ONLINE JOB ADVERTISEMENT AND EMPLOYEE RECRUITMENT:
A STUDY OF SEVEN-UP BOTTLING COMPANY PLC
AND BAKER HUGHES PLC.

BY

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DEDICATION

This work is dedicated to Lord JEHOVAH – My Strength and My Song.
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ABSTRACT

Online job advertisement has become a key medium for recruitment by employers and recruitment agencies as a result of advances in technology. But there are some concerns about the use of online job advertisement as a recruitment medium, especially in a developing country such as Nigeria. This study reports the findings of a survey examining the use of online job advertisement by organizations in the recruitment of their employees using two organizations (Seven-Up Bottling Company Plc, and Baker Hughes Plc) in Nigeria as case studies. Data for this study were gathered through primary source (in-depth interview of human resource managers) and secondary source. Rogers’ Diffusion of Innovations theory (2003) was used as the bed-rock of this study, for it addresses the use and spread of the Internet technology. Results of the findings of this study showed that organizations make use of online job advertisement because, it is effective for them; and that there is a high level of usage of the online job advertisement innovation by organizations. It was also revealed that there are disadvantages to the use of online job advertisement in employee recruitment, and that its use in Nigeria is facing some challenges. This study has among other things recommended that organizations should combine the use of online job advertisement with other media of job advertising when recruiting, for improved effectiveness and efficiency.
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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The need for Human Resource Management (HRM) continues to be the main cause for concern in an organization. Recruitment as a Human Resource (HR) function of finding and engaging the people the organization needs is one of the factors required in an organization for the production of goods and services. The issue is the ability of an organization to adopt an appropriate human resource policy which would help to recruit, and select the right people with the needed talents and potentials for the growth and development of the organization. The primary objective of establishing an organization is to accomplish some set goals. Since the degree of accomplishment of this objective depends immensely on the quality of its manpower; it therefore has to be concerned with recruiting the right candidates. The process of achieving this, is known as advertisement.

Advertisement has traditionally been the most obvious method of attracting candidates. Okoro (1998:12), points out that advertising is the printed, written, spoken or pictorial representation of a person, product, service or movement openly sponsored by the advertiser, and at his expense for the purpose of influencing sales, votes or endorsements. Thus, advertising is a paid mass communication, the main purpose of which is to impart information, develop attitude and induce action generally advantageous to the advertiser and concerned with selling of goods and services.
Ahunanya (2004:70), is of the opinion that advertising sells more than products. It sells images, values, goals and concepts of who we are and who we should be.

Job advertising is a crucial part of the recruitment process which is intended to reach out into the labour market with an attractive offer of employment aimed at producing an adequate response in terms of enquiries or requests for details, and numbers of suitable applications submitted (Cole, 2002:180). Job advertising was originally established in print media such as newspapers and television broadcast scene. However, focus has started shifting away from the print and broadcast media to the growing use of the Internet.

The Internet appears to be the latest technological explosion in the world of information. It is also called the “NET”. In full, it stands for the International Computer Networks (Dune and Oraka: 2004:58). The Internet in the view of Dominick (2002:302), is “a network of computer networks”. These networking make it possible for computers across the globe to share information and ultimately communication links from source to receiver, providing a new definition of feedback as well as a mass medium for advertising. According to Agba (2001:55), the Internet is a global communication infrastructure, which enables any computer connected to it to communicate with any other computer connected to the Internet at electronic spreads regardless of geo-political location. A simplified view of the Internet through a pictorial description was given by The Awake magazine in its July 22, 1997 edition, that “just as a road allows travel through different areas of a country, so the Internet allows information to flow through
many different inter-connected computer networks”. As messages travel, each network that is reached contains information that assists in connecting to the adjacent network. The final destination may be in a different city or country.

The Internet is a versatile phenomenon which has created and met demand, and satisfied human and corporate needs (Chete, 2003:82). The introduction of Internet has drastically transformed and redefined the meaning of information management in Nigeria, which has remained a far cry from minimum international standard. When the Internet is discussed, people tend to be referring to machines which they use to access the international network of computers, but in actual sense they are talking about facilities, the people and information they access while online. Among the major applications of the Internet are the e-mail, newsgroups and the World Wide Web (www). The World Wide Web (www) provides the best interest to advertisers. The ‘web’ is a network of information sources incorporating hypertext that allows the user to link one piece of information to another (Obuokoadata, 2008:398). The approach of using the Internet to advertise is referred to as online advertising.

Online advertising involves placing commercials on various online sites for online users to patronize (Kur, 2004:32). Basically, it allows for a back and forth flow of information whereby users can participate in and modify the form and content of the information they receive in real time. According to Ducoffe (1996:44), online advertising includes many forms of commercial contents, from electronic advertisements that are similar to traditional advertizing such as bill boards, fliers, et cetera; to forms that are
different from traditional advertisements such as corporate websites, et cetera. Baran (1999:426-427), writes that the increase in the number of people who were online and the introduction and rapid acceptance of the World Wide Web are among the developments which have encouraged online advertising. This is the reason why Adams (2003:44), insisted that businesses are beginning to evaluate the advantages and disadvantages of advertising online. They are beginning to recognize that through advertising online, their messages are communicated in a fast and efficient way, while not only interacting with customers, but establishing a one on one dialogue. Online job advertisement is a modern means and instrument for recruitment which uses the Internet to advertise or post vacancies, provide information about jobs and the organization and enable e-mail communication to take place between employers and candidates. The candidates can apply for jobs online, and e-mail application forms or curriculum vitae to employers or agencies, and test can also be completed online (Armstrong, 2009:523).

The recruitment website has evolved to encompass end-to-end recruitment. Website captures candidate details and then pool them in client accessed candidate management interfaces (online). Such sites have two features: job boards and a resume/CV database. Job boards allow member companies to post job vacancies. Alternatively, candidates can upload a resume to be included in searches by member companies. Fees are charged for job postings and access to search resumes. Key players in this sector provide e-recruitment software and services to organizations of all sizes and
within numerous industry sectors, who want to e-enable entirely or partly, their recruitment process in order to improve business performance.

As organizations plan for growth, they seek to change and develop. This leads to the need for recruitment. The key to a successful future is having the right people, whether the person is a new recruit or a potential transfer from another area. Given the relationship between effective recruitment and organizational performance, organizations need to adopt a more strategic approach to HR planning before moving on to the actual recruitment process (Pilbeam and Corbridge 2006; Bratton and Gold 2007). HR planning involves digging job roles and the associated competencies, as well as developing and understanding of the labour market, both internal and external, in order to match the availability of potential labour to organizational needs.

The online software provided by those who specialize in online recruitment helps organizations attract, test, recruit, employ and retain quality staff with a minimal amount of administration. Online recruitment websites can be very helpful to find candidates that are very actively looking for work and post their resume online, but they will not attract the passive candidate who might respond favourably to an opportunity that is presented to them through other means. Also, some candidates who are actively looking to change jobs may be hesitant to put their resumes on the job boards, for fear that their companies or organizations, co-workers, customers or others might see their resumes.

Considering the above mentioned, it behoves us to study the effectiveness of the use of online job advertising in employee recruitment by organizations. This will be done
in this study through the discussion of views of the selected organizations based on their experiences on the use of online job advertisement in recruiting their employees. The effective recruitment of employees is a fundamental Human Resource Management (HRM) activity, one that if managed well can have a significant impact on organizational performance as well as lead to a more positive organizational image (Pilbeam and Corbridge 2006). Ineffective recruitment has a number of cost implications for organizations such as, lowering of morale in the existing workforce which can affect employee performance, lost of business opportunities as well as higher levels of labour turnover. Such people are likely to be discontented, unlikely to give of their best, and end up leaving voluntarily or involuntarily when their unsuitability becomes evident.

1.2 Statement of the Problem

As noted by Onah (2003:80), an important aspect of recruitment is to gain a thorough picture of the requirements of both the job and the individual to enable the drawing up of selection criteria which can be used to determine if there is a suitable internal candidate, identify any training needs they may have, and used for external recruitment and advertising campaigns. Rynes and Cable (2003: n.p.); Taylor and Collins (2000: n.p.), suggested that future research on recruitment must examine to what extent this innovative recruitment practice (the use of the Internet) is related to recruiting effectiveness and organizational effeciency.

Evaluating the effectiveness of a recruitment procedure such as online job advertisement is very important in terms of money and time spent by the organization.
Onah (2003:91), gives the general areas for evaluating the effectiveness of recruitment to include the following:

- Quantity of applicants;
- Gender mix, federal character and class protection;
- Quality of applicants;
- Cost per applicant hired; and
- Time required to fill openings.

Based on these, the problem of this study can be briefly summarized in the following questions:

- Why do organizations make use of online job advertisement in the recruitment of their employees?
- What is the level of usage of online job advertisement in employee recruitment in Seven-Up Bottling Company Plc, and Baker Hughes Plc?

1.3 Objectives of the Study

The general objective of this study is to evaluate the effectiveness of online job advertisement as a recruitment procedure in an organization. The specific objectives are as follow:

- To find out the justification for the use of online job advertisement by organizations in the recruitment of their employees.
To assess the level of usage of online job advertisement in employee recruitment by Seven-Up Bottling Company Plc, and Baker Hughes Plc.

To use the research findings as basis for recommending ways for effective recruitment through online job advertisement.

1.4 Significance of the Study

A look generally, at the field of Human Resource Management (HRM) and Public Administration in Nigeria, one will discover that there is a dearth of research in computer-mediated recruitment practice. Therefore, this study has great significance (theoretically and empirically) in the field of Human Resource Management, both locally and internationally in that, it is breaking a new ground.

Theoretically, this study will be of great benefit to scholars, especially those interested in any research on online recruitment as it will serve as a basis for further research in this area. Those in Africa in general and Nigeria in particular will benefit the more, because it is a new field of research. Anderson (2003), noted that there was next to nothing known about recruiter-adoption decisions and recruiter reactions to, expectations of, or willingness to adopt new human resource information technologies for applicant selection.

It will help both the students and lecturers of Human Resource Management (HRM), to know what online job advertising entails, especially in Nigerian universities;
where Online Job Advertising and Online Recruitment is not yet a complete study topic on its own.

Empirically, this study is of great significance to two groups of people. The first, are organizations (public and private, local and international) or employers who are planning of using online job advertisement in recruiting and selecting their employees. According to Cole (2002:182), employers are increasingly recognizing the value of the Internet as a means of communicating with potential applicants.

These organizations or employers, by knowing the types of online recruitment sites; and through the findings of this study, will be in a better position to make the right judgment and take the right decision on the effective recruitment procedure to adopt. It will also help them to know how to design and package their advertisement messages for a more effective result. Rynes and Cable (2003:n.p.); Taylor and Collins (2000:n.p.), suggested that future empirical research on recruitment must address the dramatic changes in the organizational practice of recruitment, such as (Cappelli, 2000:n.p.) the use of the Internet which may present opportunities and threats for organizational recruitment.

The second are online advertising agencies. As Cole (2003:183), noted that the number of online advertising agencies is growing fast, offering services to employers of prospective applicants. Ogbodoh (2005:20), identified advertising agencies as those who take care of creating the advertising message or copy, using colours and graphics in designing the adverts, choosing the most effective medium to carry the advertisement to its target audience, buying time and space on the appropriate medium et cetera. This
research will enlighten them on the aims of recruitment advertisement and the information to be contained in a recruitment advertisement.

1.5 **Scope and Limitations of the Study**

To avoid a circular discussion on job advertising and recruitment as Human Resource functions, this study is limited to concern strictly on online job advertising as a means of recruitment. Recruitment is a complex concept which calls for a study on its own, but we are more concerned with the effectiveness of online job advertisement as a recruitment procedure with reference to selected organizations in Nigeria (Seven-Up Bottling Company Plc and Baker Hughes Plc). The result obtained from this study may not be comprehensive, but it will give an insight into the effectiveness or ineffectiveness of online job advertising especially, in Nigeria.

This study is limited by un-verifiability of facts due to passage of time, information (accessibility to useful records for fear of exposing some classified information about the organizations), and space. Also, there is a dearth of materials by local authors or researchers that dealt on online job advertising; as a result, the researcher had to rely on materials by foreign authors or researchers. Despite these limitations, the researcher continued with data collected which were enough for the work.
CHAPTER TWO
LITERATURE REVIEW AND RESEARCH METHODOLOGY

2.1 Literature Review

The main reason for literature review is to simplify the work of the researcher by bringing into focus the realities of his/her study and at the same time revealing the experiences and opinions of others in the study area.

According to Nwodu (2006:219), the essence of review is to enhance better understanding of the problem the research intends to solve.

Though the scope of this study is specifically on online job advertisement and employee recruitment, it is hoped that my review on general literature on the topic will serve the purpose of the study. The reviewed literature are thematically organized and presented under the following sub-themes:

- Advertising and Job Advertising.
- The Internet and Advertising
- Online Job Advertising
- Employee Recruitment
- Sources and Strategies of Recruitment
- Online or e-Recruitment
2.1.1 Advertising and Job Advertising

There are probably as many points of view regarding what advertising is as there are persons considering the matter. Moemeke (1980:3), attempts a definition of advertising by stating that it is “those well thought out, creatively presented and purposeful messages which reach us, and at times we nonetheless take notice of”. They reach us through the medium of the press, radio, television, cinema or out door: He concludes that they are messages which seek in a subtle way, to create a favourable impression in the mind of the listener for a product or service with a view to getting him to act in a particular way favourable to the product or service. Although this definition by Moemeke lacks the snappiness of what advertising is, yet it provides us the framework of understanding the subject.

Nwosu (1990:239), states that advertising is mass communication which is aimed at helping to sell goods, services, ideas, persons and institutions or organizations. A sore point in this definition is that it is all inclusive. Another definition by Okoro (1998:12), points out that “advertising is the printed, written, spoken or pictorial representation of a person, product, service or movement openly sponsored by the advertiser and at his expense, for the purpose of influencing sales, votes or endorsements. Thus, advertising is a paid mass communication, the main purpose of which is to impact information, develop attitude and induce action that is generally advantageous to the advertiser, and concerned with selling of goods and services.
The basic characteristics of an advertising message have also been identified in these definitions. Firstly, a medium must be used to transmit the message. Secondly, the advertiser to the medium for carrying the message must pay money. Thirdly, the message must be directed at more than one person, preferably a large number of potential customers. Finally, the message must identify the goods, services and the sender of the message. Ahunanya (2004:70), adds that advertising sells more than products. It sells images, values, goals and concepts of who we are and who we should be. It shapes our attitudes and our attitudes shape our behaviour.

Job Advertising is a crucial part of the recruitment process which is intended to reach out into the labour market with an attractive offer of employment, aimed at producing an adequate response in terms of enquires or requests for details and numbers of suitable applications submitted (Cole 2002:180). Cole goes on to give the main sources of job advertising outside the organization which are: local newspapers, national newspapers, technical or professional journals, the Internet (employer’s website or on agency’s), job centres, other agencies and posters at the factory gates. He states that personnel specifications and job descriptions form the basis of every job advertisement, and that when labour is in short supply, advertisements need to be able to entice potential applicants as well as to inform them about the basic features of the job in question.

Armstrong (2009:520), writing on job advertising says that job advertising has traditionally been the most obvious methods of attracting candidates, and it is still important. He gives the aims of an advertisement as:
- Generate candidates – attract a sufficient number of good candidates at minimum cost.

- Attract attention – it must compete for the attention of potential candidates against other employees.

- Create and maintain interest – it has to communicate in an attractive and interesting way, information about the job, the company and the terms and conditions of employment.

- Stimulate action – the message needs to be conveyed in a way that will prompt a sufficient number of replies from candidates with the right qualifications for the job.

According to him, a recruitment advertisement should start with a compelling headline and then contain information on the organization, the job, the person required (qualifications, experience, et cetera), pay and benefits offered, location and the action to be taken.

From the foregoing, it could be adduced that organizations utilize advertising to good advantage, and that the main target of advertisement is to create awareness. Advertising is a service to society because it creates awareness to the people over a wide area that would otherwise be difficult to reach (Olisa 2006). The Internet offers this advertising information or awareness creation better, faster and cheaper.
2.1.2 The Internet and Advertising

The Internet comprises computer networks that are attached to one another via pathways that facilitate the exchange of information, data and files. Being, connected to the Internet means, having access to these pathways. Your computer can send packets of data over these pathways to any other computers connected to the Internet all over the world (Nwanjinka, 2004). According to Baran (1999:414), the Internet is most appropriately thought of as a network of networks that is growing at an incredibly fast rate. These networks consist of LANs (Local Area Networks), connecting two or more computers, usually within the same building and WANs (Wide Area Network), connecting several LANs in different locations.

A lot of inventions, apart from the radio and television, contributed in creating the Internet. Anderberge (2005:n.p.), chronicles the history of the Internet beginning from 700BC when the ancient Greeks first sent messages with homing pigeons, to the development of the telegraph, the telephone, transistors, launching of the first satellite et cetera. All these and more were contributory factors to the evolution of the Internet. As stated by the Encyclopedia Britannica (1995:354-355), the Internet, with a capital “I” originated through a United States Department of Defense program called Advanced Research Project Agency Network (ARPANet) established in 1969, to provide a secure and survivable communications network for organizations engaged in defense related research. A network which Krol (1994:13), said was designed to support military research about how to build networks that could withstand power outages (like bomb
attacks), and still function. At the forefront of this development was Leonard Kleinrock, an American, whom in 1959 while still a student at Massachusetts Institute of Technology (MIT), submitted a Ph.D. proposal to study data networks (he was a specialist in packet switching networks within networks) thus launching the technology that eventually led to the Internet (ik.es.ucla.edu, 1996: np). It was however J.C.R. Licklider of MIT in August 1962 that first gave the first recorded description of the social interactions that could be enabled through networking in a series of memos where he discussed his “Galactic Network” concept. He envisioned a globally connected set of computers through which everyone could quickly access data and programs from any site (isoc.org., n.d: n.p). Armed with these concepts, ideas and inventions, the ARPANet mentioned above was born. This network was the fore-runner of the Internet.

Experiments on the network continued and in the 1970s, according to research, the concept of using a network of computers to fully aid education and research was born when scientists and technologists started toying with the idea. Although the interest in information and computer network application was at an all time high then, the controversy raging on was whether it was technologically possible. But as stated by Berkeley (1974: 6), the major problems to be overcome in applying networks to research and education were political, organizational and economic in nature, rather than technological steps which were taken to solve these problems.

Agbo (1993: 33), has it that the success of ARPANet was quite enormous, making the networks growth exponential. In October 1972, ARPANet held their first public
demonstration of what the Internet technology could accomplish. At this event, members of the networking community across the earth began to talk about the concept of a global network. Experiments and research continued and on 1st January, 1983, the original protocol controlling ARPANet was changed to the Transmission Control Protocol/Internet Protocol (TCP/IP). This change became a landmark in the development of the Internet as many researchers around the world began interconnecting with each other. This new inter-network that evolved from the ARPANet was called the “Internet” and has become a global phenomenon.

The Encyclopedia Britannica (1995:355), stated that as researchers and academics in other fields began to make use of the network, at length, the National Science Foundation (NSF) which had created a similar and parallel network called “NSFnet” took over much of the TCP/IP technology from ARPANet and established a distributed network of networks (Ralston and Reilly 1995:927), capable of handling far greater traffic. The National Science Foundation continues to maintain the backbone of the network, but Internet Protocol development is governed by the Internet Architecture Board; and Network Solutions Inc. administers the naming of computers and networks. It should be noted however, that the current Internet technology is credited to Vinton Cerf, a United States computer scientist who invented it in 1973.

**Connecting to the Internet.**

Until lately, the two primary methods of accessing the Internet, according to centerspan.org.(n.d:n.p), were through a network connection, allowing users of LANs to
go online through connected computers and dial-up connections through a modem and phone line. This was so since computer scientists discovered that telephone wires could carry the signals, and it eliminated the need for complex and long distance cabling; it also covered so many places and was already on the ground. A connection between two points could easily be established by dialing the appropriate number. Other options for connecting to the Internet are:

a. Cable Internet – This system allows your computer to connect to the Internet through the same cable that carries your TV signal.

b. Satellite Connections – This allows you to download Internet files via a satellite connection. It is an efficient method for receiving large web graphics and other items, but you still need a modem connection for other features. You must however purchase the connection hardware as well as subscribe to the service.

c. Integrated Services Digital Network (ISDN) – An ISDN line is a type of digital phone line that can transmit data many times faster than a conventional modem and phone line.

d. Wireless Connections – Pagers, cellular phones and Personal Digital Assistants (PDAs) now allow varying levels of Internet access, from notification of E-mail to limited Web connections.

e. Web TV – Introduced in late 1996, Web TV provides Web and E-mail access through ordinary television sets. The connection is made through a custom high speed modem. You must purchase a special set-top unit for your TV, plus
subscribe to the connection service. Recently, similar systems by other manufacturers have appeared on the market to compete with Web TV.

f. Another means of connecting to the Internet is through a technology William (2001:14) describes as ADSL. This he said stands for “Asymmetric Digital Subscriber Line”. It does not need a satellite dish like the V-Sat or special cables like some other technologies. It makes use of the telephone line just like the one described above, but the difference is that it is faster, because it separates the frequencies used by the regular telephone calls from that of the Internet. In other words, you can browse and download large files, graphics, music, film clips, et cetera, faster and at the same time, make or receive a call on your telephone line.

Other technologies also exist and new ones are being invented.

**How the Internet works.**

The thing that characterizes the Internet is its data transfer. Data is moved in a way that makes this medium unique. This is what happens to data as it is being transferred:

1. It is broken up into a whole lot of same-sized pieces (called packets)
2. A header is added to each packet that explains where it came from, where it should end up, and how it fits in with the rest of the packets.
3. Each packet is sent from computer to computer until it finds its way to its destination. Each computer along the way decides where next to send the packet.
This could depend on how busy the other computers are when the packet was received. The packets may not all take the same route.

4. At the destination, the packets are examined. If there are any packets missing or damaged, a message is sent asking for those packets to be resent. This continues until all the packets have been received intact.

5. The packets are then reassembled into their original form.

Each computer that is connected to the Internet has software called TCP/IP which is responsible for receiving, sending and checking packets. In fact, TCP/IP can be said to be the ‘glue’ of the Internet (unitechnology.ac.nz n.d:n.p).

**The Heart Beat of the Net.**

At the heart of how the Internet works, according to Uyoe (2001:16), is something called the Domain Name System (DNS). The DNS is fundamentally the most vital component of the Internet. The Domain Name or On-line address like ‘chommy.com’ or ‘rosy.com’ is the equivalent of Internet real estate or property, a place or address where you can receive your mail or build a home page (website). Originally, each computer on the Net had a unique identity code called an Internet Protocol (IP) address, which was a string of numbers like “24.123.48.34”. This enabled computer to transfer information to a specific destination, but it was tasking, as you might easily forget the numbers. So, in 1983, the much more user-friendly Domain Name System was created. Domain Names are word-based Internet addresses, such as “myacademics.com” or rosy@myacademics.com. Invariably, every Domain Name is an alias for an Internet
Protocol Address. The Net uses something called an Internet Names server to match IP addresses with the plain English equivalent. This DNS is used in all the operations of the Net. With the Domain Name System, the Net as earlier noted, became more user friendly but due to the difference in the type of signals used by computers and those used by the receiving system, there was need for an interface between the computer and those used by the receiving system; there was a need for an interface between the computer and the system. This interface was the MODEM, a major component of the computer invented to MOdulate computer signals into pulses that can be conveniently carried by the receiving equipment and DEModulate them at the receiving end, back into computer signals. In this way, the computers can easily communicate with one another within the network.

To explain this further, let us take an e-mail address for example – highlyfavoured@yahoo.com. This e-mail address like every other one, according to Defluer and Dennis (2002:220), has three aspects namely: a user name, a host name and a domain name. The user and host names are always separated by the @ sign, and usually distinguish individual users such as people from the organizations of which they are a part. For instance, in the above e-mail address, “highlyfavoured” is the user name while ‘yahoo’ is the host name. This host name could also be a university, a company or organization. The domain name indicates the kind of institution to which the user belongs. Examples of domain names include:

- edu: Educational and research institutions
- com: Commercial (business) organizations
In addition to domain names, there are over 260 domain name suffixes (for instance, this is a website address with a suffix – www.favourcomint.co.uk. The “uk” is a domain name suffix, and they are mostly country codes such as “uk” for United Kingdom, ‘nz’ for New Zealand, ‘ngr’ for Nigeria, ‘au’ for Australia, ‘fr’ for France. Others are mobi for mobile services, ‘eu’ for the European Union et cetera (Daily Sun, 2005:20). Getting connected to the receiving equipment wires is not the only thing needed. One has to get an Internet account number through an Internet Service Provider (ISP), who will then link him/her to the Net and collect their charges monthly or annually depending on their mode of operation.

**Applications and Resources of the Internet.**

The inventions and innovations on the Internet have turned the Net from a technology reserved for researchers and universities into a commercial venture. The improvements in the Internet have made it possible for it to be used for a lot of things especially online advertising, and the Net is filled with it. Siegel (1997:39), confirmed this when she said that, if you view any part of the Internet, you will see advertising. This has become so, because all the resource available on the Net, in one way or another contributes to advertising. They either provide the information needed for the
advertisement or act as a medium for the advertising message. The later, is what we are interested in as discussed below.

For the purpose of this study, we will only look at the resources and applications that are involved in online job advertisement and recruitment. These are the e-mail, the World Wide Web (www) and Online Advertising.

**E-mail:** This simply means “Electronic Mail” and in the words of Awake (1997:5), it represents a large portion of all Internet traffic, and is for many the only Internet resources they use. Contributing, Cohen (1999:2), has it that e-mail allows computer users locally and worldwide to exchange messages. Each user has a mailbox address to which messages are sent. Messages sent through e-mail can arrive at its destination, even on other continents, in minutes or less, unless some part of the network is heavily congested or temporarily out of order. Sending messages through e-mail is like sending a letter by post. Writing on its operations, Krol (1994:105), has it that it differs from the other communication applications because it is not an “end-to-end” service, the sending and receiving machines need not be able to communicate directly with each other to make it work. It is known as a ‘store and forward’ service. Mail is passed from one machine to another until it finally arrives at its destination. Just the way the local postal service delivers letters deposited by clients, from destination to destination until the final port of call. Vaknim (n.d:n.p), noted that the e-mail is eroding traditional mail. He stated that 90% of people who go online use e-mail and 60% work with it regularly. In fact, more than two billion messages move around the Internet daily. Armstrong (2009:523),
writing on the use of e-mail in online recruitment says that in online recruitment, e-mail is enabled to take place between employers and candidates. The candidates can e-mail application forms or letters and their CVs to employers or agencies.

World Wide Web (www): According to the Wikipedia (2006:n.p), the World Wide Web is a global information space on which people can read and write via computers connected to the Internet. The term is often mistakenly used as a synonym for the Internet itself, but it is actually a service that operates over the Internet, just like the e-mail described above. The invention of this Net resource is attributed to Tim Berners – Lee.

Also known as www or 3W or the Web, Krol (1994:289), says that it is an attempt to organize all the information on the Internet, plus whatever local information you want, as a set of documents. You traverse the network by moving from one document to another via links. Links which Agbo (1999:51), says can be either text or graphic, usually indicated by underlining and coloring them differently from other texts on the Web page. Contributing, the Internet News (2001:3), has it that the mouse pointer will change into a pointing hand when it passes over a link.

Agbo (1999:52), further stated that Web pages stored by web servers can be retrieved by programs called Browsers. A collection of related web pages hosted by the same person, company or organization is called a website. This may consist of just one web page or several pages depending on the size of information the host wants to post.
Web pages can contain graphics, sound and other multi-media elements, including animation and video. They can also contain links to other resources on the Net.

The World Wide Web can be very interesting for those who know how. Apart from displaying a number of pages of text discussing your product or service you can also display a complete colour catalogue of your goods and services, not minding the number of pages. Visit http://www.seven-up.org, and http://www.bakerhughes.com and see their full colour catalogues on their products and services. Other instances are the telecommunication giants –MTN (http://www.mtn.online.com) and GLO (http://www.gloworld.com). On their websites are not only displays of information about their products and services but also about their promos in beautiful colours. Many other Nigerian companies and banks also have websites advertising many things related to the company.

Your website can also carry video clips and clear sound that will be able to play like DVD and showcase your product in its entire splendor. A visitor to the website can click on the link to their video clips and watch the advertisements complete with the sound tracks just as if he was watching it on television.

The World Wide Web can also offer an advertiser the chat facility. Through this, interested parties can easily login chat with a member of the company that is advertising. A visitor can also send a mail or call the company on phone or even visit the company’s branch or headquarters. All these information are displayed on the website. The www can also record the number of visits (known as ‘hits’) to your site. Through these, the
advertiser will not only be able to advertise different products to different target markets at the same time; he/she will also be able to know the number of visitors to the site and whether to improve the site or not.

The World Wide Web is the Net resource that fits into the professional definition of advertising, “being paid for” and “made for an audience”. In the first place, it is paid for because, designing a website is expensive. It is even more expensive if the website will be carrying advertisements. Secondly, it is a medium that is exposed to millions of people world wide – an audience. The World Wide Web is the major tool of Internet advertising because; it is an invention that has emerged the print and electronic media together. The www is the future of the Internet.

Online Advertising: This is an Internet application. It is the approach of using the Internet to advertise. According to (Kur, 2004:32), online advertising involves placing commercials on various online sites for online users to patronize. This is discussed fully under the next sub-theme.

2.1.3 Online (Job) Advertising

Online job advertising is the process of using the Internet to create awareness of an organization’s job vacancies. It provides in-depth information about a company’s products and services. According to Belch and Belch (2009:486), online advertising offers the opportunity to create awareness well beyond what might be achieved through traditional media. M/cyclopedia (2005:n.p), sees it as an important element of a business
online marketing operations. Online advertising is just another step in the evolution of advertising and advertisers are pushing their agencies to keep up with these changes. It creates innovative, comparatively low cost and highly targeted opportunities for the online advertisers.

**Development and Growth of Online Advertising.**

Formally, online advertising began in 1994, when the first commercially available web browser, Netscape Navigator 1.0, was released and the first ever banner advertisements were sold. In the early days, when static content was used over the internet, any hyperlink from one site to another could be considered as an advertisement for the other site (Salleras 2004:n.p). When it began, companies were skeptical about advertising on the Internet but with times, that changed.

According to Davis (1999:81), many companies then started flocking to the Internet for a variety of reasons principal among which was advertising. By April 1996, about 256,000 commercial domains were registered on the Internet with spending on online advertising expected to grow from 74 million in 1996 to $2.6 billion in 2000. The growth was so fast that Schlosser and Konfer (1999:41), noted that the Internet increased 25 fold. However, by 2001, the dotcom boom crashed and Internet advertising suffered as well.

With the entrance of the new millennium, new life was breathed into online advertising. According to Salleras (2004:n.p), we are experiencing perhaps the most
dynamic and revolutionary changes of any era in the history of advertising in this new millennium. These changes driven by advances in technology and developments have led to the dramatic growth of communication through interactive media, particularly the Internet. The online advertising’s success has since re-established itself and is now a thriving billions of dollar industry. The use of the Internet as an advertising medium is increasing in popularity at a fast rate. It is projected that the online advertising industry will grow three times faster than advertising in any other medium.

Baran (1999:426-427) writes that three developments have encouraged online advertising. The first was the increase in the number of people who were online. The second was the introduction and rapid acceptance of the World Wide Web. The Web’s ease of use, instant links and ordering instructions and information allowed people to respond immediately to online advertising. The third development was the availability in the mid 1990s of trustworthy encryption or coding and decoding technologies that made the online use of credit and bankcard numbers, addresses, social security numbers and other sensitive information safer for both seller and buyer.

The Internet is no longer a Western phenomenon. Increasingly, markets are opening up in other territories outside the ‘early adopter’ countries. This makes it increasingly important to begin targeting advertising campaigns more accurately. Advertisements can be served in multiple languages using software that knows where the receiving computer is. News sties are among those that have versions of their offerings in
a number of languages. These can provide the advertiser with an easy way to reach a wide audience.

### 2.1.4 Employee Recruitment

The principal purpose of recruitment activities is to attract sufficient and suitable potential employees to apply for vacancies in the organization. If organizations are able to find and employ staff who consistently fulfill their roles, and are capable of taking on increased responsibilities, they are immeasurably better placed to deal with the opportunities and threats arising from their operating environment than competitors who are always struggling to build and maintain their workforce (Cole 2002:172).

According to Croft (1996:93), recruitment refers to the analysis of a job and the features the organization will look for in a potential employee, and attracting candidates to apply to the organization, and the offering of various terms and conditions of employment to a chosen potential employee. Breaugh and Starke (2000:406), see recruitment to include those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees.

Recruitment refers to the process of attracting, screening and selecting qualified people for a job. For some components of the recruitment process, mid and large size organizations often retain professional recruiters or outsource some of the process to recruitment agencies.
Barber (1998:5), defined recruitment as those activities and practices carried out by the organization with the primary purpose of identifying and attracting potential employees. This definition highlights the important difference between two Human Resource (HR) functions that are typically seen as indivisible, or at least difficult to distinguish, namely recruitment and selection. Whereas selection is the HR function that pares down the number of applicants, recruitment consists of those HR practices and processes that make this paring down possible – by building the pool of firm-specific candidates from whom new employees will be selected.

The stages in recruitment include: sourcing candidates by advertising or other methods, screening potential candidates using tests and/or interviews, selecting candidates based on the results of the texts and/or interview and on-boarding to ensure the candidates are able to fulfill their new role effectively (Wikipedia.org). Recruitment is also the process of identifying and hiring the best qualified candidate (from within or outside of an organization) for a job vacancy, in a most timely and cost effective manner (busienssdictionary.com).

Armstrong (2009:515-534), writes that recruitment is the process of finding and engaging the people the organization needs. He goes on to give the four stages of recruitment as defining requirements, planning recruitment campaigns (advertising), attracting candidates and selecting candidates. According to Armstrong, a recruitment plan will cover:
i. The number and types of employees required to cater for expansion or new developments and make up for any deficits

ii. The likely sources of candidates,

iii. Plans for tapping alternative sources and;

iv. How the recruitment programme will be conducted.

2.1.5 Sources and Strategies of Recruitment

Recruiting individuals to fill a particular post within an organization can be done internally by recruiting within the firm, or externally by recruiting people from outside the firm.

According to Ezeani (2005:322-324), the internal sources of recruitment consists of the use of skills inventory job posting, promotion and sideways appointment. The external sources of recruitment include direct advertising, government employment agencies, private employment bureau, educational institutions, search firms (head hunters), professional associations et cetera.

The Advantages and Disadvantages of Internal and External Recruitment

The advantages of internal recruitment include:

i. Considerable savings can be made by employing individuals with inside knowledge of how a business operates. These individuals will need shorter periods of training and time for ‘fitting’ in.
ii. The organization is likely to be greatly ‘disrupted’ by someone who is used to working with others, in the organization.

iii. Internal promotion acts as an incentive to all staff to work harder within the organization.

iv. From the firm’s point of view, the strengths and weaknesses of an insider will have been assessed. There is always a risk attached to employing an outside who may only be a success in paper.

The disadvantages of internal recruitment include:

i. You will have to replace the person who has been promoted

ii. An insider may be less likely to make the essential criticisms required to get the company working more effectively

iii. Promotion of one person in a company may upset someone else

External Recruitment makes it possible to draw upon a wider range of talent, and provides the opportunity to bring new experience and ideas to the business. The disadvantages of external recruitment are: It is more costly; the company may end up with someone who proves to be less effective in practice than they did on paper and in the interview situation (thetimes100.co.uk).

Writing or recruitment strategy, Windolf (1986:239) gave five recruitment strategies as:
1. The innovative recruitment strategy which is concerned with attracting a heterogeneous group of creative applicants, drawing on a wide range of recruitment sources. Rigorous prescreening and screening techniques are applied to reduce risk; and it is used by firms that have high labour market power (e.g. multinational corporations) and high organizational intelligence.

2. The autonomous strategy which starts with a precise definition of the ideal candidate in terms of skills, age or sex. Therefore, autonomous firms isolated from labour market fluctuations, tend to use narrow and specific recruitment channels (either the job centre or professional journal and newspapers). As innovative and autonomous firms do not differ with respect to labour market power and organizational intelligence, Windolf invokes a third variable, the technical complexity of the product and the production process, to differentiate these two recruitment strategies. According to Windolf, innovative recruitment strategies are more appropriate for organizations scoring high in technical complexity, while autonomous strategies fit with relatively low levels of technical complexity.

3. The status quo strategy is focused on attracting a homogeneous set of applicants, especially as far as demographics and socio-economic status are concerned, and, this deliberately relies on social networks and referrals. In status-quo firms, even changes in technology or job requirements will not change recruitment practices. Status-quo firms are characterized by low organizational intelligence and high labour market power and have a traditional, or conservative, strategic stance rather
than an innovative one or one defined by scientific management (which is characteristic of autonomous recruitment).

4. Flexible recruitment strategies are adopted by firms with weak market positions, thus, being forced to adapt to changing environmental conditions. Strategic control firms with low market power (e.g. because of low wages or unpleasant working conditions), but high organizational intelligence.

5. Muddling–through recruiters, draw on less strategic thinking or professional expertise than flexible employers. Their recruitment and selection techniques are often unsophisticated. Therefore, muddling-through firms generally have higher turnover than firms located in the other quadrants.

Taylor and Collins (2000:304) summarize the above recruitment sources and strategies by saying that:

> Organizations now face a strategic mandate to improve, if not optimize, their recruitment practices because, in today’s institutional environment of Human Resource Management, recruitment might be the most critical human resource function for organizational success and survival.

They argued on how recruitment might offer a competitive advantage, and gave five conditions to this effect. These conditions are:

1. Recruitment might add value by enhancing labour cost efficiencies and/or spilling over to customer perceptions of the firm’s products and services.
2. Recruitment strategy might identify and tap talent that is rare in the labour market.

3. An organization’s set of recruitment practices might be such a complex bundle of tactics that is inimitable.

4. Recruitment may be a non substitutable organizational practice to the extent that the recruitment strategy is innovative, and idiosyncratic to one organization.

5. For maximum leverage, recruitment must be aligned with other Human Resource practices, so that recruitment can support and enhance the benefits of the other Human Resource functions, such as compensation, selection, or performance appraisal. They said that it is when these conditions are met, that recruitment would be expected to make a contribution to a firm’s financial performance.

### 2.1.6 Online Recruitment or E-Recruitment

According to Armstrong (2009:538), online or e-recruitment uses the Internet to advertise or post vacancies, provides information about jobs and the organization and enable e-mail communication to take place between employers and candidates. The candidates can apply for jobs online and can e-mail application forms and their CVs to employers or agencies, and tests can be completed online.

Galanaki (2002:245), writes that e-recruiting uses the Internet to recruit personnel, either through organizational websites, specialized websites or online advertisement. He
proposes an overview of the most common ways to use the Internet as a means to recruit and identify other online activities within the scope of e-recruiting. According to him, the most common means have been described as threefold:

1. Adding recruiting pages to an exiting site;
2. Using websites specialized in recruiting; and
3. Using electronic advertisements on media sites.

Activities that fall within the scope of e-recruiting (for Galanaki) are remote interviews and assessments, smart to search the Internet and interactive tools.

Online or e-recruitment is the online attraction and identification of potential employees using corporate or commercial recruiting websites, electronic advertisements on other websites, or an arbitrary combination of these channels including optional methods such as remote interviews and assessments, smart online search agents or interactive communication tool between recruiter and applicant. It could be internal through the organization’s corporate career website or external through commercial job websites. Koong et al (2002:132), identified important attributes of commercial recruiting websites, and concluded that these sites do not have the same capabilities and types of attributes as corporate career websites. Corporate recruiters are often supported by established and mature organizational resources, and internal human resources information systems. Pearce and Tuten (2001:11), said that this may imply that recruiters prefer using their internal corporate career websites to external commercial recruiting
websites, when and if the internal systems are perceived as meeting their recruitment needs.

2.1.7 Gap in the Literature Reviewed.

The literature reviewed above have certain limitations. A major default of the above review is that it reflects mainly studies that deal with advertising and recruitment and the use of the Internet in online job advertising and online recruitment, but no mention was made on how effective it is, as a tool in performing the Human Resource (HR) function of employee recruitment. The effectiveness of every recruitment exercise is measured by the quality and quantity of applicants and the cost involved, in terms of time and money (resources) spent. The reviewed literature therefore, failed to provide an adequate explanation on the effectiveness or ineffectiveness of online job advertisement and recruitment; and its level of usage by organizations. This information is very important for it will enable human resource managers or organizations in planning and carrying out their recruitment, using an effective tool or strategy. It is hoped that this study would contribute in filling this gap in the literature.

2.2 Research Hypotheses

Hypotheses are empirically testable propositions or statements that need to be confirmed or rejected by empirical data. They are very valuable in planning and designing surveys, because they enable the investigator to be clear about what he expects to get out of the study and ask crucial questions about data which will be required during analysis (Obi, 2005:67-68). Hypotheses are tentative answers to the research problems.
From the statement of problem of this study, the following hypotheses were formulated:

1. Online job advertisement tends to make for effective recruitment of employees.

2. There appears to be a high level of usage of online job advertisement by Seven-Up Bottling Company Plc, and Baker Hughes Plc, in the recruitment of their employees.

2.3 Operationalization of Key Concepts in the Hypotheses

In this study, there are certain concepts which are central to the discussion and analysis of the basic issues raised. It has therefore, been thought necessary that these concepts be clarified particularly with regard to their usage in the discussion, and consequently how they are to be understood in the study. These concepts are: online, job advertisement, online job advertisement, recruitment, effective recruitment, employee, and organization.

a. Online - Online means being connected to the Internet. The connection can be through a phone line, using a dial up or DSL modem, a cable line via a cable modem or through a wireless connection. A computer can also be online via a connection to a computer network.

b. Job advertisement - This is an announcement informing people that a job is available; an arrangement in which an organization posts a list of open positions (with
their descriptions and requirements) so that job seekers or existing employees who wish to move to different functional areas may apply.

c. Online job advertisement - In this study, online job advertisement is an instrument for recruitment which uses the Internet to advertise or post vacancies, provide information about jobs and the organization; and enable electronic mail communication to take place between employers and candidates.

d. Recruitment - In this study, recruitment is the process of attracting job candidates to apply for vacant positions in an organization; to help it achieve its objectives.

e. Effective recruitment - An effective recruitment is a recruitment that is cost (time and money) effective, and produces enough suitable candidates without excess and ensuring the identification of the best fitted for the job and the organization.

f. Employee - Employee in this study is a person who is paid to work for an organization.

g. Organization - An organization is a group of people, large or small that is cooperating under the direction of executive leadership in accomplishment of certain common objective.
2.4 Research Methodology

2.4.1 Type of Study

This is an empirical study that is based on experience and experiments of the phenomenon under study (online job advertisement and employee recruitment) by the chosen case studies (Seven-Up Bottling Company Plc and Baker Hughes Plc). It seeks to establish the relationship between concepts in an effort to explain the occurrence of the observed phenomenon. In this study, the focus is on the phenomenon of online job advertisement and its observed relationship with employee recruitment. To explain this, an existing theory has been applied.

2.4.2 Research Design

The research design employed in this study is the Survey design. As noted by Osuala (1982:81), this method gives the opportunity of an in-depth study of people and their opinions, because it focuses on the people, the vital facts of the people and their attitudes, beliefs, motivations and behaviours. It also identifies present conditions and points to present needs which make the method versatile and practical. The survey method is an important technique used in Human-Computer Interaction (HCI) Research, as it provides feedback from the point of view of the users (Kuter and Yilmaz 2001:n.p). These necessitated the use of the survey design in this study.

This study employed a qualitative approach to data collection. Qualitative research is particularly appropriate for a study of this nature as it can give depth and details of
phenomena that are difficult to convey with quantitative methods (Flicks, 2002). Qualitative research is not concerned with representatives or making inferences about the larger population (Strauss and Corbin, 1999). It seeks to gain rich, comprehensive data from a small number of participants (Maphosa et al, 2007).

2.4.3 Data Gathering Instruments

In this study, data were gathered from both primary and secondary sources.

**Primary source:** Information from this source constituted mainly of responses to issues raised in the questionnaire guide administered on the staffs of the Human Resource (HR) units of Seven-Up Bottling Company Plc, and Baker Hughes Plc. In other words, the researcher made use of interview technique where in-depth interview and survey of human resources managers charged with recruitment responsibilities were carried out.

Obasi (1999:165), said that:

> The interview is a data gathering instrument that enables a seeker of information to have an in-depth knowledge of an issue of concern through a face to face interaction (at times by telephone conversation with the provider of such information).

**Secondary source:** In this study, books, journals, newspapers, magazines, Internet and other relevant documents (both published and unpublished), were the instruments for the secondary source of data gathering. The data obtained from this source were used mainly in the review of literature. Using the Harvard style of referencing, their sources were acknowledged in the bibliography.
2.4.4 Population of Study

A research population is the main focus of any research work as it is from them that the researcher will get the necessary data needed to measure the research hypotheses.

The population of study refers to a group of people, objects or events which a researcher deliberately decides to study; primarily to obtain necessary data needed to solve a given problem.

In this study, the population is made up of the entire staffs of the Human Resources (HR) departments of Seven-Up Bottling Company Plc, and Baker Hughes Plc.

2.4.5 Sample of Study

A sample is a part of entire population of study that is selected for investigation. A sample, drawn from the population should be such that will enable a researcher carry out an objective analysis, the results of which could be generalized. A sample in a study is therefore, important for the following reasons:

- It eliminates the difficulty in trying to study the entire population.
- It reduces cost involved in research endeavour.
- It saves time and enables the researcher to operate within a time frame.

The sample of this study was made up of a total of four (4) respondents drawn from members of the staff of the Human Resource (HR) units of Seven-Up Bottling Company
Plc and Baker Hughes Plc. This sample is a subset of the population of the staffs of Human Resource (HR) units of both organizations.

2.4.6 Sampling Procedure

Due to the nature of this study, and based on the fact that it is principally focused on the use of the Internet in recruitment- a specialized activity in an organization that is carried out by a particular group of people; the researcher used the non-probability sampling procedure.

In non-probability sampling, it is not possible to specify the chances of including a sample unit of the population in the sample, nor is there any assurance of the sample being an accurate representation of the population (Obi, 2005:75). Under this sampling procedure, the researcher made use of the purposive or judgmental sampling design. This design, according to Wikipedia (n.d:n.p.), gives the researcher the chance to choose the sample based on who he/she thinks would be appropriate for the study; and that, this is used primarily when there is a limited number of people that have expertise in the area under study.

This means that the chance that a particular sampling unit will be selected for the sample depends on the subjective judgment of the researcher. The researcher chose the staffs of the Human Resource (HR) units of the organizations under study. This is because, they are the people directly involved in the recruitment activity.
2.4.7 Method of Data Presentation and Analysis

Descriptive analysis was used for the demographic characteristics of the respondents, and to present their responses on issues surrounding the Online Job Advertisement as a recruitment strategy. The transcription of the recorded audio cassettes, together with the field notes, provided data for the thematic analysis. Transcripts were read and annotated. Multiple readings of the transcripts were undertaken to indentify major themes or ideas revealed by the respondents as well as critical words, phrases and examples.

The views and responses of the respondents from both organizations were compared and contrasted searching for views either made explicitly by respondents or derived implicitly. Important and frequently expressed ideas and themes were then studied for pattern of connection, and grouped into sub-themes. The themes in the data formed a picture that reflected the online job advertisement and recruitment practices of Seven-Up Bottling Company Plc and Baker Hughes Plc. Other people’s views were used to substantiate their claims on certain issues. Tables and charts were also used in the presentation of data where necessary, for the purpose of clarity.

2.5 Theoretical Framework

We cannot discuss and analyze concepts meaningfully in social sciences without linking them to some theoretical viewpoint or orientation. This is because, theories enable a chosen line of action to be anchored on, and guided by evidence derived from scientific
research, which makes the consequences of such an action fall as close in line with the intended direction as possible. Therefore, this study is hinged on the Diffusion of Innovations theory by Professor Everett M. Rogers in 2003. Rogers (2003), Diffusion of Innovations theory is the most appropriate for investigating the adoption of Internet technology in employee recruitment and management of human resources in an organization. This is because, this theory addresses the spread of the Internet, and how it has transformed the way human beings communicate and adopt new ideas.

**Tenets of the Theory.**

In fact, much diffusion research involves technological innovations as Rogers (2003) usually used the words *technology* and *innovation* as synonyms. For him, “a technology is a design for instrumental action that reduces the uncertainty in the cause-effect relationships involved in achieving a desired outcome.” It is composed of two parts: *hardware* and *software*. Hardware is “the tool that embodies the technology in the form of a material or physical object” while; software is “the information base for the tool”. Since software (as a technological innovation) has a low level of observability, its rate of adoption is quite low.

According to Rogers, adoption is a decision of full use of an innovation as the best course of action available, and rejection is a decision not to adopt an innovation. He defines diffusion as “the process in which an innovation is communicated through certain channels over time among the members of a social system. As expressed in this
Four Main Elements in the Diffusion of Innovations.

**Innovation:** An innovation is an idea, practice or project that is perceived as new by an individual or other unit of adoption (Rogers 2003:12). An innovation may have been invented a long time ago, but if individuals perceive it as new, then it may still be an innovation for them. The newness characteristic of an adoption is more related to the three steps (knowledge, persuasion and decision) of the innovation - decision process. An innovation’s consequences may create uncertainty which is an important obstacle to the adoption of innovations. Consequences are the changes that occur in an individual or a social system as a result of the adoption or rejection of an innovation. To reduce the uncertainty of adopting the innovation, individuals should be informed about its advantages and disadvantages to make them aware of all its consequences. Rogers, also claimed that consequences can be classified as desirable versus undesirable (functional or dysfunctional), direct versus indirect (immediate result or result of the immediate result), and anticipated versus unanticipated (recognized and intended or not).

**Communication Channels:** Communication is a process in which participants create and share information with one another in order to reach a mutual understanding (Rogers 2003:5). This communication occurs through channels between sources. He states that “a source is an individual or an institution that originates a message”. A channel is the means by which a message gets from the source to the receiver. Diffusion
is a specific kind of communication and includes these communication elements: an innovation, two individuals or other units of adoption, and a communication channel. Mass media and interpersonal communication are two communication channels. Mass media channels include a mass medium such as TV, radio or newspaper: while interpersonal channels consist of a two-way communication between two or more individuals. On the other hand, diffusion is a very social process that involves interpersonal communication relationship. This, interpersonal channels are more powerful to create or change strong attitudes held by an individual. In interpersonal channels, the communication may have a characteristic of homophily, that is, “the degree to which two or more individuals who interact are similar in certain attribute, such as beliefs, education, socio-economic status, and the like”; but diffusion of innovations requires at least some degree of heterophily which is the “degree to which two or more individuals who interact are different in certain attributes.”

**Time:** The time aspect is ignored in most behavioural research, according to Rogers. He argues that, including the time dimension in diffusion research illustrates one of its strengths. The innovation diffusion process, adopter categorization, and rate of adoptions all include a time dimension.

**Social system:** The social system is defined by Rogers as a set of interrelated units engaged in joint problem solving to accomplish a common goal. Since diffusion of innovations takes place in the social system, it is influenced by the social structure of the social system. For him, structure is “the patterned arrangements of the units in a system.”
He further claimed that the nature of the social system affects individuals’ innovativeness, which is the main criterion for categorizing adopters.

**The Innovation – Decision Process.**

Rogers described the innovation – decision process as “an information – seeking and information – processing activity, where an individual is motivated to reduce uncertainty about the advantages and disadvantages of an innovation”. The innovation-decision process involves five steps:

1. Knowledge
2. Persuasion,
3. Decision,
4. Implementation, and
5. Confirmation.

These stages typically follow each other in a time ordered manner. This process is shown in figure 2.1.

**Fig. 2.1: A Model of Five Stages in the Innovation-Decision Process**

**COMMUNICATION CHANNELS**

The Knowledge Stage: The innovation = decision process starts with the knowledge stage. In this stage, an individual learns about the existence of innovation and seeks information about the innovation. “what?” “how?”, and “why?” are the critical questions in the knowledge phase. These questions form three types of knowledge:

i. Awareness-knowledge which represents the knowledge of the innovation’s existence;

ii. How-to-knowledge which contains information about how to use an innovation correctly, and

iii. Principles-knowledge which include the functioning principles describing how and why an innovation works.

The Persuasion Stage: This occurs when the individual has a negative or positive attitude toward the innovation; but the formation of a favourable or unfavourable attitude toward an innovation does not always lead directly or indirectly to an adoption or rejection. Rogers states that while the knowledge stage is more cognitive – (or knowing) centered, the persuasion stage is more affective – (or feeling) centered. Thus, the individual is involved more sensitively with the innovation at the persuasion stage.

The Decision Stage: At this stage, the individual chooses to adopt or reject the innovation. Adoption refers to “full use of an innovation as the best course of action available, while rejection means “not to adopt an innovation”. If an innovation has a partial trial basis, it is usually adopted more quickly, since most individuals first want to try the innovation in their own situation and then, come to an adoption decision. The
vicarious trial can speed up the innovation – decision process. However, rejection is possible in every stage of the innovation – decision process. Rogers expressed two types of rejection: active rejection and passive rejection. In an active rejection situation, an individual tries an innovation and thinks about adopting it, but later he or she decides not to adopt it. A discontinuance decision, which is to reject an innovation after adopting it earlier, may be considered as an active type of rejection. In a passive rejection (or non-adoption) position, the individual does not think about adopting the innovation at all.

**The Implementation Stage:** At this stage, an innovation is put into practice. However, an innovation brings the newness in which “some degree of uncertainty is involved in diffusion”. Uncertainty about the outcomes of the innovation still can be a problem at this stage. Thus, the implementer may need technical assistance from change agents and others to reduce the degree of uncertainty about the consequences. Moreover, the innovation-decision process will end since “the innovation loses its distinctive quality as the separate identity of the new idea disappears” (Rogers, 2003:6; 180).

An important part of the implementation stage is reinvention. It is the degree to which an innovation is changed or modified by a user in the process of its adoption and implementation. Rogers also explained the difference between invention and innovation. Invention is the process by which a new idea is discovered or created; while the adoption of an innovation is the process of using an existing idea. He further discussed that the more reinvention takes place, the more rapidly an innovation is adopted and becomes
institutionalized. As innovations, computers are the tools that consist of many possible opportunities and applications, so computer technologies are more open to reinvention.

**The Confirmation Stage:** At this stage, the innovation decision already has been made, but the individual looks for support for his or her decision. According to Rogers, this decision can be reversed if the individual is exposed to conflicting messages about the innovation. However, the individual tends to stay away from these messages and seeks supportive messages that confirm his or her decision. Thus, attitudes become more crucial at the confirmation stage. Later adoption or discontinuance happens during this stage depending on the support for adoption of the innovation and the attitude of the individual. Discontinuance may occur during this stage in two ways. First, the individual rejects the innovation to adopt a better innovation replacing it. This type of discontinuance decision is called replacement discontinuance. Second, is where the individual rejects the innovation because he or she is not satisfied with its performance or the innovation does not meet the needs of the individual. So, it does not provide a perceived relative advantage which is the first attribute of innovations and affects the rate of adoption. This type of discontinuance decision is known as disenchantment discontinuance

**Attributes of Innovations and Rate of Adoption.**

Rogers proposes attributes of innovations which includes five characteristics of innovations that help to decrease uncertainty about the innovation. These are:
1. Relative advantage,
2. Compatibility,
3. Complexity,
4. Trialability and
5. Observability.

He stated that individuals’ perception of these characteristics predict the rate of adoption of innovations. He defined the rate of adoption as the relative speed with which an innovation is adopted by members of a social system. For instance, the number of individuals who adopted the innovation for a period of time can be measured as the rate of adoption of the innovation. He also reported that 49%-87% of the variance in the rate of adoption of innovations is explained by these five attributes.

**Relative Advantage:** Rogers defined relative advantage as the degree to which an innovation is perceived as being better than the idea it supersedes. The cost and social status motivation aspects of innovations are elements of relative advantage. For instance, while innovators, early adopters, and early majority are more status – motivated for adopting innovations, the late majority and laggards perceive status as less significant. He also categorized innovations into two types: preventive and incremental (non-preventive) innovations. A preventive innovation is a new idea that an individual adopts now in order to lower the probability of some unwanted future event. Preventive innovations usually have a slow rate of adoption so their relative advantage is highly uncertain.
**Compatibility**: Rogers stated that compatibility is the degree to which an innovation is perceived as consistent with the existing values, past experiences and needs of potential adopters. A lack of compatibility in Information Technology (IT) with individual needs, may negatively affect the individuals IT use (McKenzie, 2001). Even naming the innovation is an important part of compatibility. What the innovation is called should be meaningful to the potential adopter. What the innovation means also should be clear.

**Complexity**: He defined complexity as the degree to which an innovation is perceived as relatively difficult to understand and use. Opposite to the other attributes, complexity is negatively correlated with the rate of adoption. Thus, excessive complexity of an innovation is an important obstacle in its adoption.

**Trialability**: According to Rogers, trialability is the degree to which an innovation may be experimented with, on a limited basis. It is positively correlated with the rate of adoption. The more an innovation is tried, the faster its adoption is. Reinvention may occur during the trial of innovation. Then, the innovation may be changed or modified by the potential adopter. Increased reinvention may create faster adoption of the innovation. Earlier adopters see the trialability attribute of innovations as more important than later adopters.

**Observability**: Rogers defined observability as the degree to which the results of an innovation are visible to others. Role modeling (or peer observation) is the key
motivational factor in the adoption and diffusion of technology. Observability is positively correlated with the rate of adoption of an innovation.

He argued that innovations offering all these variables will be adopted faster than other innovations. The (variables) factors influence an organization’s likelihood of adopting a new technology in their recruitment process or activity.

**Adopter Categories.**

Rogers defined the adopter categories as the classifications of members of a social system on the basis of innovativeness. This classification includes innovators, early adopters, early majority, late majority and laggards. For him, innovativeness helped in understanding the desired and main behaviour in the innovation-decision process. Thus, he categories the adopters based on innovativeness as shown in figure 2.2 below.

**Fig. 2.2: Adopter Categorization on the Basis of Innovativeness**

![Adopter Categorization on the Basis of Innovativeness](image)

**Innovators:** These are willing to experience new ideas and are also the gatekeepers bringing the innovation in from outside of the system. Thus, they should be prepared to cope with unprofitable and unsuccessful innovations, and a certain level of uncertainty about the innovation.

**Early Adopters:** These are more limited with the boundaries of the social system when compared to innovators. They are role models whose attitudes toward innovations are more important as they put their stamp of approval on a new idea by adopting it. Their leadership role in adopting the innovation decreases uncertainty about the innovation in the diffusion process. Light (1998:19), opined that leaders play a central role at virtually every stage of the innovation process.

**Early majority:** These are deliberate in adopting an innovation and they are neither the first nor the last to adopt it. As shown in figure 2.2, they adopt the innovation just before the other half of their peers adopts it. Thus, their innovation decision usually takes more time than it takes innovators and early adopters.

**Late majority:** These include one third of all members of the social system who wait until most of their peers adopt the innovation. Economic necessity and peer pressure may lead them to the adoption of the innovation; though, they are skeptical about the innovation and its outcomes.

**Laggards:** These, first want to make sure that an innovation works before they adopt it because of their limited resources, and the lack of awareness-knowledge of
innovations. For instance, the individuals or other units in a system who most need the benefits of a new idea (the less educated, less wealthy etc) are generally the last to adopt an innovation.

In summary, these categories are based on standard deviations from the mean of the normal curve; and each adopter’s willingness and ability to adopt an innovation depends on their awareness, interest, evaluation, trial and adoption. People can fall into different categories for different innovations – an organization might be an early adopter of mechanical innovations, but a late majority adopter of computer and its internet innovations.

When graphed, the rate of adoption formed what came to typify the diffusion of innovations model an “s-shaped curve” (S-curve). The graph essentially shows a cumulative percentage of adopters over time – slow at the start, more rapid as adoption increases, then leveling off until only a small percentage of laggards have not adopted.

2.5.1 Application of the Theory.

In this study, Rogers (2003) Diffusion of Innovations theory is used to examine the spread of the Internet technology, and its use in online job advertisement, and how it has transformed the way organizations recruit their employees.

According to the theory, for a new innovation such as online job advertising and e-recruitment to take place, it must necessarily go through the five stages in the innovation–decision process of knowledge, persuasion, decision, implementation and confirmation
stages. These stages certify the effectiveness or ineffectiveness of the innovation and determine the rate of its adoption (i.e. the spread in its use amongst organizations); and the continuance or discontinuance in the usage of the innovation. Also, the attributes of an innovation which include: relative advantage, compatibility, complexity, trialability and observability, influence an organization’s likelihood of adopting a new technology such as the Internet in their recruitment activity. Organizations can fall into the different categories of adopters of the Internet technology and online job advertisement innovation. These are the innovators, early adopters, early majority, late majority and laggards depending on their level of awareness, interest and usage.

The first three stages in the innovation-decision process which are: knowledge, persuasion and decision stages answer the question of why do organizations adopt this new innovation. This is so because, it is at these stages that the organization becomes aware of the new innovation (online job advertising), and decides to adopt it in their recruitment exercise. The fourth and fifth stages which are implementation and confirmation stages, answer the questions of level of usage and the pros and cons of the new innovation; because, it is at these two stages that the new innovation (online job advertising) is applied. Its application exposes its pros and cons which determines its level of usage by organizations, and leads to the confirmation of its effectiveness or ineffectiveness.

The use of the Internet in online job advertising and recruitment is an innovation that has taken root in the developed countries of the world. This cannot be said of the
Internet as a channel of job advertising and recruitment in respect of developing countries (for example, Nigeria), where development in Information and Communication Technology (ICT) is still at its infant stage.

However, the Internet and its usage as a medium of job advertising and recruitment is gradually spreading amongst organizations, and has really brought about changes and transformation in their ways of communication and interaction with the prospective employees. This observation is in line with the view of Adams (2003:44), that business (organizations) are beginning to evaluate the advantages and disadvantages of advertising online; they are beginning to recognize that through advertising online, their messages are communicated in a fast and efficient way while not only interacting with customers (applicants), but establishing a one on one dialogue.
CHAPTER THREE

BACKGROUND INFORMATION ON THE CASE STUDIES

In this study, there are organizations which are central to the analyses and discussions of the issues raised. It has therefore been thought necessary that these organizations be brought into focus and general information about them be given for a clear understanding of the type of organizations they are, and the nature of their businesses. These are the two organizations used as case studies. They are:

1. Seven-Up Bottling Company Plc
2. Baker Hughes Plc

3.1 Seven-Up Bottling Company Plc

History.

The Seven-Up Bottling Company Plc was founded by a Lebanese, Mohammed El-Khalil who came to Nigeria for the first time in 1926. The current chairman of the company, Faysal El-Khalil is the son of the founder, Mohammed El-Khalil. The company metamorphosed from a very successful transport business (El-Khalil Transport) in a bid to diversify the then largest transport company in the entire West of Africa. On October 1st 1960, the exact day our great country Nigeria won her independence, Nigerians also experienced the birth of a soft drink giant as the first bottle of 7Up rolled out from their factory located in Ijora, Lagos state. Since then, the company continued to grow in the
leap and the bound. In the late 1980s, they established two (2) more plants in Ibadan, Oyo state and Ikeja, Lagos state. In the early 1990s, when Pepsi International took over 7Up International, they again got great opportunities to introduce the Pepsi brand to the Nigerian people. As at today, the company has its Head Quarter in Beirut and operational bases in three (3) African countries – Nigeria, Tanzania and Ghana.

The Seven-Up Bottling Company Plc is one of the largest independent manufacturers and distributors of the well-known and widely consumed brands of soft drinks in Nigeria. Their brands are Pepsi, Mirinda, Teem and Mountain Dew, which they produce and market in all their present nine (9) manufacturing plants in Nigeria. These manufacturing plants are located in Ibadan, Ikeja, Kano, Aba, Benin, Kaduna, Ilorin, Enugu and Abuja. The two (2) plants at Port Harcourt and Apapa are for mainly marketing activities. They also market their products through their over 200 distribution centers which they also call depots, spread over the nooks and crannies of Nigeria. Their workforce is currently in the estimate of 3,500 employees.

**Products.**

The company produces soft drinks and their brands are Pepsi, 7-Up, Mirinda, Teem, and Mountain Dew. Recently, they introduced their bottled water branded Aquafina into the Nigerian markets.

**Pepsi** – Pepsi is a carbonated soft drink produced and manufactured by PepsiCo. It is an internationally recognized carbonated cola drink and one of the leading soft drinks
brands in the world. The drink was first made in the 1890’s by pharmacist Caleb Bradham in New Barn, North Carolina. The brand was trademarked on June 16, 1903. There have been many Pepsi variants produced over the years since 1898. Presently, in Nigeria, there are Pepsi Cola and Pepsi Light (2007) variants.

Pepsi is made with carbonated water, high fructose corn syrup, caramel colour, sugar, phosphoric acid, caffeine, citric acid and natural flavours. A can of Pepsi (12 fl ounces) has 41 grams of carbohydrates (all from sugar), 30 mg of sodium, 0 gram of fat, 0 gram of protein, 38mg of caffeine and 150 calories. The caffeine – free Pepsi-Cola contains the same ingredients but without the caffeine.

**7Up** – 7Up is a lemon- lime flavoured, non-caffeinated soft drink. The rights to the brand are held by Dr. Pepper Snapple Group in the United States, and PepsiCo (or its Lebaneese) in the rest of the world. The 7Up logo includes a red spot between the ‘7’ and ‘Up’. 7Up was created by Charles Grigg, who launched his St. Louis based company, The Howdy Corporation in 1920. Grigg came up with the formula for a lemon-lime soft drink in 1929. The product which was originally named, ‘Gib-Label Lithiated Lemon-Lime Soda’ was launched two weeks before the Wall Street crash of 1929. It contained lithium citrate, a mood – stabilizing drug. It was one of a number of potent medicine products popular in the late 19th and early 20th centuries. Specifically, it was marketed as a hangover cure.

Philip Morris bought 7Up in 1978, and sold it in 1986 to a group of led by the investment firm Hicks and Hass. 7Up merged with Dr. Pepper in 1988; Cadbury
Schweppes bought the combined company in 1995. The Dr. Pepper Snapple Group was spun off from Cadbury Schweppes in 2008. On the 1st of October, 1960, the first 7Up bottle was rolled in Nigeria. Presently, in the Nigerian market, other available variants are 7Up Free and 7Up H₂O. The ingredients in 7up are filtered carbonated water, high fructose corn syrup, natural flavours, natural citric acid and natural potassium citrate.

**Mirinda** – Mirinda is a brand of soft drink available in fruit variations including orange, grapefruit, apple, strawberry, raspberry, pineapple, banana, passion fruits, lemon hibiscus and grape flavours. A citrus flavor is also available in certain areas of the Middle East. It is part of a beverage area often referred to as the flavor segment, comprising of carbonated and non-carbonated fruit-flavoured beverages. The orange flavor of Miranda represents the majority of Mirinda sales worldwide.

Mirinda is owned by PepsiCo and is primarily commercialized outside North America. It competes with Coca-Cola’s Fanta and Dr. Pepper Snapple’s Orange Crush brands, with flavor brands local to individual countries. As with most soft drinks, Mirinda is available in multiple formulation, depending on the taste of individual markets. In Nigeria, the variants that are in the market are: orange, pineapple, red apple, tropical and fruity.

Mirinda is made up of carbonated water, high fructose corn syrup, citric acid, modified food starch, potassium benzoate and potassium sorbate, glycerol eater of wood resin, natural flavours, yellow B, ascorbic acid and calcium disodium EDTA with sodium citrate.
**Teem** – Teem is a lemon – quinine flavoured, non-caffeinated, carbonated soft drink. The variants of teem are soda, bitter lemon and tonic. It is manufactured and distributed by PepsiCo. The ingredients include: carbonated water, sugar, citric acid, gum Arabic, sodium benzoate, ester gum, lemon flavour, quinine and caramel.

**Mountain Dew** – Mountain Dew is a soft drink manufactured and distributed by PepsiCo. The formula was first made and marketed in Knoxville and Johnson city, Tennesses, U.S.A, through the 1940’s; then in Fayatta villa, North Carolina by Barney and Ally Hartman.

The ingredients are sugar, concentrated orange juice, citric acid, natural flavours, sodium benzoate, caffeine, sodium citrate, erythobic acid, gum Arabic, calcium disodium EDTA, brominated vegetable oil, yellow 5 and Thiamin hydrochloride.

Launched in Nigeria in 2006, Mountain Dew has experienced tremendous acceptance and has grown since its market introduction.

**Aquafina** – This is a premium drinking water manufactured and distributed by PepsiCo. It delivers water so pure that there is nothing but crisp, clean refreshment in every bottle.

**Corporate Social Responsibility.**

Beyond the satisfaction of doing the right thing, the company’s responsibility goes to the Nigerian people whose lives they touch everyday; and that responsibility includes conducting their business in ways that protect the environment and promote health and
safety. As a responsible corporate of Nigeria, the Seven-Up Bottling Company has a commitment to always comprehend, prevent and reduce any negative impacts on environment due to its production process and ensure proper and regulated ways of managing its effluence discharge (i.e. the waste water as a result of its operations). All the manufacturing plant of the Seven-Up Bottling Company Plc, has installed the Effluent Treatment Plant (ETP) to prevent ugly effects of water pollution in host communities.

**Core Values.**

The core values of the Seven-Up Bottling Company Plc are:

- **Commitment and Ownership** – The employees describe the company as ‘our company’ reflecting the entrepreneurial spirit and sense of ownership. The employees also experience a feeling of brotherliness and freshness in their relationship with one another to build the organization. In addition, achievement by people are recognized and rewarded appropriately.

- **Teamwork** – Each of the employees recognizes the value of the skills, abilities and cooperation between relevant persons, and the units towards delivering seamless and superior values.

- **Integrity** – The employees are reputed for unflinching uprightness and high ethnical standards.

- **Trust** – The management has confidence that employees will act in the best interest of the company. Employees also believe that management will not harm them, but will do everything possible to protect and further their interests.
3.2 Baker Hughes Plc

**History.**

Baker Hughes was formed in 1987 with the merger of Baker International and Hughes Tool Company, both founded over 100 years ago, when R.C Baker and Howard Hughes conceived ground breaking inventions that revolutionized the fledging petroleum era. Since those earliest advancements, the company has never stopped searching for solutions to conquer the next frontier. Innovation has been part of their DNA for more than a century.

In 1907, Reuben C. Baker developed a casing shoe that modernized cable tool drilling. In 1909, Howard R. Hughes, Sr. introduced the first roller cutter bit that dramatically improved the rotary drilling process. Over the ensuing eight decades, Baker International and Hughes Tool Company continued to lead the industry with innovative products in well completions, drilling tools and related services.

During its history, Baker Hughes has acquired and integrated numerous oilfield pioneers including: Brown Oil Tools, CTC, EDECO, and Elder Oil Tools ( completions); Milchem and Newpark (drilling fluids); EXLOG (mud logging); Eastman Christensen and Drilex (directional drilling and diamond drill bits); Teleco (measurement while drilling); Tri-State and Wilson (fishing tools and services); Centrilift (artificial lift); Aquaness, Chemlink and Petrolite (specialty chemicals); Western Atlas (seismic exploration, well logging).
Today, the company is recognized in nine (9) regions and 23 geo-markets where local teams work to understand customer needs, and coordinate delivery of reliable, practical solutions that include the right Baker Hughes’ technologies for every project. The Baker Hughes regions are: U.S Land, Gulf of Mexico, Canada, Latin America, Europe, Africa, Russia Caspian, Middle East and Asia Pacific.

Baker Hughes operates in more than 90 countries worldwide, partnering with national oil companies, and independent operators to maximize the value from each reservoir in a multitude of applications, including deepwater, high-pressure/high temperature (HP/HT), unconventional gas, subsalt drilling, production, water management, and much more. The company has over 37,000 employees.

In Nigeria, starting with Nigeria’s first oil well in 1959, Baker Hughes has helped operators here increase operating efficiency and ultimate recovery. As Nigerian operations expand into more challenging and costly operating environments, they deliver, critical access to the latest technologies, efficient logistics support, and highly experienced personnel. The company’s local infrastructure and logistics ensure they have the right equipment and people to deepwater operations running efficiently.

People, technology and infrastructure are the foundation of Baker Hughes investment in Nigeria. With a head office in Lagos and three large facilities in and around Port Harcourt, the company supports drilling or production operations of any size or scope. Their facilities include a dedicated drilling and evaluation center, a new mud plant,
a production chemical facility, and Africa’s most modern completion and production center, located in the oil and gas free zone at Onne Port.

**Products and Services.**

Baker Hughes has products and services that help their customers to drill, evaluate, complete and produce the energy that drives the global economy. Their reservoir technology experts offer independent consulting services, geo-mechanics modeling, petroleum engineering, and reservoir simulation services to achieve superior results.

**Reservoir Development Services.**

Baker Hughes reservoir development services (RDS) offers impartial advice that effectively supports their customers through the E & P life cycle for maximized asset value through subsurface integrity and evaluation, gaffney, Cline & Associates and Reservoir software.

**Integrated Operations.**

Baker Hughes helps their customers how to improve project economics and HSE performance with integrated operations in IO well execution, IO field management, IO management systems and contact IO.
Drilling.

The Baker Hughes field proven motors and rotary steerable systems, durable drill bits, and high performance, environmentally compliant drilling fluids maximize production in the areas of drill bits, drilling services, and drilling fluids.

Evaluation.

Baker Hughes’ technology characterizes fractured carbonate, thin-bedded clastic, or shale gas reservoirs so their customers can understand the down hole environment to maximize asset value in the areas of open hole wireline systems, cased hole wireline systems, wireline conveyance, borehole seismic services, coring services, surface logging services, geosciences services, BEACON remote operations platform and logging while drilling.

Completions.

Baker Hughes’ completions solutions maximize production and ROI with reduced life cycle cost. They have built a comprehensive track record that meets or exceeds their customers’ planned objectives in well completions, wellbore construction and wellbore intervention.

Production.

The Baker Hughes comprehensive production services comprise expertise and technology that overcome their customers’ individual challenges to ensure sustained
recovery in the areas of artificial lift, intelligent production systems, fluid additives and upstream chemicals.

**Pressure Pumping.**

Baker Hughes’ pumping services increases access to proven reserves, improving asset value and ROI. They are the pressure pumping experts with the reliable resources and guidance in hydraulic fracturing, cementing services, coiled tubing services, acidizing services and sand control pumping services.

**Tubular Services.**

Unsurpassed reliability and the industry’s best value, including casing and tubing running, hammer services, completion assembly services and rigless intervention system.

**Process and Pipeline Services.**

Improve efficiency and reduce downtime with precommissioning, commissioning, and turnaround of new pipeline systems and process plants.

**Downstream Chemicals.**

Baker Hughes’ downstream chemical services and technology help their customers to increase their production, improve plant safety and equipment reliability in the areas of refining, fuel terminal additives, fuel additive technology, industrial water treatment, petrochemical manufacturing and power generation.
Specialty Chemicals.

Their innovative chemical services and technology with greater product reliability, help their customers’ increase production in agriculture, and specialty polymers.

Core Values and Keys to Success.

The Baker Hughes’ core values and keys to success are the basis for establishing a common culture for Baker Hughes. Baker Hughes core values are:

**Integrity** – The company believes that integrity is the foundation of their individual and corporate actions that derives an organization of which they are proud. They are:

- Responsible corporate citizen committed to the health and safety of people, protection of the environment, and compliance with laws, regulations, and company policies.
- Honest, trustworthy, respectful and ethical in their actions.
- Honour their commitments.
- Accountable for their actions, successes and failures.

**Teamwork** – They believe that teamwork leverages their individual strengths.

- Committed to common goals.
- Expect everyone to actively participate on the Baker Hughes Incorporated (BHI) team.
- Openly communicate up, down and across the organization.
Value the diversity of their workforce

Willingly share their resources.

**Performance** – They believe performance excellence will drive the results that differentiate them from their competitors. They also:

- Focus on what is important.
- Establish and communicate clear expectations.
- Relentlessly pursue success strive for flawless execution
- Work hard, celebrate their successes and learn from their failures.
- Continuously look for new ways to improve their products, services and processes.

**Learning** – They believe a learning environment is the way to achieve the full potential of each individual and the company. They also:

- Expect development throughout each individual’s career by a combination of individual and company commitment.
- Learn from sharing past decisions and actions, both good and bad, to continuously improve performance.
- Improve by benchmarking and adopting best practices.

**Baker Hughes’ Keys to Success.**

They are four priorities that guide decision making in Baker Hughes:

- People contributing at their full potential by:
• Understanding their priorities and performance goals.

• Driving to do their part every day.

• Supporting new ideas and taking appropriate risks.

• Taking action to find and correct problems.

• Commending each other on a job well done.

❖ Delivering unmatched value to our customers by:

• Making it easy for customers to do business with them.

• Listening to customers and understanding their needs.

• Planning ahead to deliver innovative, cost effective solutions.

• Being dedicated to safe, flawless execution and top quality results.

❖ Being cost efficient in everything they do by:

• Maintaining a competitive cost structure for the long-term.

• Utilizing shared services to control cost for the enterprise.

• Seeking the best value for Baker Hughes in their relationships with suppliers.

• Ruthless elimination of waste without compromising safety or quality.

❖ Employing resources effectively by:

• Assigning their employees where they can make the biggest contribution

• Allocating our investments to leverage the best opportunities for Baker Hughes.

• Employees handling company’s assets as if they were their own.

• Managing the company’s balance sheet to enhance return on investment.
Corporate Social Responsibility.

The Baker Hughes’ social responsibility program aligns with the United Nations’ Millennium Development Goals aimed at alleviating poverty, improving education and health standards, and promoting equality. Additionally, the company recognizes its responsibility to share its experience and skills to assist with national development plans such as those in place in Nigeria.

Environmental protection is an integral part of Baker Hughes’ daily business activities. Wherever they operate, all of their employees are expected to act responsibly with regard to maintaining air, water, and land quality, managing and minimizing waste; reducing energy consumption; and promoting conservation to reduce their carbon footprint. For example, they recently introduced specialized programs in Nigeria to minimize their cost of treating and disposing of waste oil and used auto batteries.

As a global company and an oil field service industry leader, Baker Hughes strives to operate in a sustainable manner. Sustainability activities are a large part of their daily business through:

- Compliance and Ethics: Baker Hughes strongly believes that their operations must meet the highest standards of ethical behaviour and legal compliance.
- Sustainable Technology: One of their objectives is to help customers develop energy reserves in an environmentally responsible manner.
People and Society: Investments in people and communities are an integral part of Baker Hughes’ long term business plans.
CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

As it has been already noted in chapter two of this research work, that the population of this study, is the staffs of the Human Resources (HR) departments of Baker Hughes Plc and Seven-Up Bottling Company Nigeria Plc. Thus, the respondents for this study comprised four (4) human resources managers (age range =30-55, male =2, female =2). These people were chosen because they are the people directly charged with recruitment responsibilities. Two human resources managers from each of the organizations were interviewed during the period of the data collection exercise. The respondents’ consents were sought and obtained, and they were equally assured of anonymity and confidentiality.

The interview method used offered element of flexibility and adaptability. Its open-ended nature allowed the opportunity of gaining insight into the world of respondents in their own language and promoted self-disclosure in a friendly environment. Toward this end, two (2) interview sessions (one for each organization) were held with the respondents and each lasted for an average of 40 minutes and revolved around two major themes.

- The reasons for their adoption of the online job advertisement in their employee recruitment.
- Level of usage of online job advertisement in the recruitment of employees in their organization.

Recording of the interview sessions was made through note-taking and by the use of audio-cassettes.

4.1 Presentation and Analysis of Data

The results of the demographic data showed that 50% of the respondents have professional qualifications (examples NIM, CIPM), and the Bachelor’s degree is the lowest academic qualification possessed by the respondents. Also, all the respondents are computer literate, as shown in the table below:

Table 4.1: Socio-Demographic Characteristics of the Respondents

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Frequency (N=4)</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td>Female</td>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Educational Qualification</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B.Sc.</td>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td>M.Sc.</td>
<td>2</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Professional Qualification</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NIM</td>
<td>1</td>
<td>25%</td>
</tr>
<tr>
<td>CIPM</td>
<td>3</td>
<td>75%</td>
</tr>
<tr>
<td><strong>Computer Literacy</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic level</td>
<td>1</td>
<td>25%</td>
</tr>
<tr>
<td>Intermediate level</td>
<td>1</td>
<td>25%</td>
</tr>
<tr>
<td>Advanced level</td>
<td>2</td>
<td>50%</td>
</tr>
</tbody>
</table>

Source: Field Survey (2012).
4.1.1 Effective Employee Recruitment and Online Job Advertisement

An effective recruitment strategy is essential to all organizations. There are no fundamental philosophical differences between recruiting using ‘old media’, such as advertising in newspapers, and the ‘new media’ such as online job advertising. The purpose of both is to fill vacant position with the best candidate, cost (money) effectively and on time. The method chosen should be appropriate for the vacancy to be filled.

In responding on why organizations make use of online job advertising in their employee recruitment, the respondents from Seven-Up Bottling Company Plc listed the advantages of online job advertisement as follow:

Cost – According to them, putting a job vacancy on your own company website costs nothing and putting a job vacancy on a job board costs only a little amount of money, while the cost of making use of a recruitment consultant or advertising in a national newspaper is often exorbitant. It also saves time.

One of the respondents remarked:

Cost can be measured in two ways- the actual money paid for the recruitment advertisement, and the cost associated with the amount of time a recruiter spends identifying a potential candidate.
Another respondent added:

You can put up a job vacancy on a job site or on the company’s website in the morning, by lunchtime the first applications arrive and a candidate could be interviewed on the same day.

This shows that online job advertising saves time and makes for quick recruitment of employees. Cost effectiveness to him has to do with money and time. This means that online job advertisement also makes for easy recruitment.

**Permanence and Bigger Audience** – One of the respondents reported:

A job vacancy advertisement on a job board or company’s website is there 24 hours a day, 7 days a week for as long as you desire. Candidates can come back to it again and again.

Another respondent added:

Bigger audience makes for large pool of candidates from which the best applicants are chosen. Thereby, making for quality and quantity of applicants.

They (respondents), also noted that a major disadvantage of online job advertising is the problem of in-appropriate or irrelevant applications from candidates.

Armstrong (2009:524), writing on the advantages and disadvantages of online recruiting said that the advantage of online recruiting are that it can reach a wider range of possible applicants; and it is quicker and cheaper than traditional methods of recruiting. More details of jobs and firms can be supplied on the site and CVs can be matched and applications submitted electronically. The disadvantages are that it may
produce too many irrelevant or poor applications and it is still not the first choice of many job seekers.

The respondents from Baker Hughes Plc when interviewed on why their organization makes use of online job advertisement in their recruitment process, also confirmed the above reasons based on the advantages of online job advertising as was given by their counterpart in the Seven-Up Bottling Company of Nigeria Plc. They also went ahead to enumerate what they called “the strengths of the Internet as an advertising medium”. They said that the Internet is a mass medium, and that is why their organization makes use of online job advertisement in the recruitment of their employees. This claim is substantiated by Whetmore (1985:6), who pointed out that for a medium to be called a mass medium, it must reach a lot of people simultaneously and must require the use of some device.

Their responses are summarized and substantiated by other people’s views, thus:

**Universality** – The Internet is fast becoming a necessity across the globe. Internationally, the Internet’s acceptance is increasing every minute as more and more professions go online.

Uyoe (2001:16) aptly put it that “never has a technology been granted universal acceptance as quickly world wide as the Internet.”

**Interactivity** – Generally, everything is centered on one thing – the interactive capability of the Net. The Net is user friendly. All it needs is the knowledge about
computers and how to use a browsing program and you can send your e-mail, open websites, advertise, et cetera. It is as if you are working with a fellow human being.

Battelle (2005: n.p.) noted that:

The Internet interactivity suggests an alternative economy in which the long-standing imbalance between publisher, audience and advertiser could be corrected. This is so because, it is not the advertiser anymore that dictates the taste and pace of advertising, but the audience rather than anything is the dominant factor.

Mass Reach – The Internet makes it easier to reach a large number of people at a time. To further spread its web around the globe, is the fact that you can also get connected wirelessly with your phone. In this way, the Net is bringing job advertising closer to the people.

Footman (2000:122), calls the Internet,

The biggest network of computers worldwide, with over 300 million computers connected to it and 30 million users, with the number doubling each year.

Immediacy in Feed Back and Speed = It also makes for immediate response especially when used for job advertisement. Candidates can respond by filling the forms provided by the companies online or by sending their applications through e-mail. In addition to immediate feedback, is speed. Traffic on the information on the information super high way is very fast.

According to the Encyclopedia Britannica (1995:355), “the Net carries data at the rate of 45 million bits per second”. The bit as stated by Sanders (1973:354), is an
abbreviation of ‘binary digit’ and it is either of the characters 0 or 1. So, imagine the speed, 45 million zeros (0) or ones (1) per second. That is being really fast, so much so that, it can be said to be the fastest medium of communication. This gives your advertisement the chance of hitting your target audience as soon as it is ready.

**Flexibility** – This is the ability to adapt programmes or change schedules easily in any of the medium. The case is even more flexible with the Internet.

A respondent remarked:

> Take a situation whereby the advertiser wants to send his message via the company’s webpage. He can type in something one minute and if he decides to change it the next minute, at the punch of keys in his keyboard, helped by his mouse, he can comfortably change his message within seconds.

Another respondent added:

> What happens when the newspaper misprints your job advertisement or forgets to include it in the classified listings? You have to wait for the next edition for it to be printed, pushing your search back by an entire week. If you have a misprint on the Internet, you can go in and change it yourself – instantly.

**In-depth Information Base** – The Internet has a lot of materials which deal on different topics and issues. These are treated in a very extensive way such that no aspect of the topic is left out.
A respondent commented:

The advertiser can write extensively on the product or service he/she is advertising without fear of taking up and paying for all space unlike the newspaper or magazine.

**Permanence and Longevity** – All materials, once on the Net, they stay there forever, unless the writer wants to remove or change them. What this means is that the advertiser’s message can remain on his website as long as he wants them to.

Siegel (1997:39), states that:

Things are different with online advertising. They wait patiently for one to view them, and they do not get thrown out that easily. A company can also keep their past advertisements for record purposes.

Since the message is permanent on the Net, it also has a very long life.

**Convenience** – The Net is convenient, for instance in browsing, all one needs is just to sit in front of a connected computer system and log in. You choose the time and you can do it anywhere or any place so far as the computer is connected to the Net. In this way, one can also conveniently access any material, create a web page or write your message at your convenience.

Writing on this, Siegel (1997:41), compared advertising with the Internet facilities and paper publication. She said that although the advert man will still write his copy, he can post it at his convenience, unlike the newspaper or magazine that will delay your advertisement.
**Prestige** – The Internet is the rave of the movement. When your company has a website, it will often be looked at, as an organization of class. Your company is given a kind of personality, and this goes along way in boosting and shaping the image of the organization. The same prestige is also attached to the organization’s messages on the Internet, and invariably affects the way Net users will look at the company. With this kind of improvement on the company’s image, advertising messages from it, has a higher chance of drawing attention.

These views above are summarized by Ibezimako (2006:89) thus:

> The internet breaks barrier of distance (especially between employees and employers), thus, ensuring global circulation of materials. It is also invaluable for economical publication of organizations corporate information through their specially designed corporate website which is accessible to the world.

The respondents from Baker Hughes Nigeria Plc, acknowledged that there are some challenges facing the full use of the Internet technology in Nigeria, in spite of the above mentioned strengths of the Internet. These are summarized thus:

**The Ever-Changing Nature of the Medium** – The Internet and its resources keep evolving and changing. Therefore, for effective and efficient use of it, one has to keep learning the new technologies that come with it.

Arens (2002: 546), identifies the challenge of learning to use the new medium effectively, especially with the medium’s ever changing and ever-evolving technological landscape. As Ebersole (1997:n.p.), argued that:
This challenge of usage is most cumbersome, while the idea of designing the advertisement packages on a site that will capture the attention of the surfer, and provide the necessary expertise for linkage draws more blood than any other medium of advertising.

**Slow Downloads and Technological Problems** – There is the problem of slow downloads due mostly to bandwidth, which still hampers most users from enjoying the full online experience. Penetration of the high bandwidth DSL lines and cable modem has been very slow.

A respondent remarked that:

Before advertising on the Internet can realize its fullest potential, data transfer times will have to come down tremendously. Fortunately, the Internet technologies are in perpetual development and growth.

**The Activities of Hackers** – There is the challenges thrown on by hackers and persons who could infuse virus into a website just for fun. This destroys advertising messages, and often reduces the effectiveness of advertisements due to resentment by surfers.

**Ignorance** – In Nigeria, even the literate ones are ignorant of the benefits of online advertising.
Woherem (2003:13), took cognizant of these challenges as follows:

\begin{quote}
Woherem (2003:13), took cognizant of these challenges as follows:

The (knowledge of Information Technology) train is passing the African continent and beckoning Africans countries to join it. To the dismay of many, however, Africa is still undecided about joining the train or is ill-equipped to do so.
\end{quote}

Tiamiyu (2003:44), underscoring the Nigerian experience, argues that very few organizations have integrated computer and by implications, Internet and interactive media systems into their business processes and only tiny fraction of the population understand and appreciate the real essence of the information age and by implication, its pull in the advertising world.

**Huge Cost** – This particular challenge (weakness) touches both the encoder of the advertising message, and the receivers of the message. On the part of the companies or individual willing to use the Net for advertising, he has to first of all get connected. Designing a website with very colourful and interesting graphics, sound and video clips is very expensive for a small organization. On the part of the audience, the targets of the message, the cost is still huge in terms of costs for connectivity access fees. The responses and views are summarized in the table below
Table 4.2: The Advantages/Strengths and Disadvantage/Challenges of the Online Job Advertising in Employee Recruitment.

<table>
<thead>
<tr>
<th>Advantage</th>
<th>Disadvantage</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Saves cost – money and time</td>
<td>▪ Irrelevant</td>
<td>▪ The changing nature of the medium</td>
</tr>
<tr>
<td>▪ Bigger Audience</td>
<td>applications</td>
<td>▪ Slow downloads and technological problem</td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
<td></td>
<td>▪ The activities of hackers</td>
</tr>
<tr>
<td>▪ Universality</td>
<td></td>
<td>▪ Illiteracy/ignorance</td>
</tr>
<tr>
<td>▪ Interactivity</td>
<td></td>
<td>▪ Huge cost</td>
</tr>
<tr>
<td>▪ Mass reach</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Immediacy in feed back</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(spread)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Flexibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ In-depth information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Permanence and longevity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Convenience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Prestige</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Breaks barrier of distance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Survey (2012).

These were given by the respondents as the major reasons for their adoption of the online job advertising innovation in their employee recruitment.

4.1.2 The Level of Usage of Online Job Advertisement in Employee Recruitment by Seven-Up Bottling Company Plc and Baker Hughes Plc.

The Internet technology or the online advertisement innovation is used by organizations to advertise vacancies on companies’ website or on job boards (sites). It is also used to deal with the applications which could be through e-mailed application letters or curriculum vitae, online completion of application forms et cetera and also used to select candidates through online testing.
In responding on the application of online job advertisement in employee recruitment, the respondents from Baker Hughes Plc said that advertising of vacancies online could be through the company’s website or commercial job boards but their organization usually makes use of their company’s website.

The Company’s Website – The amount an organization invests in its online job advertising depends on the organization’s e-strategy, resources available and competitor activity. It involves a dedicated website that gives details of vacancies, person specifications, benefits, the application process, online application forms, areas for specific types of employees (for example graduates, technical specialists et cetera), and a search facility for candidates to view all vacancies. Job areas are often signposted directly from an organization’s home page so that more general browsers can access them too. An intranet may also be used to host vacancies for internal staff to access.

The respondents from Seven-Up Bottling Company have this to say on commercial job boards which their organization, usually make use of.

Commercial Job Boards – These are large databanks of vacancies. Vacancies placed on commercial job boards are usually extensions to printed advertisements (old medium), so that online job advertisement (new medium) is merely an alternative communication medium, while other vacancies are only found online with no printed equivalent. The vacancies often have link, back to the organization’s website for candidates looking for further information, and to get a ‘feel’ for the type of employer
that is recruiting. Naijahotjobs.com, cvdumpresources.com, hotnigerianjobs.com are examples of such job boards.

Responding on the level of usage of online job advertising in employee recruitment by the two organizations under study, the respondents from both organizations said that there is a rise in the level of usage of online job advertising by their organizations. They attributed this rise to:

1. The diffusion of the Internet technology and the online job advertising innovation from the technologically advanced countries to Africa (Nigeria).
2. The effectiveness of online job advertising in employee recruitment; and
3. The large number of Internet users in Nigeria.

Respondents from Baker Hughes Plc said that almost all their recruitment activity is carried out through online job advertising placing the level at 95%; while their counterpart from Seven-Up Bottling Company Plc said that 60% of all their recruitment activity is carried out through online job advertisement. This information is represented in the chart below:


**Fig. 4.1: Level of Usage of Online Job Advertising by Seven-Up Bottling Company Plc and Baker Hughes Plc.**

![Bar chart showing level of usage of online job advertising by Seven-Up Bottling Company Plc and Baker Hughes Plc.]

**Source: Field Survey (2012)**

### 4.2 Findings

1. Online job advertisement makes for effective employee recruitment by saving cost (money and time), and drawing large audience (applicant pool). Although, its use is facing some challenges in Nigeria.

2. There is a high level of usage of online job advertisement by Seven-Up Bottling Company Plc and Baker Hughes Plc in the recruitment of their employees. This is as a result of its effectiveness, and the high number of Internet user in Nigeria when compared to other African countries.
4.3 Discussion of Findings

Results emanating from the findings on the effectiveness of online job advertisement in employee recruitment show that the positive side to online job advertising outweighs its negative side as shown in table 4.2. The respondents from both organizations agreed that, as there is good side to online job advertising, there is also bad side to it, but the good side out weighs the bad side.

According to Onah (2003:91), evaluating the effectiveness of a recruitment strategy is very important in terms of money and time spent by the recruiter or organization and quality and quantity of applicants attracted by the recruitment strategy. Therefore, from the foregoing, it could be adduced that online job advertising makes for effective employee recruitment. Oyero (2007:167) says that, the growth of the use of the Internet technology in African in recent time, has been incredibly fast and it is rapidly changing the media industry and the practice of mass communication.

With the Internet, job advertisement has taken a step further. It has brought together all the qualities of the other media of advertising in addition to interactivity which is direct marketing as noted by the respondents. Interactivity is the major difference between this new medium and the others before it, and according to Virginia (1999:177), the Internet has provided advertisers with a new ingredient for transmitting their messages about various products and services.
The above findings and discussion show that online job advertisement makes for effective employee recruitment. This validates the first hypothesis for this study which says that, online job advertisement tends to make for effective recruitment of employees.

The findings emanating from this study on the level of usage of online job advertising in employee recruitment of the organizations used in this study showed a high level of usage by the organizations; with their percentage of usage at 60% and 95% for the first and second organizations, as shown in figure 4.1. The claim of the respondents that this was as a result of the large number of Internet users in Nigeria is substantiated by a current research conducted by the Internet World Stats as shown in figure 4.2 and table 4.3 below.

**Fig. 4.2: Top Internet Countries in Africa (December 31, 2011).**

![Graph of Top Internet Countries in Africa]

*Source: [www.internetworldstats.com/stats1.htm](http://www.internetworldstats.com/stats1.htm)*
Table 4.3: Internet Usage Statistics for Africa

<table>
<thead>
<tr>
<th>AFRICA</th>
<th>Population</th>
<th>Internet Users Dec/2000</th>
<th>Internet Users 31-Dec-11</th>
<th>Penetration ( % Population )</th>
<th>Users % Africa</th>
<th>Facebook 31-Dec-11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Algeria</td>
<td>34,994,937</td>
<td>50,000</td>
<td>4,700,000</td>
<td>13.4 %</td>
<td>3.4 %</td>
<td>2,835,740</td>
</tr>
<tr>
<td>Angola</td>
<td>13,338,541</td>
<td>30,000</td>
<td>744,195</td>
<td>5.6 %</td>
<td>0.5 %</td>
<td>322,300</td>
</tr>
<tr>
<td>Benin</td>
<td>9,325,032</td>
<td>15,000</td>
<td>744,195</td>
<td>3.0 %</td>
<td>0.2 %</td>
<td>130,240</td>
</tr>
<tr>
<td>Botswana</td>
<td>2,065,398</td>
<td>15,000</td>
<td>167,180</td>
<td>8.1 %</td>
<td>0.1 %</td>
<td>167,180</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>16,751,455</td>
<td>10,000</td>
<td>230,562</td>
<td>1.4 %</td>
<td>0.2 %</td>
<td>95,380</td>
</tr>
<tr>
<td>Burundi</td>
<td>10,216,190</td>
<td>3,000</td>
<td>176,040</td>
<td>1.7 %</td>
<td>0.1 %</td>
<td>30,780</td>
</tr>
<tr>
<td>Cameroon</td>
<td>4,950,027</td>
<td>1,500</td>
<td>123,800</td>
<td>2.5 %</td>
<td>0.1 %</td>
<td>123,800</td>
</tr>
<tr>
<td>Cape Verde</td>
<td>179,711,291</td>
<td>20,000</td>
<td>783,956</td>
<td>4.0 %</td>
<td>0.6 %</td>
<td>467,340</td>
</tr>
<tr>
<td>Central African Rep.</td>
<td>516,100</td>
<td>8,000</td>
<td>148,800</td>
<td>28.8 %</td>
<td>0.1 %</td>
<td>76,980</td>
</tr>
<tr>
<td>Chad</td>
<td>10,758,945</td>
<td>1,000</td>
<td>190,863</td>
<td>1.8 %</td>
<td>0.1 %</td>
<td>38,000</td>
</tr>
<tr>
<td>Comoros</td>
<td>794,683</td>
<td>1,500</td>
<td>37,472</td>
<td>4.7 %</td>
<td>0.0 %</td>
<td>13,840</td>
</tr>
<tr>
<td>Congo</td>
<td>4,243,929</td>
<td>500</td>
<td>295,132</td>
<td>7.0 %</td>
<td>0.2 %</td>
<td>77,100</td>
</tr>
<tr>
<td>Congo, Dem. Rep.</td>
<td>71,712,867</td>
<td>500</td>
<td>915,400</td>
<td>1.3 %</td>
<td>0.7 %</td>
<td>915,400</td>
</tr>
<tr>
<td>Cote d'Ivoire</td>
<td>21,504,162</td>
<td>40,000</td>
<td>968,000</td>
<td>4.5 %</td>
<td>0.7 %</td>
<td>n/a</td>
</tr>
<tr>
<td>Djibouti</td>
<td>757,074</td>
<td>1,400</td>
<td>61,320</td>
<td>8.1 %</td>
<td>0.0 %</td>
<td>51,240</td>
</tr>
<tr>
<td>Egypt</td>
<td>82,079,636</td>
<td>450,000</td>
<td>21,691,776</td>
<td>26.4 %</td>
<td>15.5 %</td>
<td>9,391,580</td>
</tr>
<tr>
<td>Equatorial Guinea</td>
<td>668,225</td>
<td>500</td>
<td>42,024</td>
<td>6.3 %</td>
<td>0.0 %</td>
<td>18,180</td>
</tr>
<tr>
<td>Eritrea</td>
<td>5,939,484</td>
<td>5,000</td>
<td>283,699</td>
<td>4.8 %</td>
<td>0.2 %</td>
<td>19,180</td>
</tr>
<tr>
<td>Ethiopia</td>
<td>90,873,739</td>
<td>10,000</td>
<td>622,122</td>
<td>0.7 %</td>
<td>0.4 %</td>
<td>472,460</td>
</tr>
<tr>
<td>Gabon</td>
<td>1,576,665</td>
<td>15,000</td>
<td>108,845</td>
<td>6.9 %</td>
<td>0.1 %</td>
<td>91,200</td>
</tr>
<tr>
<td>Gambia</td>
<td>1,797,860</td>
<td>4,000</td>
<td>159,012</td>
<td>8.8 %</td>
<td>0.1 %</td>
<td>74,840</td>
</tr>
<tr>
<td>Ghana</td>
<td>24,791,073</td>
<td>30,000</td>
<td>2,085,501</td>
<td>8.4 %</td>
<td>1.5 %</td>
<td>1,146,560</td>
</tr>
<tr>
<td>Guinea</td>
<td>10,601,009</td>
<td>8,000</td>
<td>95,823</td>
<td>0.9 %</td>
<td>0.1 %</td>
<td>42,280</td>
</tr>
<tr>
<td>Guinea-Bissau</td>
<td>1,596,677</td>
<td>1,500</td>
<td>37,123</td>
<td>2.3 %</td>
<td>0.0 %</td>
<td>n/a</td>
</tr>
<tr>
<td>Kenya</td>
<td>41,070,934</td>
<td>200,000</td>
<td>10,492,785</td>
<td>25.5 %</td>
<td>7.5 %</td>
<td>1,298,560</td>
</tr>
<tr>
<td>Lesotho</td>
<td>1,924,886</td>
<td>4,000</td>
<td>83,813</td>
<td>4.4 %</td>
<td>0.1 %</td>
<td>27,700</td>
</tr>
<tr>
<td>Liberia</td>
<td>3,786,764</td>
<td>500</td>
<td>20,000</td>
<td>0.5 %</td>
<td>0.0 %</td>
<td>n/a</td>
</tr>
<tr>
<td>Libya</td>
<td>6,597,960</td>
<td>10,000</td>
<td>391,880</td>
<td>5.9 %</td>
<td>0.3 %</td>
<td>391,880</td>
</tr>
<tr>
<td>Madagascar</td>
<td>21,926,221</td>
<td>30,000</td>
<td>352,135</td>
<td>1.6 %</td>
<td>0.3 %</td>
<td>216,840</td>
</tr>
<tr>
<td>Malawi</td>
<td>15,879,252</td>
<td>15,000</td>
<td>716,400</td>
<td>4.5 %</td>
<td>0.5 %</td>
<td>112,100</td>
</tr>
<tr>
<td>Mali</td>
<td>14,159,904</td>
<td>18,800</td>
<td>414,985</td>
<td>2.9 %</td>
<td>0.3 %</td>
<td>132,720</td>
</tr>
<tr>
<td>Mauritania</td>
<td>3,281,634</td>
<td>5,000</td>
<td>100,333</td>
<td>3.1 %</td>
<td>0.1 %</td>
<td>83,260</td>
</tr>
<tr>
<td>Mauritius</td>
<td>1,303,717</td>
<td>87,000</td>
<td>323,494</td>
<td>24.8 %</td>
<td>0.2 %</td>
<td>298,840</td>
</tr>
<tr>
<td>Country</td>
<td>Population</td>
<td>Internet Users</td>
<td>Internet Users %</td>
<td>Internet Users Growth %</td>
<td>Internet Users</td>
<td>Population Growth %</td>
</tr>
<tr>
<td>--------------------</td>
<td>------------</td>
<td>----------------</td>
<td>------------------</td>
<td>-------------------------</td>
<td>---------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Mayotte (FR)</td>
<td>209,530</td>
<td>n/a</td>
<td>10,620</td>
<td>5.1 %</td>
<td>0.0 %</td>
<td>10,340</td>
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<tr>
<td>Morocco</td>
<td>31,968,361</td>
<td>100,000</td>
<td>15,656,192</td>
<td>49.0 %</td>
<td>11.2 %</td>
<td>4,075,500</td>
</tr>
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<td>Mozambique</td>
<td>22,948,858</td>
<td>30,000</td>
<td>975,395</td>
<td>4.3 %</td>
<td>0.7 %</td>
<td>186,460</td>
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<td>Namibia</td>
<td>2,147,585</td>
<td>30,000</td>
<td>148,414</td>
<td>6.9 %</td>
<td>0.1 %</td>
<td>134,140</td>
</tr>
<tr>
<td>Niger</td>
<td>16,468,886</td>
<td>5,000</td>
<td>128,749</td>
<td>0.8 %</td>
<td>0.1 %</td>
<td>44,580</td>
</tr>
<tr>
<td>Nigeria</td>
<td>155,215,573</td>
<td>200,000</td>
<td>45,039,711</td>
<td>29.0 %</td>
<td>32.2 %</td>
<td>4,369,740</td>
</tr>
<tr>
<td>Reunion (FR)</td>
<td>834,261</td>
<td>130,000</td>
<td>300,000</td>
<td>36.0 %</td>
<td>0.2 %</td>
<td>206,800</td>
</tr>
<tr>
<td>Rwanda</td>
<td>11,370,425</td>
<td>5,000</td>
<td>818,048</td>
<td>7.2 %</td>
<td>0.6 %</td>
<td>114,740</td>
</tr>
<tr>
<td>Saint Helena (UK)</td>
<td>7,700</td>
<td>n/a</td>
<td>900</td>
<td>11.7 %</td>
<td>0.0 %</td>
<td>n/a</td>
</tr>
<tr>
<td>Sao Tome &amp; Principe</td>
<td>179,506</td>
<td>6,500</td>
<td>31,012</td>
<td>17.3 %</td>
<td>0.0 %</td>
<td>3,320</td>
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<tr>
<td>Senegal</td>
<td>12,643,799</td>
<td>40,000</td>
<td>1,989,396</td>
<td>15.7 %</td>
<td>1.4 %</td>
<td>620,260</td>
</tr>
<tr>
<td>Seychelles</td>
<td>89,188</td>
<td>6,000</td>
<td>33,900</td>
<td>38.0 %</td>
<td>0.0 %</td>
<td>19,500</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>5,363,669</td>
<td>5,000</td>
<td>48,520</td>
<td>0.9 %</td>
<td>0.0 %</td>
<td>48,520</td>
</tr>
<tr>
<td>Somalia</td>
<td>9,925,640</td>
<td>200</td>
<td>106,000</td>
<td>1.1 %</td>
<td>0.1 %</td>
<td>55,140</td>
</tr>
<tr>
<td>South Africa</td>
<td>49,004,031</td>
<td>2,400,000</td>
<td>6,800,000</td>
<td>13.9 %</td>
<td>4.9 %</td>
<td>4,822,820</td>
</tr>
<tr>
<td>South Sudan</td>
<td>8,260,490</td>
<td>-</td>
<td>n/a</td>
<td>0.0 %</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Sudan</td>
<td>45,047,502</td>
<td>30,000</td>
<td>4,200,000</td>
<td>9.3 %</td>
<td>3.0 %</td>
<td>n/a</td>
</tr>
<tr>
<td>Swaziland</td>
<td>1,370,424</td>
<td>10,000</td>
<td>95,122</td>
<td>6.9 %</td>
<td>0.1 %</td>
<td>54,220</td>
</tr>
<tr>
<td>Tanzania</td>
<td>42,746,620</td>
<td>115,000</td>
<td>4,932,535</td>
<td>11.5 %</td>
<td>3.5 %</td>
<td>414,540</td>
</tr>
<tr>
<td>Togo</td>
<td>6,771,993</td>
<td>100,000</td>
<td>356,300</td>
<td>5.3 %</td>
<td>0.3 %</td>
<td>71,200</td>
</tr>
<tr>
<td>Tunisia</td>
<td>10,629,186</td>
<td>100,000</td>
<td>3,856,984</td>
<td>36.3 %</td>
<td>2.8 %</td>
<td>2,799,260</td>
</tr>
<tr>
<td>Uganda</td>
<td>34,612,250</td>
<td>40,000</td>
<td>4,178,085</td>
<td>12.1 %</td>
<td>3.0 %</td>
<td>346,980</td>
</tr>
<tr>
<td>Western Sahara</td>
<td>507,160</td>
<td>n/a</td>
<td>n/a</td>
<td>0.0 %</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Zambia</td>
<td>13,881,336</td>
<td>20,000</td>
<td>882,170</td>
<td>6.4 %</td>
<td>0.6 %</td>
<td>177,820</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>12,084,304</td>
<td>50,000</td>
<td>1,445,717</td>
<td>12.0 %</td>
<td>1.0 %</td>
<td>n/a</td>
</tr>
<tr>
<td>TOTAL AFRICA</td>
<td>1,037,524,058</td>
<td>4,514,400</td>
<td>139,875,242</td>
<td>13.5 %</td>
<td>100.0 %</td>
<td>37,739,380</td>
</tr>
</tbody>
</table>

Source: [www.internetworldstats1.htm](http://www.internetworldstats1.htm)

Nigeria with an estimated population of 155,215, 573 has 45,039, 711 number of Internet users in Africa, and is rated the top Internet country in Africa as at December 31, 2011, according to the Internet World Statistics.
The above findings and discussion show that there is a high level of usage of online job advertisement by the organizations. This validates the second hypothesis for this study which says that, there appears to be a high level of usage of online job advertisement in employee recruitment by the organizations.
CHAPTER FIVE  
SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1 Summary

The aim of this research work was to examine the effectiveness or ineffectiveness of online job advertisement in employee recruitment by organizations. Two organizations in Nigeria (Seven-Up Bottling Company Plc and Baker Hughes Plc) were chosen as case studies for the verification of information by comparing and contrasting their views.

Since this research sought to assess the views of human resource managers, in-depth interview was adopted in data collection. The views of four (4) human resource managers (two from each of the organizations) were assessed to enable the researcher to unravel the research problem (primary source of data collection). Consequently, two pertinent research questions were raised.

Research question one examined the reason why organizations use online job advertisement in their recruitment process. The findings reveal that organizations make use of online job advertising because it makes for effective recruitment of employees through its numerous advantages which outweigh the disadvantages. It was also revealed that, in spite of its effectiveness in employee recruitment, there are challenges facing its use in Nigeria. Research question two assessed the level of usage of online job advertising in employee recruitment by the organizations used in this study. The finding
shows a high level of usage of online job advertisement by them at 60% and 95% for the first and second organizations, respectively.

Due to the dearth of research and materials on the effectiveness of online job advertisement in employee recruitment, especially from the perspective of the organization, the principal focus of the literature (secondary source of data collection) was on advertising and job advertising, the Internet and advertising, online job advertising, employee recruitment, sources and strategies of recruitment, and online or e-recruitment. The reviewed literature could not explain the reason for the adoption of the online job advertising innovation by organizations in their employee recruitment neither could it give a clue to the level of usage of online job advertisement by organizations. This constituted a gap in the reviewed literature.

In relating the findings of this research to the theoretical framework used in this study, which is Roger’s Diffusion of Innovations theory (2003), the study sees the online job advertising as the innovation diffusing from the technologically advanced countries of the world to the developing countries (Nigeria). In the acceptance and use of an innovation, the decision to use the innovation must pass through the five stages in the innovation-decision process which are: the knowledge stage (awareness stage), the persuasion stage (observability and trialability stage), decision stage (decision to adopt or reject), implementation stage and confirmation stage. This explains why there is a variance in the level of usage of online job advertisement by the two case studies. The organization with the higher level of usage is among those referred to as ‘early adopters’
while the one with lesser level of usage could be referred to as ‘early majority’, according to Roger’s adopter categorization on the basis of innovativeness. The challenges to the use of the Internet in Nigeria as was revealed by the findings of this study, explains the effect of the social system (one of the four main elements in the diffusion of innovations) on the innovation.

5.2 Recommendations

An effective recruitment strategy is essential to every organization. Organizations now face a strategic mandate to improve, if not optimize their recruiting practices because, in today’s institutional environment of Human Resource Management (HRM), recruitment is the most critical human resource function for organizational success and survival.

This research shows that, although online job advertisement makes for effective employee recruitment in organizations, it also has disadvantage and faces some challenges in Nigeria. The rising trend of online job search signals the need for organizations to maximize web technologies to improve search for the right person for the job. In view of these, and for organizations to make the best use of the Internet technology in recruiting their employees, this study recommends that:

1. Organizations should consider using online job advertisement in conjunction with other methods of job advertising in their recruitment process to maximize response.
2. Organizations and job boards should keep the content of their sites up to date, and ensure that their sites are accessible directly or through search engines. They should also keep the content fresh; avoid the display of out of date vacancies; and make it easy for search engines to find their websites – think what key words job hunters will use and improve their websites’ ranking.

3. Organizations should shop around to find the agency that suit the organizations’ needs at a reasonable cost; and these agencies should be briefed carefully on what is needed to reduce risk of producing unsuitable candidates. This is for organizations that want to make use of recruitment agencies.

4. Organizations should research for the most appropriate job board to host vacancies.

5. They should evaluate and monitor the use of online job advertising by applicants. This is by getting feedback from applicants about how they found the process, and then, taking appropriate actions.

6. They should provide contact telephone numbers in obvious places for those having technical problems.

7. They should invest the same time in preparing online copy of their job advertisements as they would for printed advertisements, and avoid jargon and ‘company speak’ in advertisements.

8. They should also decide a policy on how to deal with unsolicited applications.
9. Organizations should also, try making use of professional associations’ websites, colleges and universities alumni and career services’ websites for job advertising and recruitment.

10. Networking is a powerful tool in accomplishing business, job searching and other professional goals. It also remains the most important tool for job advertising and recruitment in the online world, too. Organizations can use online networking in their talent hunts, by posting the open positions (vacancies) in forums like nairalandforum.com or networking sites such as naijapals.com. Even facebook.com, a site that started out for college students has a place in your professional networking play book as more professionals fill in their profiles.

11. Finally, later researchers in this field should search and dig out the areas not covered by this study and elaborate on such areas for the advancement of knowledge.

5.3 Conclusion

Online job advertisement does not end with the job posting. There is a trend throughout the recruitment process of using the Internet to streamline the process. Talent management solutions, online assessment tests and Internet background investigation companies are just some of the tools available to help recruiters make sure they identify the best candidate available. By utilizing the online job advertisement and recruitment tools available, organizations can make sure they help save their time and money.
Traditional medium of job advertising may have worked to find top talents in the past, but online job advertising and recruitment sites are where the skilled individuals of the present and future are looking for jobs. People you find via online job advertising are technically savvy, up to date and willing to try new options. They are numerous, local and skilled, just waiting for you to find them online.

No organization can grow at the desired speed in this age of the Internet and other technologies without the use of electronic channels such as e-business, e-marketing, e-learning and the like. Virtually all aspect of business is done online these days. So, job advertising and recruitment cannot be an exception. Online job advertisement has been proven to be effective from the findings of this research. The issue now is that, the use of this new innovation in job advertising and recruitment is facing some challenges in Nigeria. Hence, the need to overcome these challenges, and one major way to achieve this, is through the use of online job advertising with other media of job advertising for effectiveness and efficiency.
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Seven-Up Bottling Company Plc. http://www.seven-up.org


APPENDIX I

UNIVERSITY OF NIGERIA
NSUKKA, NIGERIA

TELEGRAMS: NIGERSITY
TELEPHONE: Nsukka: 042/770282
EXIT: 115

Our Ref
UN/FSS/PALG/242

Date
29th February, 2011

To Whom It May Concern

IDENTIFICATION LETTER

I wish to identify the bearer of this letter ONWUGHARAM, CIIOIMA R., with Registration Number PG/M.Sc/10/57704 as a student in the Department of Public Administration and Local Government, University of Nigeria, Nsukka.

She is currently conducting a research on ONLINE JOB ADVERTISING AND EMPLOYEE RECRUITMENT.

Please kindly give her any useful information that will lead to the successful completion of the work.

Thanks for your co-operation.

Prof. Fab. O. Onah
Head, Dept. of PALG
APPENDIX II

INTERVIEW GUIDE

Introduction

I want to thank you for taking the time to meet me today. My name is Onwugharam, Chioma Rosemary and I would like us to talk about your experiences in the use of online job advertisement in your employee recruitment. We want to use your responses to assess the effectiveness or ineffectiveness of online job advertisement in employee recruitment.

The interview should take less than an hour. I will be taping the session because I do not want to miss any of your comments. Although, I will be taking some notes during the session, I cannot possibly write fast enough to get it all down. Please be sure to speak up so that we do not miss your comments, because we are on tape.

All responses will be kept confidential. This means that your interview responses will only be used for academic purpose, and I will ensure that any information included in the report does not identify you as the respondent. Remembers, you don’t have to talk about anything you do not want to and you may end the interview at any time.

Are there any questions about what I have just explained?

Are you willing to participate in this interview?

_________________________  ________________________  ________________
Interviewee                  Witness                     Date
**Questions**

1. Your organization adopts online job advertisement in the recruitment of employees. Could you explain the reason(s), for this?
2. Talking about its advantages, what about its disadvantages? Please explain.
3. Talking about the strengths of the Internet technology what about its weaknesses? Please list.
4. Would you elaborate more on the challenges of its use in Nigeria, which you just mentioned?
5. Let us talk about its application. How does your organization apply online job advertisement in employee recruitment? Please explain.
6. How often does your organization make use of online job advertisement in employee recruitment?
7. What percentage of your recruitment exercise is done through online job advertisement? Please, be specific in your response.
8. What is the explanation for this high level of usage of online job advertisement in your organization? Please, Explain.

**Closing**

Is there anything more you would like to add?

I will be analyzing the information you and others gave me and using them in my research work which is to be submitted to my department in a few months time. I will be happy to send you a copy to review, if you are interested.

Thank you for your time.
ONLINE JOB ADVERTISEMENT AND EMPLOYEE RECRUITEMENT: 
A STUDY OF SEVEN-UP BOTTLING COMPANY PLC 
AND BAKER HUGHES PLC.

BY

ONWUGHARAM, CHIOMA ROSEMARY
PG/M.SC./10/57704

DEPARTMENT OF PUBLIC ADMINISTRATION AND LOCAL GOVERNMENT

UNIVERSITY OF NIGERIA, NSUKKA.

JUNE, 2012.