



TALENT ACQUISITION OUTSOURCING AND EMPLOYEE COMMITMENT OF THE OIL AND GAS SECTOR IN RIVERS STATE, NIGERIA

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ABSTRACT

This study investigated talent acquisition outsourcing and employee commitment of the oil and gas sector in Rivers State, Nigeria. The study adopted a cross sectional survey research design. The population of the study was 15,299 and a sample size of 377 was determined using the Krejcie and Morgan Sample Size Determination Table. Primary data was collected through structured questionnaire. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences version 20.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results of data analysis revealed that there is no association between talent acquisition outsourcing and employee commitment of the oil and gas sector in Rivers State. Consequently, the study concluded that talent acquisition outsourcing showed no significant associations with employee commitment of the oil and gas sector in Rivers State. The study recommended therefore that oil and gas companies in acquiring talent should include attractive salary packages and benefits, improve company culture, recruitment styles, reduce staff turnover, work-life balance, and social networking in order to gain the confidence of prospective employees.

Keywords: *Talent acquisition outsourcing, Employee Commitment, Attitudinal Commitment, Calculative Commitment, Value Commitment*

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INTRODUCTION

The main purpose of this study was to examine the relationship between talent acquisition outsourcing and employee commitment in the oil and gas sector in Rivers State, Nigeria.

The study was guided by the following research question:

- What is the relationship between talent acquisition outsourcing and attitudinal

commitment in the oil and gas sector in Rivers State, Nigeria?

- What is the relationship between talent acquisition outsourcing and calculative commitment in the oil and gas sector in Rivers State, Nigeria?
- What is the relationship between talent acquisition outsourcing and value commitment in the oil and gas sector in Rivers State, Nigeria?



Figure 1: Conceptual framework for the relationship between talent acquisition outsourcing and employee commitment

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Agency Theory

Agency theory originated in 1970s but the concept behind it had existed from years ago. Dibbern Goles, T., Hirschheim, R. & Jayatilaka (2004) identify Jensen and Meckling (1976) as key authors and refer specifically to an article written in 1976 titled "Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure." Agency theory is concerned about the investigation of the issues that emerge when one gathering, the chief agents work to another gathering, agent (Eisenhardt 1989; Lassar & Kerr 1996). Jensen and Meckling (2006) define an agency relationship as 'a contract under which one or more persons (the principal (s) engage another person (the agent) to perform a service on their behalf involving delegation to the agent of a decision-making authority. The mechanics of the relationship hinges on the assumption of utility maximization with

respect to the individuals, if both the principal(s) and the agent seek to maximize their utility then it is proposed that the agent will act in a manner which does not suit the interests the enthusiasm of the principal (Jensen & Meckling, 1976). Due to this divergence of interests, the principal must make an effort to provide incentives which will align the enthusiasm of the agent with that of the principal, in addition; monitoring is required to make sure that the agent is not acting deviantly. These efforts with respect to the principal are called agency costs and by understanding potential agency costs one can understand the actions of the individuals within a firm. The principal transfers decision rights to the agent. In order to guarantee that the agent honours the contract terms the principal sets incentives. There are two major concerns in the agency relationship. First, the head and the service provider may have conflicting goals and second the principal may not be

capable to ascertain what the agent did (Eisenhardt, 1989).

Agency theory helps uncover issues of dissimilar premiums inside the two markets and orders. A basic assumption of this theory is that opportunism is an inherent characteristic of principal agent relation. According to Benoit et al (2008), there are three major manifestations of opportunism: Moral hazard, adverse selection and imperfect commitment. Moral hazard fell out from the fact that, it is impossible for a principal to observe the actions of the agent without incurring probative costs. Since the customer can't legitimately watch the degree of exertion conveyed by its provider, it can only with significant effort advise whether an issue is because of carelessness with respect to its provider or to an unforeseeable event. An example of agency theory in outsourcing human resource is the awarding of a contract where the organization awarding the contract is the principal while the contractor is the specialist. Factors that impact the agreement between the two are data frameworks, result vulnerability, goal conflict and relationship length (Eisenhardt, 1989).

Talent Acquisition

Talent acquisition outsourcing is the procedure pursued for improving the effectiveness of association with the administrative efficient, moving the procedure of talent acquisition outsourcing towards the selecting offices remotely to offer the trust and better focused skill required (Boudreau, 2010). According to Jose Laurel (2017), talent acquisition outsourcing is a type of outsourcing of business processes where a company transfers to an external service provider all or part of its talent acquisition outsourcing processes. Talent acquisition outsourcing is understood as a procedure that includes all the practices and activities with the purpose of identifying and attracting potential employees for a company. The basic purpose of any talent acquisition outsourcing process is to acquire

the best possible candidates for the right positions as cost efficiently as possible.

Talent acquisition outsourcing providers can manage the entire recruitment process or can handle one or two elements of the process, basically as an extension of the recruitment process company's human resources department. Talent acquisition outsourcing is not remote recruiting or giving your recruiting responsibilities away to someone else. And it should not be taken into account a one-time fix or a way to offload your recruiting problems. It is a pledge to improving talent acquisition outsourcing processes and metrics. Talent acquisition outsourcing involves designing and implementing recruitment programs by a third-party service provider. This talent acquisition outsourcing firm undertakes the responsibility of finding the correct applicant for the company, promoting the job to a potential candidate, influence the candidate to submit application, setting up preliminary interview, test behavior and personality through questionnaire, reference and background check of the candidate, negotiate salary and benefits, assist relocation of candidate etc. This process is time consuming and expensive for many start-up companies in the international market (Acharyya, 2017).

Moreover, Areiqat, Abdelhadi and Al-Tarawneh (2010) stated that firms have changed their thinking way and are now aimed at Human Resource inside the organization. The process of talent acquisition outsourcing through the job advertisements, reading, separate the job applications, making telephone calls, marketing, meetings, as well as the interviews, the recruiters of the company would fail in their everyday operations at work, leading to low levels of effectiveness, lower control and monitors the employees, that causes the destructive domino effect and the alternative seems to be talent acquisition outsourcing.

According to Woodall (2009) and Abdul-Halim, Che-Ha and Geare(2009), Human Resource decision for outsourcing operations talent acquisition outsourcing has numerous reasons like bringing down the expenses, getting to the Human Resources expertise, find employees as per necessity and go for administrative assets that are linked to strategic issues. But, Quartey, (2013) counter argument is that the processes of talent acquisition outsourcing of Human Resources operations have some genuine and radical ramifications related to the staff satisfaction levels and morale. Low work fulfilment levels were accounted for as a detriment of redistributing the elements of Human Resource (Dessler, 2008). Besides, Cappello (2011) said that redistributing builds up a dread of culture, unfaithfulness, uneasiness and question that drove in the end towards work disappointment.

Talent acquisition outsourcing partners become a virtual extension of the client's Human Resources department. The talent acquisition outsourcing provider offers high volume, end to end recruitment services. The talent acquisition outsourcing is often involved in the full lifecycle of recruitment, from when the requisition first opens through post hire activities, ultimately impacting employee retention. To drive interest and attract quality talent, the talent acquisition outsourcing provider brands all recruitment activities as the client company. A talent acquisition outsourcing provider takes ownership of the whole enrolment process, generating savings for the client in time, efficiency, and resources (Adler, 2003).

Companies who engage in talent acquisition outsourcing streamline their recruitment process, decrease cycle times and costs, increase candidate quality, improve compliance, and measure results. Talent acquisition outsourcing is especially fit to organizations with continuous, high volume recruitment needs. Partnering with leaders within the organization, talent acquisition outsourcing provider

analyzes the recruitment function from a strategic perspective, recommending and implementing adjustments where necessary. By outsourcing talent acquisition outsourcing to an expert source, the company can fully focus on strategic, revenue-generating activities. To ensure efficiency and performance, the company's talent acquisition outsourcing partner should provide periodic reporting to measure the program's success (Adler, 2003).

Talent acquisition outsourcing is best suited for companies requiring scalable recruitment resources or centralization within their recruitment function. Talent acquisition outsourcing can efficiently provide expanded resources, expertise, best practices, and process consistency all translating into cost savings and efficiency. By implementing a consistent process across recruitment initiatives, a company can also ensure legal compliance and aid decision-making. With a talent acquisition outsourcing provider in place, the client may then dedicate resources to strategic business initiatives, rather than administrative or transactional recruitment functions.

Talent acquisition outsourcing bridges the gap between traditional recruiting methods and current hiring demands in a fiercely competitive recruiting environment where companies are desperate to hire skilled candidates for demanding positions. Regardless of how large or small the hiring need is, Talent acquisition outsourcing provider will:

Talent acquisition lowers hiring costs by reducing or removing the need to maintain a full time, in-house recruiting division.

With access to the best technology to gain talent, business experience and a wide network of referrals, Talent Acquisition Outsourcing will reduce the amount of time it takes to fill each significantly open position.

Talent Acquisition Outsourcing solutions can be redone to address the issues of each client. Regardless of whether they need to supplement their

current recruiting process or outsource the whole project, Talent Acquisition Outsourcing provider can develop a targeted solution.

As one of the most effective recruiting solutions on the market, talent acquisition outsourcing has the power to deliver the talent an organization needs to remain competitive in today's market (Acharyya, 2017).

Finding skilled workers within an enterprise is a major challenge, with the issues centring on the talent acquisition of representatives with the ideal capabilities to accomplish the goals. Priyanath, (2010) argued this issue is dictated by the non-attendance of efficient technique to enrol and pick employees. Globalization is one of the key factors that can alter the external environment and required businesses to respond significantly to the consequences (Snell and Wright, 2005). The need to remain competitive for the human resource is motivated by cost-related factors (Redman and Wilkinson, 2009; Gurney et al., 2009). The belt fixing endeavours of the human asset holds fast to the cuts in spending where the higher worth conveyance that is normal through human resource at less cost (Adler, 2003). The redistributing practice of the small firms is highly linked towards cost, the driver as human resources practices would be featured as an occasional one, without any continuous workload. Belcourt, (2006) underlines that; money related sparing is usually called as the trigger that backs outsourcing decisions. Few authors make a contention that the significant firms won't redistribute the monetary thought processes and the re-appropriating choices reasonability are a long way past the cost goals (Birtch et al., 2010).

One area in the human capital cycle that obviously requires more expertise than others is the procedure of talent acquisition. In reality, there is no defined science to this very important function, a function that all companies go throughout the day. For the most part, companies engage in talent acquisition in a

very disorganized and disjointed manner. We have heard about the few who are doing it well. They speak at conferences on "best practices" and "metrics" and the audience members go back to their companies and try to duplicate the models. But for every company who "gets it," there are hundreds, maybe even thousands, who don't. For them, hiring the right people at the right time remains something of a riddle. The need to understand talent acquisition and how to acquire it has consistently been important to businesses. But it's actually become something of a business prerogative within the last decade. When the recession of the early 90s ended, it resulted in something nothing short of miraculous: the technology boom, which created an enormous demand for talent. Whether companies wanted to or not, they found that it was necessary to join forces with an outside source to help them identify talent. At the time, talent acquisition options were limited. Corporate staffing executives usually posted the job internally, and then sourced their own files (before the days of database technology) for potential job candidates. But the only sure recruiting options left were to run some well-placed adverts and call the local external recruiter.

The technology boom, however, created more search options for in-house staffing professionals the most exciting of which was the Internet and its entire job posting sites, services, and niche recruiting capabilities. Resumes can now be "captured" and job candidates can be found as readily as they once called to inquire about a position. This means that staffing professionals have many more options to consider when planning their acquisition strategies. Of course, in tight times costs drive many of those decisions. While talent acquisition efforts from an outside source can still be the best way to identify talent at certain levels, many companies now turn to that option only after they have depleted their in-house options.

They have already: posted the job on a number of Internet job boards and on their own company web site; run a few well-placed adverts in newspaper employment sections; looked internally; and asked for employee referrals. Their enthusiasm for filling this job on their own has completely bottomed out. By the time they call an external recruiter, they are looking for not only help but a miracle. Their greatest hope is that the external talent acquisition recruitment partner can deliver the perfect candidate or slate of candidates within days or even hours. In today's confusing human capital acquisition environment, it's important to have some guidelines for engaging an outside recruitment source. Recruiters who are not on your company's in-house payroll have many different names: external recruiters, third-party recruiters, independent recruiters, or outsourced recruiters.

Talent acquisition will continue to be a company's most challenging endeavor. And with constructive partnering, the quality of that talent should increase. As a corporate recruiter, you need to be sure that you:

Pick external recruiters who have good reputations in the areas where you need assistance. Find the best ones for the job.

Once you find them, develop and nurture each relationship. In the years to come, you are going to need a few good sources that can pipeline talent to you.

Keep your business objectives clear and communicate openly with your recruiting partners. Be open to their perspectives also, empower them to think creatively.

Be honest with your outside partner and remember that the person is your best communication link to some of the top talent you are hoping to acquire. How you treat the recruiting source can trickle down to that talent.

Don't make the mistake that quantity is better than quality. Too many recruiters working on your jobs can send a negative impression to the talent community.

Have high expectations for your recruitment sources. Give them realistic deadlines but make them stick to them; ask for metrics on their activities; demand that they give you the best service possible.

And, most of all, remember that the level of satisfaction that a competent external recruiter gets from a job well done is extremely high. External recruiters want to work with you to continue to make your company the best in its field. Talent acquisition plays a major part in that.

Moving the talent acquisition to a recruitment agency will save the managers' time to concentrate on managing and less on the bureaucracy creating more efficient planning. The main questions are which activity they should outsource and which to keep internally. Talent acquisition outsourcing, young and undergoing constant development is one of the procedures derived from the human resources process; it is circumstantial and not always cost effective. Considering the circumstance of the process, it is straightforwardly identified with the coercive and environmental factors affecting the decision making. With coercive the definition relates to government laws, rules, and other legislations the organization has to abide by for deciding whether to outsource talent acquisition or not (Dasborough and Sue-Chan, 2002).

Moving along to more internal than external factors for the decision making, managers must consider the recruiting agencies offering the service, where trust is an important adjective for the connection between them. Lack of trust will lead to no cooperation between the client and the vendor, yet taking into consideration that a long term relationship will improve the trust within the relationship (Dasborough and Sue-Chan, 2002; Ordanini and Silvestri, 2008). The company may be opportunistic in

this situation and cause its consumer losses, so it is a matter of whether the cost of maintaining the trust or losing the trust is cheaper in organization (Dasborough and Sue-Chan, 2002). Except for investing in hardware resources and technology for example, human assets are required to increase effectiveness and workforce. Reorganization or moving to another city may require new faces within the organization forcing them to start a talent acquisition process (Mazur and Kleiner, 2002).

Following simple logic and common sense, it is understood that the managers and higher positioned employees face the task of talent acquisition. A primary benefit of Talent Acquisition Outsourcing is its ability to source and attract high quality candidates. When you hire phenomenal talent that aligns with your business goals, your organization cannot but help to succeed.

Employee Commitment

The concept employee commitment has been studied from various theoretical perspectives. According to Amernic and Aranya (1983) two major theoretical approaches have been employed in the writing on employee commitment: the exchange approach and the investment approach. These researchers have summarized previous researchers' explanation regarding these two approaches as follows: Firstly, the exchange theory refers that person's hierarchical responsibility relies upon their apparent equalization of remuneration utilities. This approach emphasizes the exchange of relationships between people and organizations. Thus, the more favourable exchange from the participant's viewpoint, the greater his or her dedication to the organization. Secondly, the investment approach focuses on the time element; the longer a person has been with an organization, the more that person wants to stay. This encompasses tenure and pension benefits or social involvements, which is the interaction and identification with other members of the organization.

Hakim (2015) defines employee commitment like the ability and willingness of workers to stay in the company and to devote themselves to the organization's success. Similarly, Nongo and Ikyanyon (2012) summarized the three defined characteristics of Employee commitment which was devised by Mowday, Steers, and Porter (2009). These are strong beliefs and acceptance of the goals and values of the organization, a willingness to make considerable efforts on behalf of the organization and a strong desire to remain a member of the organization. Moreover, Mowday, Steers, and Porter (2009) stress that commitment represents something beyond simple inactive reliability to an association. It includes a functioning association with the association to such an extent that people are eager to give something of themselves so as to add to the association prosperity.

Measures of Employee Commitment

Herbach (2006) sees commitment as having three separable forms: attitudinal commitment, calculative commitment and value commitment.

Attitudinal Commitment: Attitudinal commitment is a phenomenon related to personality traits and job related factors, and leads to the willingness of an employee to support organizational goals. It is also the internalization of the values of the company by the employees and identifying themselves with the company's goals. Attitudinal commitment is understood as the attachment of the individual to the organization in a strictly emotional sense. It is the degree of loyalty an individual has for an organization. It emphasizes an individual's identification and involvement in the organization (Porter Steers, Mowday & Boulian, 1974).

Attitudinal commitment often includes an exchange relationship and is characterized in three dimensions: positive impact on the organization, affiliation with the organization, and willingness to make an effort on behalf of the organization (Jausi, 2007). Loyalty to the organization is the attachment status was

observed by an organizational member as a sense of loyalty and faithfulness (Fletcher, 2003). Attitudinal commitment describes the employees' allegiance to the company. In this approach, the workers' loyalty to the organization is focused on their emotions, which are referred to as the individual's emotional attachment to and engagement with the company (Brown & Griffeth, 2007). The organization speaks so much for its workers both tangibly and profoundly. In this manner, attitudinal responsibility is acknowledged as a solid kind of duty. The workers with this sort of responsibility recognize themselves completely with the association. In this way, they are prepared to make penances for their association and won't imagine leaving it.

Attitudinal commitment is higher in employees who display a high level of confidence in what they do. Employees with an elevated level of capability can pick great associations, and this thus will contribute towards attitudinal commitment. Attitudinal commitment advancement includes recognizable proof and disguise (Beck and Wilson, 2008). People's attitudinal connection to their associations is right off the bat dependent on identification with the craving to set up a remunerating association with an association. Secondly, through disguise, this alludes to compatible objectives and qualities held by people and the association. In general, attitudinal commitment is worried about the degree to which an individual distinguishes with the organisation.

Calculative Commitment

Calculative commitment is "awareness of the costs associated with leaving the organisation". It is calculative in nature because of the individual's perception or weighing of costs and risks associated with leaving the current organisation (Mathieu & Zajac, 1990). According to Romzek (2010), employees tend to evaluate their investments by looking at what they have contributed towards the organization and what they would gain by remaining in the organization and what they would lose if they leave

the firm. When an employee feels that he or she does not possess the necessary skills to compete for a job in any other field, then the employee tends to develop calculative commitment and becomes more committed to the organization because of the limited opportunities and alternatives.

Calculative commitment, the second construct of employee commitment propounded by Penley and Gould (1988), is built upon the Becker's side-bet theory. According to this concept, when a person operates in an organization for several years, he appears to acquire specific skills that are too expensive to lose in the form of energy, work effort and organization. Calculative is the product of an employee's belief that organizational membership serves his or her self-interest and results in the individual's continued involvement in the organization (Hom & Griffeth, 1995).

Value Commitment

The value attachment refers to the commitment as a form of responsibility of the employee with the organization and implies that this individual does not leave the company due to the personal sacrifice involved in leaving it. It is based on feelings of individual debts to the company, given the benefits granted. Value commitment refers to person's feelings of obligation to stay with the organization due to conscientious and ethical reasons. In other words, employees remain in the organization because they feel obligated towards the firm which has invested in them. According to Randal and Cote (2001), employees feel that when an organization has invested a lot of time and money in training and developing them, they have a moral obligation to continue to provide their services to the company. For example, when an organization has paid for the employees' education while they were continuing their studies to improve their qualifications, the organization has been a life-saver for the employee in difficult times, or the services provided by the organization are considered as socially and spiritually

important noble duties, they now feel obligated to reimburse the organization by continuing to provide their services.

This feeling makes you work for the organization meaningfully. The more they are grateful to the organization, the more they feel pride for working for it. The employees with such an undertaking can make significant sacrifices for their organization and does not generally consider leaving the organization.

Relationship between Talent acquisition outsourcing and Employee Commitment

Rosheen and Hummayoun (2013) did a study on the effect of re-appropriating outside enlistment process on the worker responsibility and dedication: experimental proof from the media transmission area in Pakistan. A research is designed to assess the effect of recruitment process outsourcing on employee engagement and loyalty. The sample was taken from the two private telecommunications companies based in Islamabad: Huawei and Zhongxing Telecom Pakistan. For the three factors that outsource the recruitment process, employee engagement and loyalty collection methods are taken from the body of knowledge and used for data collection. By applying t-test, these two independent data sets have been analyzed. The empirical evidence showed that the management outsourcing system has no effect on the engagement and loyalty of employees.

Talent acquisition outsourcing is the process followed to improve the organization's efficiency by saving managerial time, moving the talent acquisition outsourcing process to external recruiting agencies to offer the trust and better competitive expertise required (Boudreau, 2010).

Moreover, Areiqat (2010) reported that businesses have changed their mindset and are now focused on Human Resource inside the organization. The process of talent acquisition outsourcing through the activity promotions, perusing, discrete the job applications, making telephone calls, marketing, meetings, just as

the interviews, the recruiters of the company would fail in their everyday operations at work, leading to low levels of effectiveness, lower control and monitors the employees, that causes the destructive domino effect and the alternative seems to be talent acquisition outsourcing. Talent acquisition outsourcing involves designing and implementing recruitment programs by a third-party service provider. This outsourcing firm undertakes the responsibility of finding the correct up-and-comer for the company, promoting the job to a potential candidate, influence the candidate to submit application, setting up preliminary interview, test behavior and personality through questionnaire, reference and background check of the candidate, negotiate salary and benefits, assist relocation of candidate etc. This process is tedious and exorbitant for many startup companies in the international market Julius (Acharyya, 2017).

According to Woodall (2009) and Abdul-Halim (2009), Human Resource Outsourcing practices have many factors, such as lowering costs, obtaining human resources skills, locating workers and leveraging managerial resources according to requirements that are linked to strategic issues. But, Quartey (2013) counter argument is that the processes of outsourcing talent acquisition outsourcing of Human Resource activities have some genuine and intense ramifications related to the staff satisfaction levels and morale. Low employment satisfaction rates have been identified as a weakness in outsourcing human resource functions (Dessler, 2008). In addition, Cappello (2011) said outsourcing generates a distrust of language, disloyalty, anxiety, and resentment which ultimately led to work dissatisfaction.

From the foregoing, this study hypothesized as follows:

Ho₁: There is no significant relationship between talent acquisition outsourcing and attitudinal

commitment in the oil and gas industry in Rivers State, Nigeria.

Ho₂: There is no significant relationship between talent acquisition outsourcing and calculative commitment in the oil and gas industry in Rivers State, Nigeria.

Ho₃: There is no significant relationship between talent acquisition outsourcing and value commitment in the oil and gas industry in Rivers State, Nigeria.

METHODOLOGY

The study adopted a cross sectional survey research design. The population of the study was 15,299 and a sample size of 377 was determined using the Krejcie and Morgan Sample Size Determination Table. Primary data was collected through structured questionnaire. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient with the aid of Statistical Package for Social Sciences version 20.0.

DATA ANALYSIS AND RESULTS

Table 1: Correlations for talent acquisition outsourcing and value commitment

		talent	Attitude
Talent	Pearson Correlation	1	.367
	Sig. (2-tailed)		.102
	N	350	350
attitude	Pearson Correlation	.367	1
	Sig. (2-tailed)	.102	
	N	350	350

Ho₁ There is no significant relationship between talent acquisition outsourcing and attitudinal commitment in the oil and gas industry in Rivers State, Nigeria.

The above table showed a no positive association between talent acquisition outsourcing and attitudinal commitment with (r) value of 0.367. This indicated that there was a 36.7% explanation of the relationship between both variables, while 63.3% are

explained by other variables not considered in this relationship. However, this statement about a positive relationship between both understudied variables may not be true as the level of significance of 0.102 was greater than 0.05, therefore, the null hypothesis was accepted. This stated that there is no association between talent acquisition outsourcing and attitudinal commitment in the oil and gas industry in River State, Nigeria.

Table 2: Correlations for talent acquisition outsourcing and value commitment

		Talent	Calculative
Talent	Pearson Correlation	1	.339
	Sig. (2-tailed)		.132
	N	350	350
calculative	Pearson Correlation	.339	1
	Sig. (2-tailed)	.132	
	N	350	350

Ho₂: There is no significant relationship between talent acquisition outsourcing and calculative commitment in the oil and gas industry in Rivers State, Nigeria.

The above table showed a no positive association between talent acquisition outsourcing and calculative commitment with (r) value of 0.339. This indicated that there is a 33.9% explanation of the relationship between both variables, while 66.1% are

explained by other variables not considered in this relationship. However, this statement about a positive relationship between both understudied variables may not be true as the level of significance of 0.132 was greater than 0.05, therefore, the null hypothesis was accepted. This states that there is no association between talent acquisition outsourcing and calculative commitment in the oil and gas industry in Rivers State, Nigeria.

Table 3: Correlations for talent acquisition outsourcing and value commitment

		talent	Value
Talent	Pearson Correlation	1	.373
	Sig. (2-tailed)		.096
	N	350	350
Value	Pearson Correlation	.373	1
	Sig. (2-tailed)	.096	
	N	350	350

Ho₃ There is no significant relationship between talent acquisition outsourcing and value commitment in the oil and gas industry in Rivers State, Nigeria.

The above table showed a no positive association between talent acquisition outsourcing and value commitment with (r) value of 0.373. This indicated that there was a 37.3% explanation of the relationship between both variables, while 62.7% are explained by other variables not considered in this relationship. However, this statement about a positive relationship between both understudied variables may not be true as the level of significance of 0.096 was greater than 0.05, therefore, the null hypothesis was accepted. This states that there is no association between talent acquisition outsourcing and value commitment in the oil and gas industry in Rivers State, Nigeria.

There is no association between talent acquisition outsourcing and attitudinal commitment in the oil and gas industry in Rivers State, Nigeria. According to Jose Laurel (2017), talent acquisition is a form of business process outsourcing where an employer transfers all or part of its talent acquisition processes to an external provider. Talent acquisition Outsourcing providers can manage the entire recruiting/hiring process, or can manage one or two aspects of the process, essentially serving as an extension of the company's human resources department. Talent acquisition outsourcing involves designing and implementing recruitment programs by a third-party service provider. This outsourcing firm undertakes the responsibility of finding the right candidate for the company, promoting the job to a potential candidate, influence the candidate to submit application, setting up preliminary interview, test behavior and personality through questionnaire, reference and background check of the candidate, negotiate salary and benefits, assist relocation of candidate etc. This process is time-consuming and costly for many companies in the international market (Julius, 2017).Attitudinal commitment often

DISCUSSION OF FINDINGS

Talent Acquisition Outsourcing and Attitudinal Commitment

encompasses an exchange relationship and is defined by three dimensions: positive affect for the organization, identification with the organization, and a willingness to exert effort on behalf of the organization (Jaussi, 2007). Loyalty to the organization is the state of attachment experienced by an organizational member as a feeling of allegiance and faithfulness (Fletcher, 2003).

Talent Acquisition Outsourcing and Calculative Commitment

There is no association between talent acquisition outsourcing and calculative commitment in the oil and gas industry in Rivers State, Nigeria. Areiqat (2010) stated that firms have changed their thinking way and are now aimed at Human Resource inside the organization. The process of talent acquisition through the job advertisements, reading, separate the job applications, making telephone calls, marketing, meetings, as well as the interviews, the recruiters of the company would fail in their everyday operations at work, leading to low levels of effectiveness, lower control and monitors the employees, that causes the destructive domino effect and the alternative seems to be talent acquisition outsourcing. According to Woodall (2009) and Abdul-Halim (2009), Human Resource activities decision for outsourcing has many reasons like lowering the costs, accessing the Human Resource expertise, find employees and according to requirement and aim at managerial resources that are linked to strategic issues. Partnering with leaders within the organization, talent acquisition provider analyzes the recruitment function from a strategic perspective, recommending and implementing adjustments where necessary. By outsourcing talent acquisition to an expert source, the company can fully focus on strategic, revenue-generating activities. To ensure efficiency and performance, the company's talent acquisition partner should provide periodic reporting to measure the program's success Adler (2003).

Giardini and Kabst (2008) hypothesized that talent acquisition outsourcing has a negative effect on the perceptions and evaluations of job applicants. Results indicated that the satisfaction of participants with the process, the attractiveness of the organization, and the intention to accept a job offer decreased with increasing levels of talent acquisition outsourcing. The limitations and pitfalls of talent acquisition outsourcing are often viewed in terms of a trade-off between the acquired cost advantages and the risk of losing control of the recruitment process. For example, a firm might lose a potential candidate who stood out in terms of CV quality, but was eliminated because his or her application failed to meet some specific technical requirement in the guidelines provided to the outsourcing vendor (Human Resource Mid, 2005). Ordanini and Silvestri (2008) also discuss this fear of losing control. They present an interesting notion that a firm may consider its talent acquisition as either a burdensome administrative task or a source of competitive advantage for their company. This line of thought diminishes the issue of losing control with regard to the prior group but also, states that due to this issue, a firm that values its talent acquisition highly should never outsource its recruitment.

CONCLUSION AND RECOMMENDATIONS

Based on findings, the study concluded that when workers are selected through talent acquisition outsourcing, there is a level of distrust and fear built in them which may hinder their commitment to the organization. Also, the developed distrust can only keep them since talent acquisition outsourcing is another factor that develops bias and sentiment for the recruitment process, and this causes a no feelings character for the employee and as such leads to poor commitment.

The study recommended therefore that oil and gas companies in acquiring talent should include

attractive salary packages and benefits, improve company culture, recruitment styles, reduce staff turnover, work-life balance, and social networking in order to gain the confidence of prospective employees.

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