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# Incidence of Job Advert on Manpower Resourcing in the Public Sector: Perspective of Nigerian Maritime Administration and Safety Agency

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## Abstract

*The study examined the incidence of job advert on manpower resourcing in the public sector, perspective of Nigerian Maritime Administration and Safety Agency. The objective of the study is to evaluate the effect of job advert on manpower resourcing in public organization. Data were collected through structured questionnaire administered to 350 sample population. Correlation and multiple regressions analyses were used to analyse the relationships among variables and test the hypothesis respectively. The study revealed that job advert has a positive and significant effect on manpower resourcing in Nigerian Maritime Administration and Safety Agency. It thus concludes that job adverts through television, radio, newspapers, persons-to-persons and the internet channels affect manpower resourcing and employee's performance. The study recommends that organizations should develop a job advert communication model that identifies and attracts pool of applicants to apply for the vacant jobs since it leads to high recruitment intensity and the employment of capable and experienced manpower.*

**Keywords:** *Job advert; Manpower resourcing; NIMASA; Recruitment; Signalling theory.*

## 1 Introduction

Global competitiveness in the business world is compelling organizations to address critical decisions such as the employment of competent manpower for effective service delivery. One of the methods of manpower resourcing is through job advert as major means sending information on job vacancies to the target labour market. Ordinarily, advertisement is seen as the act of disseminating information to the general public on latest trends or development

through public or private media organizations. It is the mechanism of calling the attention of the populace to a particular new subject. Information is transferred to the people through television, radio, newspapers, journals, billboards, online/internet and mouth to mouth (i.e person to person). Djabetey (2012) defines job advertisement as a means of attracting job seekers who are qualified to apply for the vacant jobs. The study of (Weijia & Michael, 2016) discovered that internet advertising is growing very fast in the United States of America. A dramatic rise in digital advertising has doubled in the past five years in which Paid search advertisement comprises

of the largest share of online advert expenditure. Paid search advertising is paying off than historical offline world.

De Alwis and Aayanthi (2015) opine that the major purpose of the Human Resource Management of an organization is to procure competent manpower at the right time for their appropriate tasks. The process of gathering pool of qualified would-be employees to apply for vacant jobs in organization is regarded as the beginning stage of recruitment (Edih, 2022). Job advertisement means a restricted form of releasing specific recruitment information to the target population (job seekers) to apply for jobs openings in an organization. It is one of the recruitment strategies used by organizations to attract applicants (Uzuegbu and Arua, 2012). The signaling theory propounded by Mitchell in 1968 emphasizes specificity of messages in job adverts. Information asymmetry generates different perceptions and interpretations about any subject to the recipients and the basic theoretical framework for the study.

Lulit (2017) observes that every organization in the world has differing advertisement purposes. It may be to increase market share, increase sales volume, build a solid customer's base and embarking on personnel recruitment. The author opines that prevailing business situations are characterised by fierce competitions, dynamic and complex operations that are compelling organizations to embark on effective advertisement of their products and services. According to Liban, (2015), advertising is a promotional instrument for non-personal communication between two or more parties. It a medium employed by organizations to reach out to their target population. It is the tool designed to inform and persuade the general or target public about new products, new services and job opportunities in the organization. Liban (2015) also contends that sales volume and consumer's decisions are possibly influenced by advertisement.

The requirements for a given job dictate the type of message to be released to the target population. This shows that recruitment planning, job analysis and job description must precede job advertisement. Job advertisement is an expensive source of gathering interests in available jobs (Failte, 2013). The purpose of job advert therefore, is to reach the target audience, attract qualified candidates and show case the image of the organization to the world.

## 1.1 The problem

Business competition is a global phenomenon which is inevitable. The need to evolve sustainable strategies in business is growing on daily basis. As a

result, the importance of competent manpower resourcing cannot be over-emphasized in this period of global economic downturn. More so, to graduate from economic recession and play a crucial role in the global maritime sector, Nigeria Maritime Administration and Safety Agency, (NIMASA) needs to overhaul and rejig it human resource plan. Hence, the study is examining the incidence of job advert on manpower resourcing in the public sector: perspective of Nigerian Maritime Administration and Safety Agency (NIMASA).

The study intends to examine the effect of job advert on manpower resourcing in Nigerian Maritime Administration and Safety Agency (NIMASA). On this premise, the singular research question is how job advert affects manpower resourcing in NIMASA while the null hypothesis is, job advert does not have positive and significant effect on manpower resourcing in NIMASA.

## 2 Literature Review

Related studies were reviewed in three major perspectives such as, conceptual review, empirical review and theoretical framework.

### 2.1 Conceptual review

A thorough review was done on the following relevant concepts ; job advert, manpower resourcing and Nigeria Maritime Administration and Safety Agency, NIMASA.

#### 2.1.1 Job Advertisement

Job advert is one of the key components in the recruitment process. It serves as an introductory link between the would-be employees and the recruiting organization (Edih, 2022). It has been established that recruitment is an exercise in stages which include advertisement of vacant positions to the target population (Uzuegbu and Arua, 2012). However, recruitment has been strictly defined to mean job advertisement (Walker, 2009 & Mustapha, et al, 2013). Recruitment could better be defined as the entire processes, procedures and methods of informing the labour market on the existence of job vacancies, attracting would-be candidates to apply and be selected for employment in an organization. This view is supported by definitions given by (Essays, 2018 and Business Dictionary, 2013). They describe recruitment as the process of analyzing job requirements, attracting applicants, selecting candidates, hiring and integrating the new employees into the organization. Recruitment advert

plays significant role in generating pool of applications and making possible hiring options (Farida, 2010). The need for information specificity in job advertisement is essentially important towards attracting the right calibre of job-seekers to an organization as wholly buttressed by the signaling theory.

Farida(2010), listed five basic intentions of job advertisement such as, one, impact on the reader's attention, two, holding this attention, three, establishing credibility towards the advert, four, differentiation of the firm from the rest in the industry and five, motivating the reader to take positive action. Job advertisement could be placed in the internet and national newspapers. Both methods are useful means of disseminating specific information about vacancies in an organization. In recent times, the internet has become more efficient and effective. Cappelli (2001) adduced that the internet has made recruitment both efficient and effective. It has also created room for unlimited pool of applicant for the advertised jobs.

Akuamoah et al (2016) and Farida (2010) see advertisement as the most common external sources of recruitment. Organization advertises vacant positions on both electronic print and media to access a larger pool of applicants. In every advert, communication is the underlying principle. It behoves the recruiter to word (craft) its messages to attract positive responses from job seekers. Hiew (2013) asserts the need to attract and select competent workforce in a highly competitive labour market and adopt best practices in recruitment and selection criteria. It should be burned in mind that, the process of acquiring the right talent is becoming an increasingly complex and challenging task. This is why; more attention should be given to job advertisement in the recruitment process.

The human asset offers perspectives, values and attributes to organizational life and proper management of the human resource generates capacities for high performance (Akuamoah, et al., 2016 and Djabetey, 2012). Employees are the fulcrum of success of the organization especially the services based organizations (Omisore and Okofu, 2014). For improved organizational performance, there should be high recruitment intensity. Recruitment intensity is defined as the number of applicants per position which is also known as selection-ratio (Huselid, 1995). In other words, the more the pool of applicants for a particular position, the better the chances of selecting competent personnel for the organization. Employee's trust in and interpretation of the values of an organization starts from the messages in the job advert. Hence, job advertising affects employees' performance (Khurram and Javed, 2015).

### **2.1.2 Manpower Resourcing**

Manpower resourcing is the specific activity that involves looking or searching for professional and competent talents to help set up and manage an organization on the path of growth ahead of competitors. Organizational growth depends on the capacity to locate, attract, recruit and retain hardworking persons. Highly specialised and skilled employees are the backbone of any business organization, they may be hard to identify (Ekwoaba, et al, 2015), and the main thrust of the Human Resources Based Theory (HRBT).

The job of recruiting manpower cannot be done by the recruiting organization only. There is great need to partner with experts whose registered functions Manpower resourcing is also known as talents resourcing or talent hunting required for business growth and development are, to deliver innovative staffing solutions for short term assignments, permanent placement of employees and workforce management and development programmes (ILO, 2009 & [www.manpowergroup.co.uk](http://www.manpowergroup.co.uk)).

The quality of manpower resourcing largely depends on the human resource plan and need of the organization. Manpower planning involves getting the right number of people and putting the right people at the right place of work in the organization. The procedures of the human resource planning are, analyzing the current staff stock, addressing manpower need/ forecast, developing employment programmes and designing employees training programmes ([www.managementstudyguide.com](http://www.managementstudyguide.com) & [www.manpowergroup.co.uk](http://www.manpowergroup.co.uk)).

### **2.1.3 Nigerian Maritime Administration and Safety Agency (NIMASA)**

Nigerian Maritime Administration and Safety Agency (NIMASA) is the apex regulatory body of the maritime industry in Nigeria. It was established in April 1, 2007. The Nigerian Maritime Administration and Safety Agency was known as National Maritime Authority (NMA). It was founded by the Shipping Policy Decree of May 11, 1987. The functions of NIMASA according to the Act, 2007, are regulations on maritime labour, development of matters on merchant shipping and seafarers and coastal waters ([www.nimasa.gov.ng](http://www.nimasa.gov.ng)).

According to the current Director General, Dr, Bashir Jamoh, Nigerian Maritime Administration and Safety Agency was committed to the enthronement of global best practices in the maritime sector. NIMASA is creating positive waves in global maritime

affairs as demonstrated by the tabulated activities (Table 1).

YEAR	PROJECTS	BENEFICIARIES
2006/07	Funded Maritime Academy of Nigeria (NMA)'s jetty and boat projects.	Maritime Academy of Nigeria
2009	40% of the cost of nautical education was funded	Nautical education Students of Nigeria
2010	Ensured that ship operators in cabotage trade must have Nigeria cadets on board.	Nigeria cadets/cabotage trade
2011	Trained Nigerians on maritime affairs in India, Glasgow and Egypt.	Nigerian Workers/Students
2020	Commissioned first ever e library to enhance knowledge.	Seekers of knowledge

Source: Researchers Composition 2020

Table 1: NIMASA projects and beneficiaries

As a global player in the maritime sector, the need for professional talents (seafarers, and other stevedoring workers) for effective service delivery is paramount to its optimal performance. More so, the Maritime Act, 2007 specified category of persons to be appointed as board members of NIMASA as a legal and compulsory prerequisite for appointment. Such special categories of workers are attracted for employment mass media communication, for example newspapers and internet networks.

## 2.2 Theoretical Framework

The study is hinged on signaling theory based on its relevance to recruitment planning and process.

### 2.2.1 Signaling Theory

Michael Spence propounded the signaling theory in 1973. The Signaling theory is an important model useful for the description of behaviours of two or more parties, the individuals and organization when both have access to different information. It is obvious that, the sender will choose the means of communicating (signaling) the information and the receiver will choose how to interpret the signal. The signaling model has gained prominence in management such as strategic management, entrepreneurship, and human resource management (Brian, et al., 2011).

Signaling theory is significant to human resource management where several studies have examined signaling that occurred during recruitment process. The signaling theory represents two basic entities (concepts) connected via signals. Literatures have exemplified relationships and differences between high-quality firms and low-quality firm with their true qualities but the outsider (investors and customers) do not. Also, firm debts and dividend

represent signals of firm quality to the public (Ross 1973; Kimani and Rao, 2000 as cited in Brian et al., 2011). The primary elements of the signaling theory are the signalers (person, product, or firm has underlying quality), the signal sent to the receiver, the receiver observes and interprets signals and choose which person, product or firm to relate with and feedback is sent to the signaler. The signalers are insiders (the executives or managers) who obtain information about an individual, product or organization that is not available to outsiders (investors, customers and job seekers). This information may be positive or negative.

The signal refers to the information that the signaler plans to convey to the public. Signaler focuses on communicating positive information that will promote the image of the organization. The objectives of the organization (e.g. recruiting signal, published financial statement, dividend declared, or demand for more shareholders via issuance of shares). The receiver of the signal is the third element in the signaling timeline. These are outsiders such as shareholders, debt holders, investors, customers, government and job seekers, who lack information about the organization. The receiver may make choice about hiring, purchasing and investing (Brain et al., 2011).

Basically, the essence of recruitment is to inform the general public (labour market) by the recruiting organization and the type of persons required for the job openings. The information delivered to the labour market through advertisements (newspapers, radio, television bill boards), specify the quality (credentials) of prospective employees needed for the job. In such respect, one can agree that signalling theory is related to mass media communication and the recruitment process.

## 2.3 Empirical studies

Weijia and Michael (2016) study on the effectiveness of paid search advertising in Harvard Business School revealed that paid search is a common form of advertising and is consuming about half of the expenses on online advert. The study also found that advertising increases the number of purchase decisions and restaurant's Yelp page (websites).

De Alwis and Aayanthi (2015) see recruitment as a one of the most crucial functions of the Human Resource Management. The study gathered that newspapers advertisement was the most popular mode of attracting applicants to apply for vacant jobs. The study recommends that messages in recruitment advertisement should be directive and creative to encourage appropriate applications from the labour market.

The study of (Liban, 2015) on the effect of advertisement on sales of Telecommunication companies in Somalia showed that advertisement had significant and positive impact on sales volume and consumer's decisions. It was recommended that organizations should develop an appealing advertisement messages to the target audience.

The study carried out by (Lulit, 2017) on the effect of advertising on sales performance utilised a cross sectional descriptive design and the staff of St. Gorge's Brewery as the population of the study. It was discovered that companies create public awareness about their products and images through advertisement. The study also found that through advert, organizations promote their brand image, products and services that lead to large market share and increased profits.

Jonathan et al. (2012) did a study titled, effect of recruitment and selection of employees on the performance of small and medium enterprises in Kisumu municipality, Kenya. The study established that there was a relationship between recruitment process and employees' performance. The study also discovered that, the overall average performance of small and medium enterprises (SMEs) in Kisumu municipality was 60-71% and that sourcing, attracting and screening were major determinants of the performance of the SMEs in Kisumu municipality in Kenya. The study suggested that proper recruitment and selection process would increase overall performance of Small and Medium Enterprises up to 72.40%.

Uzuegbu et al. (2012) carried out a study on recruitment variables in the employment of library and information professionals in academic and research libraries in Nigeria. The study adopted a survey research design. A four-point (modified) Likert questionnaire was used to collect data. Findings showed that, educational qualification, work experience, nationality/locality issues, age, membership to professional bodies are variables considered in recruitment. The study recommended that well-trained and competent employees be recruited into the organization for effective operations.

Cheng (2014) conducted a research on recruitment model based on person-organization fit in Shanghai, China. The study affirmed that person-organization fit was a hot problem in human resource management and organizational behaviour. To recruit and keep talents who fit company's development was key to maintain sustainable development and competitiveness. The new recruitment strategy emphasized that research should change from theory research to application research, from single to multiple measurement, from simple to complex relation and from the

individual level to the organizational level. The methodology adopted by the study was the review of related literature. The study recommended that efforts should be strengthened to match individuals and organization and explore more use of person-organization fit in human resource management. Not only should the organization consider the age structure of the candidates, academic qualifications, work experience, personality characteristics and capabilities but also take into account the matching between its various qualities.

Adeyemi et al. (2015) examined the influence of recruitment and selection on organizational performance in the banking sector in Nigeria. The research found out that the bank policy on recruitment and selection was based on several phases. One, internal recruitment and invitations to applicants from the general public. When vacancies were discovered, capable staffs within the department were considered first and where, there were no competent staff, referrals were used. Two, bank also source for employees through agencies that helped in recruiting. Another method was through general advertisement in the dailies. Thereafter, shortlisted applicants were invited for an interview and subsequent selection was done. Summarily, methods used by banks were employee's referral, employment agencies, professional associations and advertisements in the dailies. The research revealed that banks had structured methods of selecting new employees. Potential employees must have the right educational qualifications before they are qualified for an interview. Selected employees undergo training and orientation process to abreast them of the culture, principles, values and processes of the bank. The study affirmed that the focus of recruitment and selection was to match the capabilities of prospective candidates against the demands and rewards system in the job. The study recommended that, organizations should devote considerable resources and energy to create high quality selection system. Recruitment and selection strategy, no doubt, were important practices for human resource management and organizational success.

### 3 Data and Methods

Multiple regressions analysis was used to test the hypothesis and analyze the data generated from the field while correlation analysis was employed to confirm the degree of relationships among the variables used for the study. The research instrument is structured questionnaire administered to 350-sampled population. The population of the study is the 2800 staff of Nigerian Maritime

Administration and Safety Agency, NIMASA and the sample size was calculated using Taro Yamane sample size determination formular. However, three hundred and forty five sets of questionnaire (345) were returned implying that 98% sets of questionnaire were returned and used for the study. the questionnaire were validated using content validity technique which confirmed the appropriateness of the research questions for study.

### 3.1 Model Specification

Multiple regressions analysis is represented by

$$Y = a + \beta x_1 + u \dots \dots \dots (\text{Koutsoyianni, 2001 as cited in Edih et al., 2017})(1)$$

and the modified model is;

$$\text{ManP} = a + \beta \text{jobA} + u \dots \dots \dots (\text{Edih and Faghawari}) (2)$$

Since job advert is proxy with television (tv); radio (ra); newspapers (np); persons to persons (pp); and internet (int), the model would be expressed as follows;

$$\text{Manp} = a + \beta_1(\text{tv}) + \beta_2(\text{ra}) + \beta_3(\text{np}) + \beta_4(\text{pp}) + \beta_5(\text{int}) + u \dots \dots (3)$$

Where: ManP is dependent variable,  
 JobA (tv, ra, np, pp, int) is independent variable,  
 a is constant,  
 u is error or stochastic disturbance.

### 3.2 Explanation of Variables

(a) Manpower (Manp) refers to the dependent variable in the study. It entails the workforce of an organisation. In this instance, it qualifies the

potential employees, which the organisation is planning to recruit as part of her workforce.

(b) Job advert (jobA) is the independent variable of the study. It is proxy with five sub variables, which are channels of job advert or job vacancy's advertisement to the public or specifically to the labour market. The specific channels are television, radio, newspapers, persons to persons and internet platform.

### 3.3 A Priori Expectation

It is expected that job advertisement will have a positive and significant effect on the quality of manpower resourcing. The various dimensions of job advert considered and tested in the study will affect the number of applications for the vacant jobs, selection procedure and quality of employees.

## 4 Results and Discussion

Based on the data collected from the field, the following results were made from the correlation and multiple regression analyses as tabulated below.

### 4.1 Results

The following tables (2 and 3) represent results and interpretations arising from data analysis using correlation and multiple regression analyses. The correlation results indicated positive relationships among studied variables. Television (Tv) advert correlated with radio (Ra), newspapers (Np), person to person (Pp) and internet (Int) ( $r = 0.4575, 0.5372, 0.5119, 0.5251, P < 0.01$ ). Similarly, all sub-variables of the independent variable showed a positive correlation with manpower resourcing (Manp).

	Tv	Ra	Np	Pp	Int	Manp
Tv	1.0000					
Ra	0.4575	1.0000				
Np	0.5372	0.4261	1.0000			
Pp	0.5119	0.6242	0.4444	1.0000		
Int	0.5251	0.5880	0.5179	0.6451	1.000	
Manp	0.4689	0.5038	0.4402	0.5132	0.6132	1.0000

Source: Researcher's computation, 2020

Table 2: Correlation of variables

Source	SS	Df	Ms		Number of obs=	345
Mode1	41.084184	1	45.6289555		F(1, 341=	69.88
Residual	95.898089	343	.388251373		Prob>F=	0.0000
Total	187.156	344	.751630522		r-squared=	0.2198
					Adj R-squared=	0.2167
					Root MSE=	.76671
Manp	Coef.	Std. Err	T	p> t	95% conf.	Interval]
JobA	.4060293	.04857	8.36	0.000	.3103669	.5016916
-cons	2.348337	.190454	12.33	0.000	1.973223	2.723451

Source: Researcher's computation, 2020.

Table3. Multiple Regressions results

## 4.2 Discussion

The result shows the effect of Job Advert on manpower resourcing in the public sector. As indicated in the simple linear regression table, Job Advert had a significant effect on manpower resourcing with (Coef = 0.406, P = 0.000 < 0.05). Since the P-value is less than 0.05 at 1% level of significance for Job Advert, we reject the null hypothesis, which states that job advert does not have significant effect on manpower resourcing and accept the alternate hypothesis which states that job advert has significant effect on manpower resourcing.

As indicated in table two adjusted r-squared of the model is 0.2167 implying that 22% change in the dependent variable (manpower resourcing) was brought about by independent variable (Job advert).

The result is in consonance with the position asserted by De Alwis and Ayanthi (2015) that recruitment advertisement is an important function of the Human Resource Management because it affects the manpower resourcing strategies of the organisation.

Uzuegbu et al., (2012) study showed that educational qualifications, work experience nationality/locality issues, age and membership into professional bodies were considered in recruitment advert. Jonathan et al. (2012) study also revealed that sourcing, attracting and screening were major determinants of employee performance of small and medium enterprises (SMEs) in Kisumu municipality in Kenya. The importance of advertisement to the overall success of the organization was supported by the following studies (Weijia and Michael, 2016; Liban,

2015; Jonathan et al., 2012; Cheng, 2014 and Adeyemi et al., 2015). These positions were corroborated by the “signaling theory” which posits that job advert messages should be purpose driven.

This explains the need for job advert to detail the specific job requirements to applicants. It therefore implies that, pool of qualified applicants is attracted to apply for vacant jobs through job advert.

## 5 Conclusion

The study examined the incidence of job advert on manpower resourcing in the public sector, perspective of Nigerian Maritime Administration and Safety Agency. The study found that job advert has significant effect on manpower resourcing. These findings corroborate the results of previous studies. The signaling theory further buttresses the importance of job advert to the recruitment process of an organization.

Based on these findings, the study recommends that

- (1) Organizations should develop appropriate job advert model that identifies and attracts large pool of target applicants to apply for vacant jobs since high recruitment intensity leads to the selection and employment of qualified and experienced personnel for job openings.
- (2) There is need to use several means of modern communication gadgets to attain wide coverage of the labour market and a quality duration of time for application before its closure. This will allow the required applicants to have time to apply because hasty closure

of applications may be detrimental to the expected recruitment intensity.

- (3) Messages or information couched in job advert should be specific, directive and purpose driven because vague information would lead to information asymmetry, misinterpretation and verbose applications from unguided applicants.

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