and management strategies improving talent alignment for residents in Nigeria. Multinational oil and gas companies as well as contributing to a more nuanced understanding of current trends in Talent Acquisition. The social and Psychological consequences of low productivity may include Human Kidnapping by Unemployed youths targeted on the Oil and Gas Industry Workers, Hostile agitation for employment by communities hosting oil and gas companies. The aim of this study was centered on investigating the effect of talent acquisition on Employee Engagement in the Multinational Oil and Gas Companies in Nigeria. It identified the most significant factors in employee engagement through surveys.

The purpose of the study was to examine the effect of talent acquisition on employee engagement in the Multinational Oil and Gas Companies in Nigeria. In pursuance of this purpose, The specific objectives of this study are to:

- Determine the effect of Talent Acquisition on Identification in the Multinational Oil and Gas Companies in Nigeria.
- Ascertain the effect of Talent Acquisition on Attachment in the Multinational Oil and Gas Companies in Nigeria.
- Determine the effect of Talent Acquisition on Commitment in the Multinational Oil and Gas Companies in Nigeria.

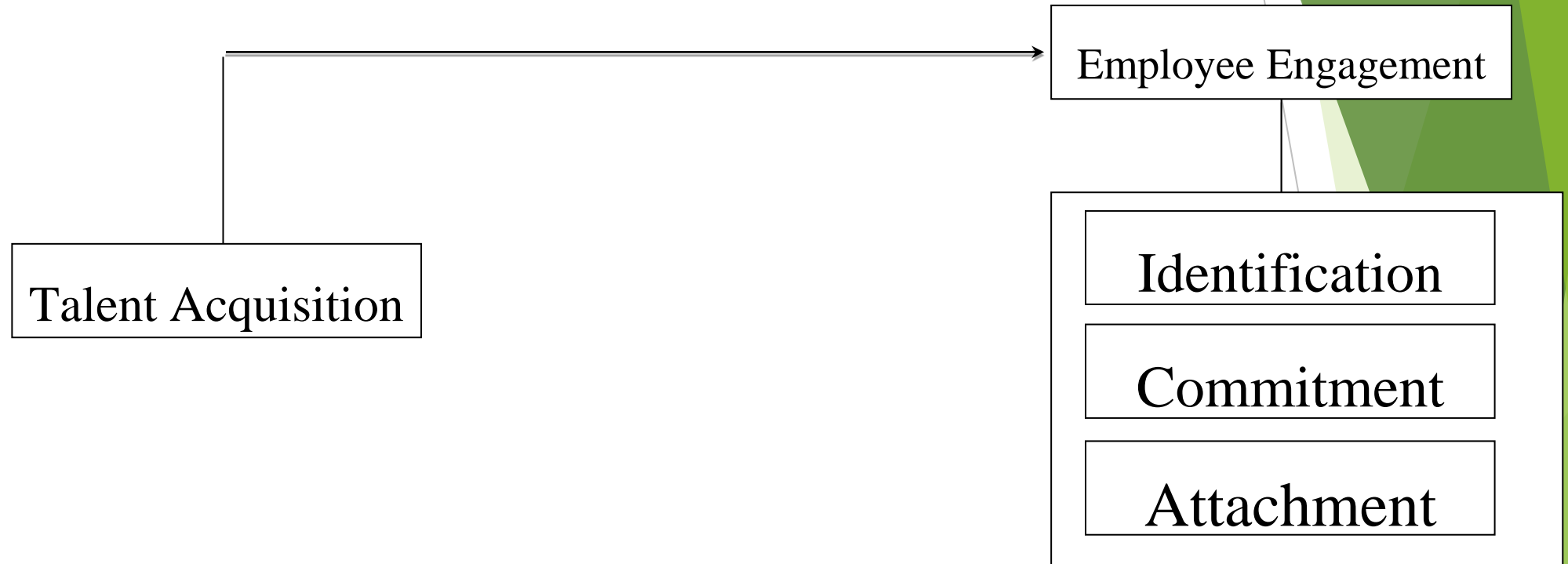
RESEARCH QUESTIONS

This study was be guided by the following research questions which directly relates to the purpose of the study with the view to explaining the effect of Talent Acquisition on Employee Engagement in the Multinational Oil and Gas Companies in Nigeria.

This study was guided by the following research question:

- i. To what extent does talent acquisition influence identification in the Multinational Oil and Gas Companies in Nigeria?
- ii. To what extent does talent acquisition influence attachment in the Multinational Oil and Gas Companies in Nigeria?
- iii. To what extent does talent acquisition influence commitment in the Multinational Oil and Gas Companies in Nigeria?

CONCEPTUAL FRAMEWORK



*Fig.1: Conceptual framework for the relationship between talent acquisition and employee engagement
Source: Desk Research (2020)*

TALENT ACQUISITION

- ▶ Talent acquisition deals with the strategies, tactics and processes for identifying, recruiting and retaining the human resources a company needs. It includes developing, implementing and evaluating programs for sourcing, recruiting, hiring and orienting talent (SHRM, 2022). Cepin (2013) stated that Talent Acquisition is a broader concept than recruiting. It does not directly refer to the recruitment. Elements of the acquisition process includes talent acquisition planning & strategy, workforce segmentation, employment branding, candidate audiences, candidate relationship management, metrics and analytics. Acquisition of talent process focuses on sourcing ways and broadly organizations draw upon two types of talent sourcing; outsourcing and insourcing (Rothwell & Kazanas, 2003).

EMPLOYEE ENGAGEMENT

Hewitt (2004) defines employee engagement as the employees desire to say (speak positively about the organization), stay (desire to be a member of the organization) and strive (go beyond the expected for the organization) Mount, (2001) defined engagement in terms of a high internal motivational state.

Wellins and Concelman suggested that employee engagement is the illusive force that motivates employees to higher levels of performance. This coveted energy is an amalgam of commitment, loyalty, productivity and ownership. They then added that it contains, feelings and attitudes employees have towards their jobs and their organization. Robinson, Perryman and Hayday (2004), explain engagement as a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context, works with colleagues to improve performance within the job for the benefit of the organization. They then added that organization should develop and nurture engagement which is a two-way relationship between

MEASURES OF EMPLOYEE ENGAGEMENT

Attachment: Ainsworth and Bowlby (1991) stated that if a child does not attach to the parent or caregiver, the child does not feel a sense of security, trust and value, or acceptance and belonging from the very beginning, and can have difficulty forming and sustaining healthy relationships throughout adult life. This study proposes that, like the infant caregiver relationship, an employee/organization relationship exists whereby an employee who attaches to the organization early thrives in the work environment and is retained. **Attachment can be defined as a lasting psychological connectedness between human beings, it has generally be identified as an important determinant of psychological health,¹⁰ well-being, and life**

Identification

Albert & Whetten (1985) have noted that employee that identify with their organizations provides a sense of a shared central character and also a distinctiveness. Identification does more than produce a definition of membership: it also influences the attribution of self –interested behavior. Organizations provide the normative territory to which members identify this identification has two implications (Bruce & Zander 1996). First it defines the conventions and rules by which individual coordinate their behavior and decision making. Identification sets out the process by which learning is developed socially through the formation of values and convergent expectation. **Identification is a process of self-categorization characterized distinctive, central and enduring attributes** Albert & Whetten (1985).

Commitment

Commitment is the relative strength of the individual's identification with and involvement in an organization Appelbaum *et al* (2000). Macey and Schneider (2008) observed that: Organizational commitment is an important facet of the state of engagement when it is conceptualized as positive attachment to the larger organizational entity and measured as a willingness to exert energy in support of the organization, to feel pride as an organizational member, and to have personal identification with the organization. Appelbaum *et al* (2000) noted that: 'The willingness to exert extra effort is the aspect of organizational commitment that has been shown to be most closely related to an employee's job performance.'

METHODOLOGY

Primary data was generated through a 5-point Likert scaled structured questionnaire. The population of the study was 10,914 employees in 6 Multinational Oil and Gas Companies in Nigeria. The sample size of 386 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The bivariate analysis for the correlation between talent acquisition and employee engagement was established using the Spearman's Rank Order Correlation Coefficient while the hypothesis was tested using regression analysis with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. After data cleaning, 258 copies of questionnaire were found fit for use in the analysis

DISCUSSION OF FINDINGS

The findings linked to the effect of talent acquisition on employee engagement of Multinational Oil and Gas Companies in Nigeria use talent acquisition to build employee engagement. A critical appraisal of the finding reveals that talent acquisition has very weak positive and insignificant effect on attachment; talent acquisition has very weak negative and insignificant effect on identification; talent acquisition has moderate negative and significant effect on commitment. In all, **talent acquisition has strong positive and significant relationship with employee engagement in Multinational Oil and Gas Companies in Nigeria.**

These finding corroborates the previous finding of Poorhosseinzadeh & Subramaniam (2012) study on talent attraction that was carried out through a quantitative research design on Malaysian multinational companies found a positive and significant relationship between talent attraction and success in an organization with correlation of 0.543 and p value of 0.000 at 0.05 level of significance. They also noted that a company's probability of attracting the right talent depends on the company's values and how the supposed talent views the organization. Also Poorhosseinzadeh et al., (2012) study found positive and significant relationship between talent retention and success with correlation of 0.684 and p value of 0.000 at 0.05 of significance level.

CONCLUSION

Talent acquisition significantly positively influences employee engagement in the Multinational Oil and Gas Companies in Nigeria. This implies that with regards to talent acquisition; the recruitment process needs to be evaluated in terms of the process of recruiting mostly external candidates. Identification of key top talent for HR managers during the recruitment and selection process is a crucial process in the steps towards talent management and employee engagement not only for Multinational Oil and Gas Companies in Nigeria but for all other organizations.

RECOMMENDATION

Multinational Oil and Gas Companies should offer favourable working conditions and a safe work environment to their employees as the best talented employees who contribute to good organization performance, will be attracted to work for an organizations that they think will be more able to satisfy their needs by providing job security, good pay package, flexible work schedule and career progression.

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