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ASSESSING THE ROLE OF STAFFING ON THE  
PERFORMANCE OF MICRO FINANCE  
ORGANIZATIONS.**

**Thesis  
CENTRIA UNIVERSITY OF APPLIED SCIENCES  
Degree Program in Business Management December 2015**

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<b>Degree programme</b> Business Management		
<b>Name of thesis</b> ASSESSING THE ROLE OF STAFFING ON THE PERFORMANCE OF MICROFINANCE ORGANIZATIONS.		
<b>Instructor</b> Janne Peltoniemi	<b>Pages</b> 33+2	
<b>Supervisor</b> Birgitta Niemi		
<p>The research title ‘Assessing the role of staffing on the organizational performance in micro finance organizations’ was carried out in Awing central Cooperative Credit Union Limited Bamenda, North West region Cameroon. This thesis was carried out based on the observation that in most micro finance organizations in Cameroon, the technique of staffing used is the concur method; where examinations are written and successful candidates are selected for training which in most cases is a furtherance of class room work guided towards professionalism which is not a proper staffing procedure.</p> <p>This study is arranged into five different structures; introduction, review of related literature, presentation and analysis of data and recommendations. Research questions were issued and some found responses in the literature reviewed. From primary data, the researcher used a questionnaire which was administered on tables with a sample of 20 persons and discussion with staff; on the spot observation and interview. The simple random probability technique was used to analyze the data collected from field survey work. Tables and Graphs were used for presentation of data collected. From the analysis of data, it was discovered that most senior staffs are highly performing due to the availability of good working conditions, good compensation program, motivation and effective training and development schemes they had undergone.</p> <p>Generally it could be observed from this research work that; despite the increasing importance of human resources (people) which is considered as the most valuable asset of every organization be it profit making or non-profit making, most organizations still fail to meet up with the man power need of their organizations. This is because most workers recruited are not qualified to do the job they have been recruited for; poor recruitment and selection procedures used in organizations could be the main reason. Thus leading to numerous cases of dismissals and waste of company’s resources. The researcher recommended that, Awing central Cooperative Credit Union should create a separate human resource management department that will effectively manage the staffing functions which includes; human resource planning, recruitment, selection, induction/socialization, training and development, performance appraisal, promotion and other related human resource management functions like occupational health and safety. The researcher then suggested that further studies should be carried out in this same field so as to illustrate the full importance of staffing on the performance of an organization not just limiting them to recruitment and selection but other related surveys could be carried out.</p>		

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## **1 INTRODUCTION**

This study evaluates the role of staffing on organizational performance in micro finance organization. The research is carried out at the Awing Central cooperative credit union ltd Bamenda a micro finance firm in Cameroon. The introduction will examine the problem, background of study, its objective, research questions, research hypothesis, and significance of study, scope of study and definition of key terms.

One of, if not most valuable resource(s) of an organization is its human resources. This implies the performance of an organization is affected by its workforce. This depends on the quantity as well as the quality of staff or human resources. As a result, most organizations are going for the right mix of human resources, which can help them perform effectively and efficiently. Recruitment and selection practices have therefore become the corner stone of staffing for most organization especially those of the private sector in Cameroon that has as a technique of staffing; the concur method, where examinations are written and successful candidates selected for training which in most cases is a furtherance of class room work though guided towards professionalism. This therefore has not seem to be satisfactory as most clients or customers complaint of the quality of service offered in some private organizations and therefore prefer the services rendered in more standardized organizations that have better management than others in the same private sector because better management and control means there is no corruption, embezzlement, and the hospitable nature of staffs.

The disparity and scenario has called for attention and thus raise the need to assess the role of staffing in organizational performance, with the case of private micro finance companies as main focus. This research is aimed at achieving the following goals; to access the role of staffing on organizational performance, to examine how organizational performance can be measured, to examine the tools that can be used to achieve high organizational performance and also to make possible recommendations. The researcher has the following research questions in mine; (1) do staffing have any role in the performance of private limited companies?, (2) are there tools that can be used to achieve high organizational performance in private companies? (3) Can organizational performance be measured? (4) Are there barriers to organizational

performance? (5) Are there techniques that can be used to achieve organizational performance?

Management according to Follet (1992) is the act of getting things done through people. Drucker defines management as “management is an organ; organ can be described and defined only through their functions” (Ramasamy 2010, 2). Staffing is a managerial function that has the responsibility of putting the right number of people, right kind of people at the right places, right time, doing the right things for which they are suited for the achievement of the organizational goals. Staffing has to do with the function of recruitment, selection and induction. Recruitment here can be done either internally or externally. To carry out the recruitment properly, the organization has to do job analysis, job description and job specification.

Selection can be done through interview. There are three types of interviews, selective interviews, panel interview and board interview. Induction, socialization and placement are carried out when the right candidate to fill the vacant position has been chosen. Apart from these functions, we also have the staffing process which shows the stages of carrying out effective staffing. Also the researcher look at other related factors that affect organizational performance like; training and development, performance appraisal, health and safety, participation, dispute procedures, communication compensation and motivation.

Top management is viewed as the organ that makes crucial decisions and actions that result in the formulation, implementation and control of plans designed to achieve an organization’s mission, vision, strategy and objectives within the business environment in which it operates.

After considering all these, Awiccul Micro finance company ltd Bamenda Cameroon which is the case company in question is supposed to take a greater consideration on the recruitment and selection process in other that the right workers are selected and positioned at the right post to perform the right task.

## 2 HUMAN RESOURCE MANAGEMENT

The process of hiring and developing employees so that they become more valuable to the organization is termed Human Resource Management (HRM). HRM includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. Examples of core qualities of HR management are extensive knowledge of the industry, leadership, and effective negotiation skills, formerly called personnel management. (<http://www.managementstudyguide.com/>)

Human Resource has evolved from many terms and functions such as human capital, laborers, personnel and currently human resources. The few changes in these terms also mean changes in the way human resource managers plan their strategies in managing employees. The evolution of Human Resource Management has progressed through the ages from times when people were abused in slavery working conditions to the modern environment where people are valued and respected and viewed as strategic partners to business.

To understand the evolution of human resource management, it is important to first fully understand the definition of human resources and human resource management. Human resources is a term with which many organizations describe as the combination of traditionally administrative personnel functions with performance, employee relations and resource planning Sharma (2009, 17.) Human Resource Management (HRM) are the policies and practices involved in carrying out the 'people' of human resource aspects of managing position, including recruiting, screening, training, rewarding and appraising. Dessler (2005, 4.) The shorter meaning of HRM is the act of managing the process of recruitment and selection, compensation and benefits as well as employee's safety and health in an organization. Haslinda (2009, 1.)

Therefore, from the stated meanings above, it is clear that changes in management practices come about as organizations seek new ways to increase efficiency and effectiveness.

## 2.1 Human resource management strategies

According to journal of business research, staffing approaches are moderators of the relationship between entry strategy and performance based on theories of firm's resource profile, organizational structure and technology. Staffing is selecting and training individuals for specific job functions and charging them with the associated responsibilities according to business dictionary.com. According to Heneman and Jude in staffing organization (5<sup>th</sup> edition 2005.), staffing is the process of acquiring, developing and retaining a worker of sufficient quantity and quality to create positive impact of the organization's effectiveness. According to this model, acquisition comprises the recruitment process leading to the employment of staff. It includes Human resource planning to identify what the organization requires in terms of the number of employees needed and their attributes (knowledge, skills and abilities) in order to effectively meet job requirements. In addition to that, it is the selection techniques and methods of assessment to identify the most suitable candidates for the particular job.

Deployment involves decisions about how these recruits will be allocated to specific roles according to business demands. It also concerns the subsequent appointments through more advanced jobs through internal recruitment, promotion or re-organization. Retention deals with the management of the outflow of employees from an organization. This includes both managing voluntary activities such as resignation and controlling involuntary measures where by employees are managed out of the organization through redundancy programs, or other types of dismissals. The overriding objective is to minimize the loss from the organization of valued employees through strategic and tactical measures whilst enabling the organization to reduce employment cost where circumstances dictate. (Bratton and Gold, 2007.)

Staffing is also used in specific sense to refer to management of employee schedule. According to cliff's notes, staffing as a management function operates in a way that after an organization's structural design is placed, it needs people with the right skills, knowledge and abilities to fill that structure. People are an organization's most important resource because people either create or undermine an organization's reputation for quality in both products and services. In addition, an organization must respond to change effectively in order to remain competitive. The right staff can carry an organization through the period of change and ensure its future success because of



the importance of hiring and maintaining a committed and competent staff, effective human resource management (HRM) is crucial to the success of all organizations.

Staffing is the management function devoted to the acquiring, training, appraising and compensating employees. Every manager should understand these principles; all managers are HRMs (staffing organization III, 5<sup>th</sup> edition Heneman and Jude 2005).

Employees are much more important than buildings and equipment; good employees give the company the competitive edge. HRM is a matching process; it must match the need of the organization with the needs of the employees. ([www.cliffsnotes.com](http://www.cliffsnotes.com)). According to Swinburne University of Technology, this unit is designed to enable organizations to focus on the staffing function of recruitment, selection, induction, socialization in order to develop a great understanding of how effective staff policies and practices can contribute to organizational sustainability and the achievement of high organization performance.

Talent management is an organization's attempt to recruit, hire, train, manage and maintain the best talent that they can find. This concept, shows that managers have the responsibility of identifying, recruiting, training, developing and maintaining high intelligent workers to the organization. This action can be done through internal recruitment or external. Through internal recruitment, the human resource manager carries out an internal survey on all the exiting workers, match their performance level with those that have been set for the job or task their job demands to see if the worker is competent enough for promotion and further training. In another light, managers can carry out talent management from external sources. This is common with the large organizations where there do head hunting. 'A head hunter is an executive recruitment agency that track qualified personnel during their work life and can quickly and precisely locate a suitable candidate for a particular job' ([businessdictionary.com](http://businessdictionary.com)).

### **2.1.1 Performance management and its measurement.**

The staffing function where managers and employees collaborate together to plan, monitor and review an employee's work objectives and overall contribution to the organization is known as performance management. This process is not just limited to an annual review; it is the continuous process of setting objectives, assessing and

providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals as well. Two practical performance management and measurement goals is to carry out performance appraisal and employees development. Effective performance management carried out in an organization has the following possible outcomes:

- It helps to clarify job responsibilities and expectations
- Enhancing individual and group responsibility
- Developing employee's capability to their fullest extent through effective feedback and coaching.
- Driving behavior to align with the organization's core values, goals and strategy.
- Providing a basis for making operational human capital decision
- Improving communication between employees and managers

Performance management despite its difficulties, is one of the most important and strategic functions of the manager. AWICCUL in other to ensure that the organization is performing highly, the management has to ensure there's good performance management scheme put in place. In other to design a system that is ideally suited for AWICCUL, the management has to consider many decisions. One of such decision is what purpose(s) the system will serve. For example performance management systems can support pay decisions, promotion decisions, employee development and reduction in force. Each organization has to use a précised performance management approach that is good for them because there's no best-suited approach for all organizations (Pulakos 2004, 1-5.)

For an organization like the case of AWICCUL which is found in an industry where there is very high competition, the performance management approach to be adopted is one with the clear purpose of increasing the quality of services produced by their workers through improvement in recruitment and selection schemes, better training and development program should be provided for employees and also good motivation strategies put in place to ensure job satisfaction. Organizational performance can be measured using the four basic performance appraisal approaches, which includes;

- A superior rating subordinate approach is an approach that is most commonly used in organizations, whereby the superior is expected to rate a subordinate on

performance and give feedback on how well or bad the subordinate(s) is/are doing.

- A group of superior rating subordinate approach is another approach where subordinates are rated by managerial committee or by a series of managers who fill in separate forms concerning the subordinate. This approach is very advantageous because the view of persons concerning a subordinate is often more effective than that of a single superior.
- A group of peers rating colleague is an approach where the individual is rated separately in a piece of paper by his/her co-workers in the same organizational level.
- Subordinates rating bosses; here subordinates evaluate their superior's performance. This approach is common in schools where students are given the opportunity to rate their teachers with a number of performance measures (Striteska, Svoboda, 2012.)

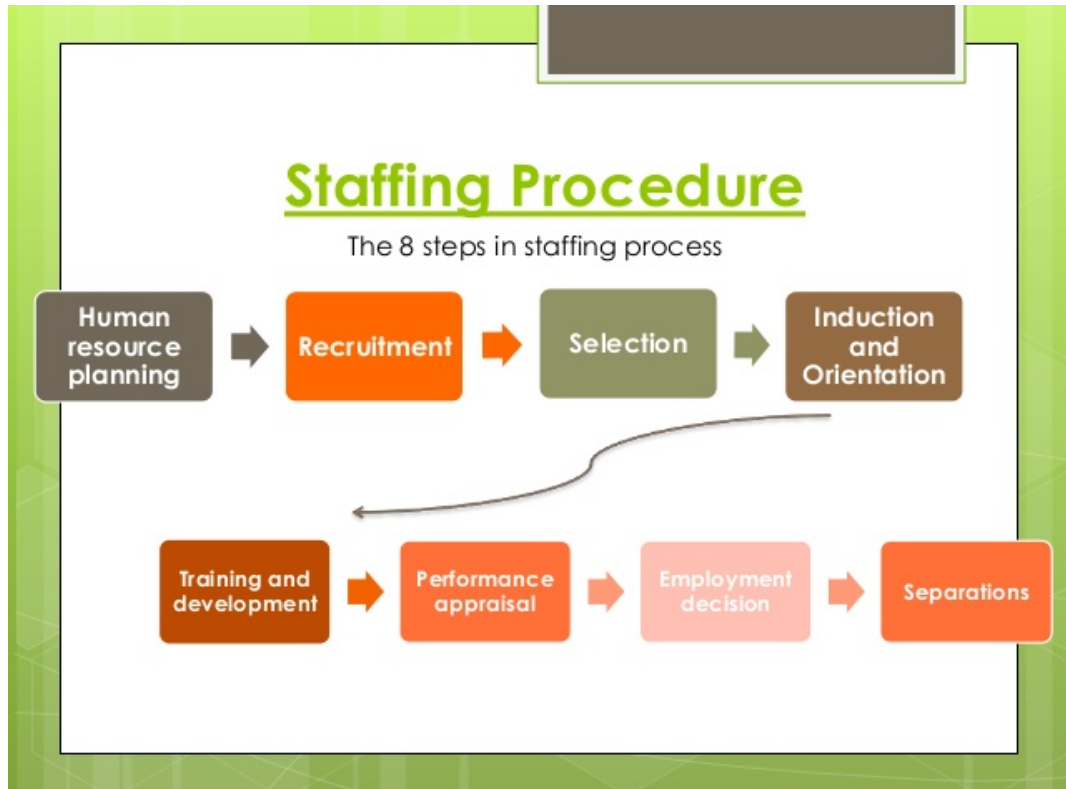
### **2.1.2 Linking literature review to the current study**

Staffing as a management function operates in a way that after an organization's structural design is put in place, it needs people with the right skills, knowledge and abilities to fill that structure. In order to get this right mix of workers, the manager has to follow the recruitment process fully which involves the following stages; identification of vacancy, job analysis, job description, job specification and job advertisement. All these stages will be discussed in detail under the staffing functions as explained below.

### **2.1.3 Staffing functions**

The staffing functions or processes are the various stages the human resource manager of an organization put in place from the point of identification of vacancy to the filling of that vacancy and this process affects an employee throughout their stay in the organization from entry to exit. The stages in the staffing process are very systematic and important to follow in order to recruit the right person for the job. If the management of AWICCUL before finally sealing a deal with an employee goes through these stages keenly and makes sure feedback or changes are gotten from the employees

side as a results of improvement in their working skills then there is good guarantee for increase in performance of the organization. The Graph 1 below illustrates the 8 steps of processing in staffing as a whole.



GRAPH 1. Staffing function (source: <http://www.slideshare.net/bhaning/staffing-the-engineering-es-08>)

Recruitment is calling a pool of applicants to fill a vacant position by applying for the position. Making advertisement through televisions, radio stations and other social Medias does this. Recruitment begins when there is the existence of a vacancy in an organization. There are two types of recruitment internal recruitment and external recruitment.

Internal recruitment is promoting worker who are already on the payroll of the organization to fill a post of more responsibility. Internal recruitment is advantageous because the worker does not longer need training since him or her already knows the goals and policies of the organization. It's less costly because there is no need for media advertisement and also it helps to increase staffs morals. With all these advantages

provided by internal recruitment, it is also important for AWICCUL to carry out this recruitment type so as to reduce cost of getting new labor and improving in the maintenance of good working conditions and environment for worker. If this is well done, it will lead to an increase in job satisfaction or efficiency at work and thus boost company's production level. Internal recruitment is disadvantageous because it leads to in breeding.

On the other hand, external recruitment is employing a worker from outside the organization. This type of recruitment makes it possible for the ideal worker to occupy the vacant position since the selection is done with no bias of age and sex. In the long run, it is less expensive since skilled workers do not need intensive training. But it is disadvantageous because it suffers from brain drain.

In other to have the right quality of workers in an organization, managers need to carry out job analysis, job description and job specification.

Job analysis: Job analysis is finding and selecting information about the job for recruitment, training and job evaluation. The purpose of job analysis is;

- To provide information about the given job
- To give reasons why that jobs exists and the contribution expected of the jobholder.
- To bring out the nature and scope of the job in terms of tasks and operations to be performed by the jobholder.
- To give reasons why that job exists and the contribution expected of the jobholder.
- To bring out the nature and scope of the job in terms of task and operations to be performed by the jobholder.
- To bring out the output for which the jobholder is accountable.

The following methods can be used to carry out job analysis; direct observation, interview, material of work, previous studies, do it yourself, questionnaires.

Job description can be defined as the duties as well as a broad statement of the purpose, scope, duties and responsibilities of a particular job. The items mentioned here are; job title summary of the job, responsibility of the job, physical nature of the job, social nature of the job, training needed for the job, conditions of employment, promotion prospects.

Job specification is a statement, which shows the type of person, required for a job it identifies the qualities and qualification of the person most likely to fill the vacancy. Job specification includes the following items: education requirement (qualification), personality, skills and experience, hobbies and interest, motivation.

Advertisements whether online or documented, should be clear and indicate the requirements of the job necessary, the desirable criteria for job applicants (to avoid inappropriate applications), nature of the organization's activities, job location, reward package, job tenure (for example, contract length), details of how to apply. Selection: the main objective of recruitment and selection is to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the organization. The afore mentioned are good recruitment steps that AWICCUL need to follow when carrying out a recruitment campaign because it assure that the right worker is chosen to fill the job.

'Selection is the process of gathering information about applicants and using the information to choose the appropriate applications'. Carrying out interview can choose the right candidates. There are 3 types of interviews namely;

- Successive interview
- Panel interview
- Board interview

Successive interview is the method where a candidate is seen by one interviewer and then by the second, third and so on. This method preserves a one to one relationship but have some drawbacks, which include;

The candidate often finds the process very tiring and tedious particularly when asked the same question by all the interviewers.

The candidate's response changes as he moves from one interviewer to the next.

Panel interview is the one in which the candidate is seen by a small number of people simultaneously. It has some advantages some of which includes;

- The candidate's time is saved as compared to successive interview.
- Each interviewer can specialize in asking questions in his/her field of specialization.
- The interviewers are able to take part in the joint assessment of the candidate.

Thought this type of interview is advantageous, it has some draw backs;

- It's not easy to establish a relationship with the candidate on such occasion.

- The questioning may be disorganized and repetitive.

Board interview is a type of interview that is mostly used in the public sector where a board of thirty or more members is very common. It has the following advantages;

- It enables many interviewers to see the candidate at one occasion.
- It shows the candidates condition under stress.

It is disadvantageous because, relationship between the board and candidate is impossible; especially when many people ask questions, any connected line of inquiry is impossible. Disagreements amongst board members often occur, putting the candidate in a difficult situation

(<http://www.slideshare.net/bhaning/staffing-the-engineering>).

Selection decisions are made after using a range of tools and techniques appropriate to the time and resources available as stated above. The selection methods mentioned above are good for AWICCUL to consider because it gives the employee as well as the board members a picture of how that candidate in question can react to different working situation. Care should be taken to use techniques, which are relevant to the job and the business objectives of an organization. All tools used should be validated and constantly reviewed to ensure their fairness and reliability. Thus note should be taken on the best tools used according to the contribution recruited workers bring to the organization so as to be sure of what best tool to be used when next recruitments are conducted. Making the offer; before making an offer of employment, employers have complete responsibility for checking that applicants have the right to work in the sector of the economy and are appropriate for the work. References; A recruitment policy should state clearly how references will be used, when in the recruitment process they will be taken up and what kind of references will be necessary (for example, from former employers). These rules should be applied consistently. Candidates should always be informed of the procedure for taking up references. References are most frequently sought after the applicant has been given a 'provisional offer'. Medical examinations; this section of the recruitment and selection process is very important and must be stated in the job analysis document. Only essential medical issues should be discussed at this stage. (Glveck 1982.)

Employers should also be careful while making selection decisions relating to a candidate's mental or physical health. They need to think creatively and innovatively about where they can make reasonable adjustments, such as flexible working, where someone has a disability.

Employment offer should be noted that the best employment offers are those made in writing. But it is important to be aware that a verbal offer of employment made in an interview is as legally binding as a letter to the candidate. Employers must also take note of the legal requirements and what information should be given in the written statement of particulars of employment.

Joining an organization; a properly planned induction enables new employees to become fully operational quickly and should be integrated into the recruitment process.

Documentation; the recruitment process should be documented accurately and access limited to recruitment staff. It is good practice to monitor applications and decisions to ensure that equality of opportunity is being allowed. Unsuccessful candidates should be notified promptly in writing and if possible given feedback. As a minimum, feedback on any psychometric test results should be given.

Induction (socialization); after the candidate most suitable for the job has been selected, the candidate is being introduced to colleagues, the rules, regulations and policies of the organization. This action is the sole responsibility of the human resource manager. Most-likely in some cases like the one common with the micro finance companies in Cameroon, the HRM could also delegate his task to other workers in the organization in order to create an environment of friendship and understanding amongst workers.

Training programs are directed towards maintaining and improving current job performances, while development programs seek to cultivate skills for future jobs. This improves a worker's performance because of the following reasons;

- It leads to greater efficiency of the whole concerned.
- It assists the recruitment of staffs and ensures a better quality of applicants.

It increases loyalty and adaptability of staff.



Performance appraisal compares an individual's job performance against standards or objectives developed for the individual performance. If performance is high the individual is likely to be rewarded but if performance is low, corrective actions might be arranged to bring the performance in line with the desired standard. There is the formal appraisal and informal appraisal. Formal appraisal has four major purposes;

- It lets know formerly how their current performance is being rated.
- It locates those subordinates who deserve merit raises.
- It locates those subordinates who require additional training
- It plays an important role in identifying those subordinates for promotion.

The five techniques of performance appraisal are;

Graphic rating

Behavioral rating

Work standard technique

Management by objective (MBO)

Forced distribution technique

Participation, staff participation must be decided; this will involve building a structure of committee with rules about membership and voting powers. If a staff participates in the decision making of an organization, he/she will put the best performance in other not to fail in the implementation what he/she participated in formulating.

Health and safety; this is a function where an organization endures that at least all the workers' legal requirement are met as well as first aid box in case of any accident.

Dispute procedures; a way should be established for investigating disputes at the earlier possible stage. The duties and, responsibilities of each worker should be clearly stated so as to avoid conflict. (Striteska, Svoboda, 2012.)

Motivation; this is the ability of a management to sustain and kindle high performance from workers in other to meet high performance goals. Workers can be motivated monetarily and non- monetarily. A manager should motivate a worker by giving him/her that which will kindle high performance. Most managers believe that workers are motivated with money, which is not the case with some workers. According to Abraham Maslow, workers can be motivated with the satisfaction of their needs beginning from the lowest to the highest which are;

- Physiological need(food, shelter cloths and sex)
- Safety needs (limits, policies and securities)

- Social needs(families, friends, lovers and groups)
- Self esteem (self recognition)
- Self-actualization(attaining your personal objectives)



GRAPH 2. Maslow's Hierarchy of needs (source: <http://www.businessballs.com>.)

Once a need has been satisfied, it arises to the satisfaction of a higher need. Some people climb this ladder right to the level of self-actualization. A worker satisfies these needs systematically that is everyone must start from physiological needs as illustrated on the pyramid above. Herzberg also talk about hygienic factors (non-satisfiers) and motivators (job satisfiers) that motivators pushes staff to work harder while hygienic factors are those that causes job dissatisfaction. Job satisfiers or motivators could be observed from; the work itself, praises and recognition, responsibility, self-satisfaction, and achievement. Non-satisfiers or hygienic factors could result from the following; organizational policies, poor working conditions, interpersonal and social relation with the working environment, style of supervision, scale of pay and related benefits.

The staffing process is very systematic process and has the following stages; identification of vacancy, job analysis, drawing up the job description, job specification, job advertisement, collection of applications (recruitment), selecting candidates whose applications are in line with the job, interview/selection and induction/socialization

### 3 CASE COMPANY

The increasing attention from international bodies, donors and policy makers has caused microfinance institutions over the world to enter into a principal phase of development. Microfinance practitioners has referred to it as the last hope for the poor and are currently divided between those who favor profitability and the second camp combining profitability and social dimension. Till date, other major operators in this sector of the economy looked at microfinance institutions as a market niche. Currently in Cameroon today, the boundary between microfinance services and commercial banks activities are becoming blurred thus, microfinance service is no longer reserved for the Non-Governmental organizations (NGOs).

The micro finance sector in Cameroon is fast growing sector of the economy and there is increasing competition in this industry. The existence of many microfinance organizations alongside some commercial banks in Cameroon like Bicec bank, Afriland First bank and many others makes competition in this domain keener. Thus in other for AWICCUL to be successful and stay in line, there is need for improvement in the services they provide to their customers and the general public. Staffing as earlier explained, is one of the most vital functions of the human resource manager. It deals with the employees from the time of entry into the organization till when they finally leave the organization.

Microfinance institutions just like commercial banking counterparts are concentrated in the major cities of Bamenda, Douala and Yaounde. Although most of these institutions had their origin from indigents from the North West and Western regions of Cameroon. Yaounde, Douala and Bamenda remain the most concerntrated cities with MFIs branches. There's are many villages who are still to feel a touch of MFIs due to the poor network sytem in the areas and lack of technological know-how (skilled labor). In Cameroon, the Cameroon Cooperative Credit Union limited (CAMCCUL) is one of the major credit unions which operate in affiliation with many other small credit unions including AWICCUL (<http://www.microfinancegateway.org>).

### **3.1 Back ground of study area**

The Awing Central cooperative credit union limited is a saving and credit cooperative, which started in 1968. The original members were famers who usually sell their coffee to the villagers and even civil servants of the Santa sub-division in the North West region of Cameroon. Late Mr. Stephen Alota established the credit union in Awing, He was a cooperative clerk and discovered that the farmers of this part of the region, usually sell their farm products (coffee) when it is still green dues to lack of finance to manage the farms, hence he decided to establish the Awing Central cooperative credit union limited to help farmers with the assistance of CamCCUL Ltd. The cooperation offered three major products/services; saving accounts (most customers) used this money as their permanent capital, deposit accounts (current account) and provision of loans to members for very affordable interest rates.

### **3.2 Reasons for choosing the study area**

The Awing central cooperative credit union Ltd MFI amongst other credit unions is affiliated to CamCCUL. CamCCUL is a microfinance institution that takes the responsibility to protect loans and savings of their customers. The main aim of the credit union is profit making and gaining large market share thus, the credit union insures the loan and savings of all the members in an insurance scheme called the risk management through the league. One of the services AWICCUL is offering is money transfer. They transfer and receive money from the general public, their members within their branches and other credit unions. Money transferred at various interest rates depending on the amount and destination.

The researcher decided to choose this area of the study to carry out his research on the topic Assessing the role of staffing on the performance of microfinance organizations because he observed during his internship in this organization that the human resource of an organization is the most important resource/ asset of the organization and has to be well taken care of beginning from the recruitment process right up to the level of maintaining the personnel in the organization in other to kindle performance and achieve organizational goals effectively and efficiently. The entire staff which include the branch managers, accountants, loan officers, clerks and even the office cleaner(s) are the people

who provide the talent, skills knowledge and many other human resource task embodied in them that helps the proper functioning of the union and have to be well taken care of.

When properly observed, it is worth noting that; despite the increasing importance of human resource planning (man power) planning in the business world today, many organizations in this sector of Cameroon still face a difficulty in getting the right staff or right skill needed to do the right task at the right time. This is not an exception with the case of AWICCUL.

### **3.3 Research and data collection methods**

The researcher in order to be more explicit in his research used both primary and secondary sources of data. Primary data, which is also known as first hand data collected through questionnaires issued to the staff of AWICCUL, interview which, was also a very reliable method to collect data directly from the source and giving assurance of real information gotten since it was a direct contact. Secondary data (second hand information), was also used. It was gotten from already existing files, journals and other documents of the institution, which the researcher could have at his disposal. The researcher based his finding mostly with the use of primary data, which was more reliable due to its sources.

### **3.4 Questionnaire design and administration**

When designing a questionnaire for a successful research, it is very important to consider the followings; design your research aim, identify the population and sample, decide how to collect replies, design your questionnaire, run a pilot survey, carry out the main questionnaire and analyze the data. Care has to be taken to make sure that the questionnaire designed addresses the right needs of the research to be conducted. The questions asked should be clear and easy to answer. Researcher should be unbiased with their questions. (<http://iss.leeds.ac.uk/downloads/top2.pdf>). The researcher was specific in designing his questionnaires; questionnaires were designed precisely for the branch managers and some top officials that makeup the executive board of this organization.

This sample population was chosen because the researcher was so interested in gathering information mainly about the recruitment, selection, training and development strategies

the managers used to make sure their workers were effective and efficient in work thus leading to an increase in the performance of the organization or otherwise. The questionnaires were close-ended questionnaires so as to facilitate responses from parties involved. The questionnaires conducted in this thesis were done so in other to find out those staffing functions managers and supervisors of AWICCUL considered to be good indicators of organizational performance. The research questions issued can be seen in (Appendix 1).

### **3.5 Reasons for data collection method used**

The researcher commonly used two methods of data collections; primary and secondary sources. Primary data was gotten from interviews and responses from questionnaires issued, direct observation during the internship period carried out in this organization. Secondary data also known as second hand information was gotten from a number of sources, some of which includes; internet, journals textbooks and past records files of the organization. These reasons were used basically because; It is easy to apply and interpret both by the researcher and respondents. For easy access of information needed both to the researcher and employees in the organization.

### **3.6 Limitations and difficulties encountered**

The researcher in carrying out his research faced a lot of difficulties, which were envisaged in the following ways;

- There was limited finance to pay for the numerous trips to all the five branch offices around the North West region. Thus the work was tedious because researcher had to walk for very long distances to meet workers and get feedbacks.
- Time constraint was a big issue too. This is because with the given population, the researcher needed to spend adequate time at all the branch offices of AWICCUL. The constant rainfall during this period in Bamenda did not do any good because it had to cause some staffs from coming to work due to some unplanned circumstances.

- Inadequate information was a limitation too because in some situations, data collected could not be accounted for accurately especially on the part of the respondents. Some of them did not feel safe to disclose some confidential information about the union.



## 4 PRESENTATION AND ANALYSIS OF DATA

The research was conducted starting from March 12. 2014 to June 14. 2014 in Cameroon with the Awing Central cooperative credit union limited company as case study. In this chapter, the researcher will give a vivid description of the respondents. The researcher will identify the respondents by their gender, age, and qualification with the data gotten from questionnaires. Administer the data collected during the research period and also analyze this data on tables and graphs. Interpretation of the results is done here with all the necessary explanations about the findings gotten during this research period in the organization.

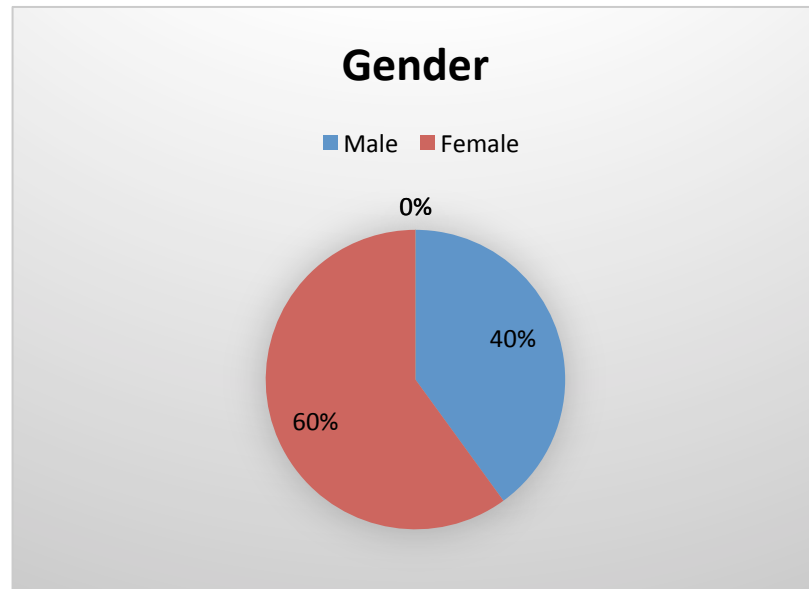
### 4.1 Identification of respondents

The researcher at this stage of the research, identify the respondents. This was done considering their; gender, age, educational level and post of responsibilities with the use of tables and graphs. For instance out of 40 respondents that constituted the sample size chosen randomly, from the 5 main branch offices of AWICCUL which include, Bamenda, Buea, Douala, Yaounde and Awing branch office in Awing, just 20 of them responded to the questionnaires correctly without errors. The other responses were also important in making general observations but were not used in this work in order to be clear with information analyzed. Amongst the 20 responses considered by the researcher, 12 were female and 8 males. Their ages ranged from 20 to 50 years plus. Educational levels of most respondents ranged between advanced level (A/L) and first degree.

TABLE 1. Identification of respondents by gender

Gender	Frequency	Percentage %
Female	12	60
Male	8	40
Total	20	100

Source: field survey (2014)



GRAPH 3. Identification of respondents by gender

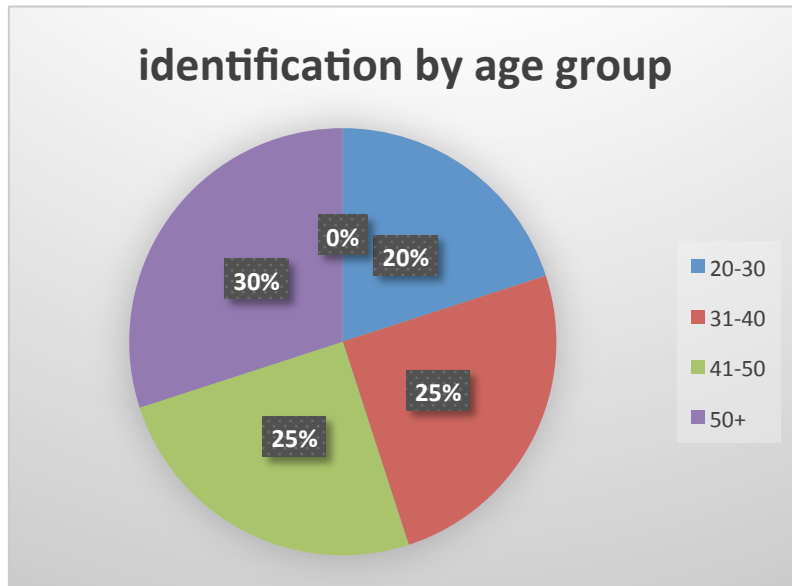
Table 1 and Graph 3 contains data about the gender of respondents, they were more female workers than male in AWICCUL and this has also been reflected in the responses gotten.

TABLE 2. Identification by age groups

Age group	Frequency	Percentage %
20-30	4	20
31-40	5	25
41-50	5	25
50	6	30
Total	20	100

Source: field survey (2014)

There's quite an encouraging youth population now working in different organizations and AWICCUL is also doing well with their human resource need from the data on Table 2 and Graph 4.

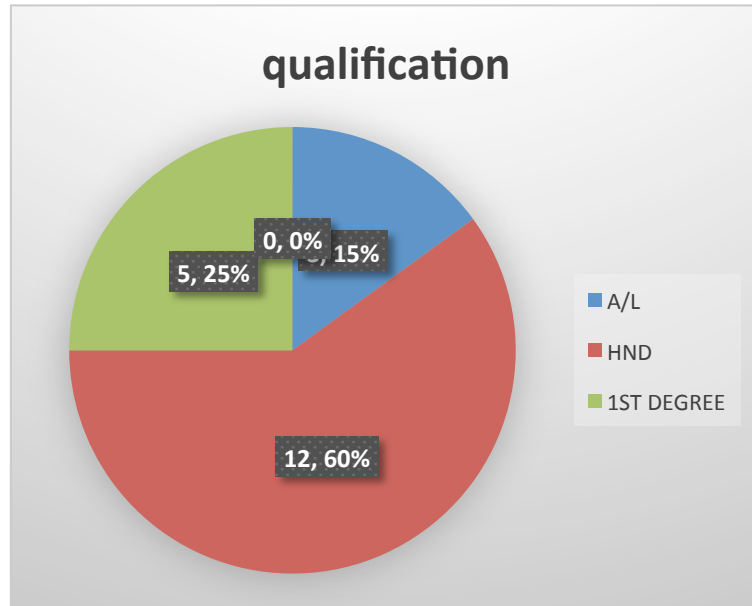


GRAHP 4. Identification by age groups Source: field survey (2014)

TABLE 3. Identification of respondents by qualification

qualification	Frequency	Percentage %
Advance level (A/L)	3	15
HND	12	60
First degree	5	25
Total	20	100

Source: field survey (2014)



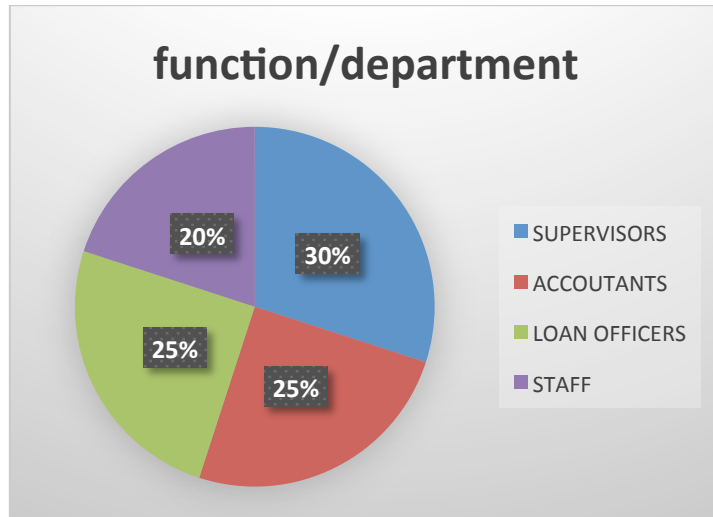
GRAPH 5. Identification of respondents by qualification  
 Source: field survey (2014)

AWICCUL started in 1968 in a small village of Awing, basically workers here were mostly natives of this village. You can see from the information on Table 3 and Graph 5 that there are still some workers having just the A/L as qualification but occupying high positions in the organization. This is because of longevity in service and experience made up of mostly those of age 50+.

TABLE 4. Number of respondents based on function/occupation.

Category	Frequeny	Percentage %
Supervisors	6	30
Accountants	5	25
Loan officers	5	25
Staff	4	20
Total	20	100

Source: field survey (2014)



GRAPH 6. Identifying respondents by function/department  
Source: field survey (2014)

The aim of this question was to know what measures supervisors and tactical managers used to ensure the performance of this organization was high, this is why they were mostly targeted.

**4.2 Administration of data collection**

Data is collected through the administration of questionnaires to respondent. It is analyzed and tabulated (scored) for orderly presentation and interpretation. Data is analyzed using percentages with the following formula;

$$\text{Percentage count} = \frac{\text{frequency} (100)}{\text{Sample size} (n)}$$

n= 20

Role of staffing on organizational performance

TABLE 5. Which resource do you consider to be the most important resource in your organization?

RESOURCE	FREQUENCY	PERCENTAGE %
Money	3	15
Man power	10	50
Material	2	10
Machine	5	25

Total	20	100
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Source: field survey (2014)

Results collected from this question which was then tabulated as seen on the Table 5 above, was mainly used to know how important AWICCUL valued its resource. The responses were given and analyzed according to every individual's point of view. There were different responses showing how important each supervisor and manager valued their resource with respect to another, these results and their responses will be explained in details in the part 4.3 below

TABLE 6. What do you think make a staff perform well in his/her job

Responses	Frequency	Percentage %
A	5	25
B	3	15
C	2	10
D	10	50
Total	20	100

Source: field survey 2014

The results gotten from Table 6, was mainly intended to know the motivation strategies that makes workers satisfied and attracted to work. The researcher also used this question in other to know which motivation strategies to introduce and also which ones the organization need to maintain and improve on if they were already in existence. Further explanation on the results from this table will be discussed in part 4.3 below.

TABLE 7. What do you consider to be good indication of organizational performance?

Responses	Frequency	Percentage
A	10	50
B	5	25
C	3	15
D	2	10
Total	20	100

Source: field survey 2014

AWICCUL is a microfinance organization and like other private microfinance organizations in Cameroon, its main aim is to maximize profit and increase market share. This can be achieved also when there is an increase in staff performance in this institution either through increase in profit margin, increase in the services provided,

and improvement in workers' productivity rate or organizations productivity as a whole. Here, the researcher seeks to clearly identify those outcomes AWICCUL considers to be good indication of staff performance. The responses to this question also give a direct response to the research topic as a whole. Data collected is further analyzed in part 4.3 of this work.

### **4.3 Analysis of data collected and interpretation of results**

Data analyses can be defined as the process of transforming data gotten from a successful survey to information in order to facilitate the reading and understanding of your research findings to end users. The researcher used simple tables and graphs in some cases to analyze the data gotten from the questionnaires issued. Data was analyzed with the use of 7 tables starting from the identification of respondents to the research questions that directly had to do with assessing the role of staffing on the performance of AWICCUL. AWICCUL is a microfinance company with the main aim of profit maximization and increasing market share.

Analyzing data from Table 1 it showed that, more female workers in AWICCUL responded to the questionnaires relative to the men. 12 respondents were female and 8 were males giving percentages of 60 and 40 respectively. The same information was also presented on the Graph 3 above showing that 60% of female workers against 40% males proves that we are progressing towards the implication of more women work than men in AWICCUL.

From Table 2 and Graph 4 in 4.1 above we observe that, 4 respondents were between the age group of 20-30 years giving 20%. 5 respondents fall between the age group of 31-40 making 25% and 5 respondents again fall between 41-50 age group making the other 25%. It was also observed that, 6 respondents fall above 50 years making 30%, which was the group with the highest proportion mostly made up of those approaching retirement age, which is 60 years. From the Graph 5 above it can be observed that 15% of the workers in AWICCUL that responded to the questions were A/L holders, 60% were HND holders and 25% were holders of a Bachelor degree. The high proportion for HND holders signifies that the recruitment strategy carried out in this organization which is the concurrent method and direct recruitment from school gave an upper hand for most youths that have gone through some professional studies to be gainfully employed to the micro finance

sector of the economy which is good because it is a fast growing sector of the economy. The proportion of respondents made up of persons within the age group of 50+ was 30% as seen on Graph 3 above; this can be backed by the 15% of respondents having A/L. It can be explained that, the management is beginning to recruit workers with higher qualification unlike before that is why the youth proportion is gradually increasing since they at least have HND and Bachelor degrees, which signifies there is a mastery of the job demand. From Table 4 and Graph 6 above it can be observed that, 3 of the respondents were A/L holders giving 15%. 12 respondents amongst the 20 respondents were HND holders making 60%. This category of workers has the largest proportion because they at least have a mastering of the job demand relative to A/L holders. This observation gives a good impression that the recruitment staffs of AWICCUL are making efforts to recruit workers that have some skills already about the job to be filled.

Results gotten from Table 5 shows that 2 workers among the 20 selected randomly responded that material was the most important resource. They made up the smallest proportion 10%. Also 3 workers responded that money was the most important resource in the organization making a percentage of 15%; they backed up this response with the fact that, money is the only resource that can be used to purchase or hire other resources. This response is true to some extent because F.W Taylor (1856-1917) in his scientific management theory put forward the idea that money is the main form of motivating workers. (<http://www.tutor2u.net/business/reference/theories-of-motivation-gcse>). Some 25% of respondents said that machine is the most important resource of the organization. They could further explain their answer by saying machine does the work faster than all the other resources including man. This response is obvious to understand that the accountants and loan officers who have the sole responsibility of recording day to day transactions will believe their computers or office laptops are so important most especially when there are of the latest versions and models. Relative to the responses on this question mentioned above, 50% of the respondents stood for the fact that man power is the most important resource of an organization. People plan, organize, control and coordinate all other resources of the organization in order to ensure the efficient and effective performance of an organization. According to Abraham Maslow in his 'Need Base theory' of motivation, he proves that, man is the most important asset of an organization and when motivated with the right need at the right time, will kindle the desire to work more effectively and efficiently.



This question as earlier stated in 4.2 above, was meant to clearly show the staff and management of AWICCUL how important it is to carry out the role of staffing which includes; man power planning, recruitment and selection, induction, training and development, performance appraisal and so on. It can be concluded here from the observation that man power in AWICCUL is the most important resource.

In Table 6, references are going to be made to the (APPENDICES) below with regards to the readings because letters A-D were used to represent the factors that make a worker perform well. 50% of the respondents stood for the fact that all the factors A, B and C contribute to make a staff perform well in an organization. 25% said it was A, 15 responded it was B and finally 10% responded it was C. Relative to D, which is the response with the highest frequency, and percentage, was C with the lowest. This again proved that in AWICCUL, there is the awareness that staffing has a great influence on organizational performance though they do not have a separate department that manages the HRM functions of this organization including staffing thus there is need for one.

Table 7, which is the last but not the least, table is talking about the performance of the organization as a whole. 10% of the respondents responded that general increase in profit margin; D is a good indicator of organizational performance. 15% (3 respondents) said the provision of high quality services to them meant an increase in organizational performance. 25% (5 respondents) responded that if the rate of workers productivity is increased then the organization is performing well. 50% (10 respondents) said a good indication of organizational performance is attained when there is increase in the productivity of the whole organization. At this point, it can be observed that some of the workers do not yet know the difference between worker productivity and organizational productivity. an increase in the productivity of an individual worker is one of the elements that contribute to an organizations achievement of high performance but not that alone can be considered as an indication of good organizational performance because there is situation where one employee is performing well while the other is lagging and needs more training in other to meet up with his job demand.

Also increase in the productivity of the whole organization does not solely mean the organization is performing well because there could still be fall in profit margin, quality

of product or service(s) provided. High organizational performance as a whole is attained when a company's performance is in equilibrium with their goals and objectives. There're three main primary outcomes analyzed within corporate societies: financial performance, market performance and shareholder values performance (businessdictionary.com).



GRAPH 7. Illustrating how Organizational Performance is attained.

The Graph 7 above shows a typical illustration of how organizational performance is jointly attained. This gives the conclusion that every individual in the organization has a big role to play jointly with the others in order to achieve organizational performance.

## 5 CONCLUSION AND RECOMMENDATIONS

The research assessing the role of staffing on organizational performance in micro finance organizations; case study Awing cooperative credit union limited Bamenda North West region Cameroon was carried out on April 2014 to June 2014 to clearly identify the how important is staffing on the general performance of an organization. To carry out this research successfully, the researcher issued 8 questionnaires to all the head offices in the 5 regional branches of AWICCUL. These questionnaires were used to collect data needed for the study. To gather the data, all the 5 branches of AWICCUL were considered to do a random selection of 40 workers who were administered questionnaires. Amongst the 40 workers of AWICCUL who were issued the questionnaires, just 20 of them responded correctly to the questionnaires and this gave the new sample size for data analysis of 20 respondents.

A number of factors that affect worker's performance were collected from the results and preliminary survey. Perception was then thought on the degree of the role of staffing which include; (human resource planning, recruitment, selection, induction, training, development, performance appraisal and motivation) on organizational performance. Observations were also made showing that, there was a fair to good agreement on the responses received from respondents that staffing has a great role to play in the performance of an organization. It was further observed from the survey that the most severe factors that affects worker's performance in AWICCUL amongst others included the following; good working environment, proper recruitment and selection programs put in place contrary to the concur method, effective training and development practices, good pay, love and belongings (Motivation strategies) and also job satisfaction.

The researcher recommended that; there was a need for the creation of a separate human resource management department that could manage all the staffing functions effectively. This was to make sure that the most important resource of AWICCUL (personnel) is rightly placed. A comprehensive HR strategy will support other specific strategic objectives undertaken by financial, operational and other departments. In essence, a HR strategy should aim to capture "the people element" of what an organization is hoping to achieve in the medium to long term, ensuring that, it has the right people put in place to carry out task, it has the right mix of skills, employees display the right attitude and

behavior towards work and the organization as a whole should also ensure that employees are developed in the right way.

The researcher also recommended that, management of the organization should develop a set of metrics that holds individuals accountable for their individual performance. This entails clarifying individual's roles, responsibilities and their authority to make decisions. Management should identify and communicate 'acceptable' levels of risk (and the cost of not managing risk adequately). Managers should attempt to measure a leader's behavior impact and how it influences others' performance in the organization, identifies the drivers to more consistently replicate performance and moreover challenges everyone to perform at the next level in the organization. These recommendations were made after a thorough survey and analyses of data received from the survey that directly reflected the behavior and thoughts of the employees and supervisors in the organization.

The research is limited to assessing the role of staffing on organizational performance leaving out other numerous factors that affect organizational performance and other factors that staffing has impact on. Baring this in mind, the researcher then suggested that further studies should be carried out in the following related topics; 'Evaluating the role of staffing on organizational expansion', 'Assessing the impact of training and development on organizational performance'. 'Investigating the role of motivation on organizational performance' and 'Evaluating the impact of talent management on organizational performance'.

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**Role of staffing on organizational performance; case of AWICCUL.**

My name is Chesah Maih I am a BBA student in the Centria university of Applied sciences in Finland preparing for my defense. This questionnaire is to collect data that will be used just for the purpose that it is meant for. The data gotten from respondent will be treated confidentially and privacy will be assured. The questions asked are strictly related to the research topic, so names and other so personal information of respondents are not needed. This thesis is part of the partial fulfillment of the Degree programme in Business management in Centria University Finland. I will greatly appreciate your patience and time spent on filling the responses.

**Instructions: cross an (x) on the letter bearing your choice of answer to the questions below.**

**General Identification**

- 1) What is your gender:
  - A. Male
  - B. Female
  
- 2) What is your age group
  - A. 20-30
  - B. 31-40
  - C. 41-50
  - D. 50+
  
- 3) What is your qualification
  - A. Advance level (A/L)
  - B. HND
  - C. First degree or above
  
- 4) What is your current position in the organization
  - A. Supervisor
  - B. Accountant
  - C. Loan officer
  - D. Staff

ROLE OF STAFFING ON ORGANIZATIONAL PERFORMANCE

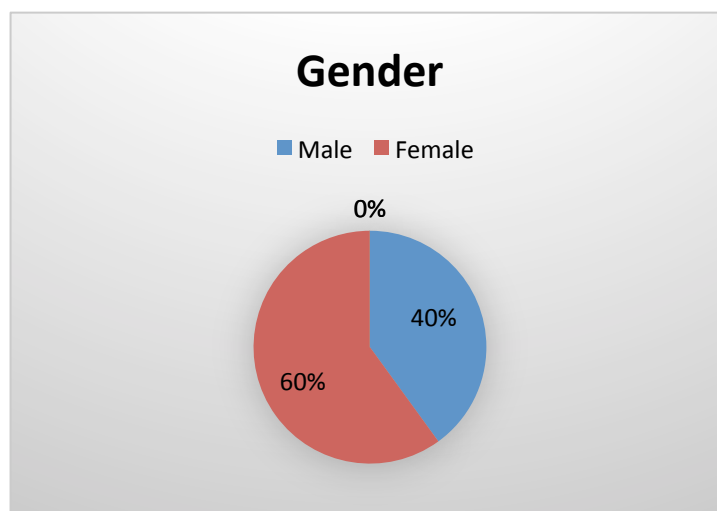
- 5) Which of the following resources do you consider to be the most important in your organization?
  - A. Money
  - B. Man power
  - C. Material
  - D. Machines

- 6) What factors can be used to justify your choice in the question above?
- A. Money, because it is used to acquire the other resources
  - B. Man power plan, organize, coordinate other resources, develop and implement strategies and render services
  - C. Materials are necessary for all operations in the organization
  - D. Machines are important to ease the work of the organization
- 7) What do you think makes a staff to perform well in his/her job?
- A. Training and development
  - B. Good relationship with staff and supervisors
  - C. Good compensation
  - D. All of the above
- 8) What do you consider to be good indication of staff performance in an organization?
- A. Increase in productivity of the organization
  - B. Improvement in workers productivity rate
  - C. Provision of high quality services
  - D. General increase in the profit margin

TABLE 1. Identification of respondents by gender

Gender	Frequency	Percentage %
Female	12	60
Male	8	40
Total	20	100

Source: field survey (2014)



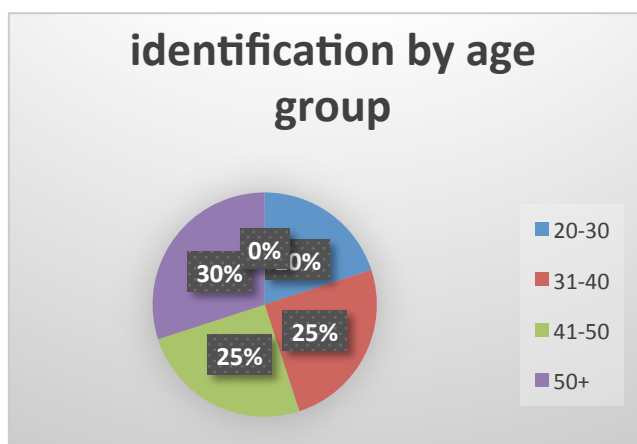
GRAPH 1. Identification of respondents by gender

TABLE 2. Identification by age groups

Age group	Frequency	Percentage %
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31-40	5	25
41-50	5	25
50	6	30
Total	20	100

Source: field survey (2014)



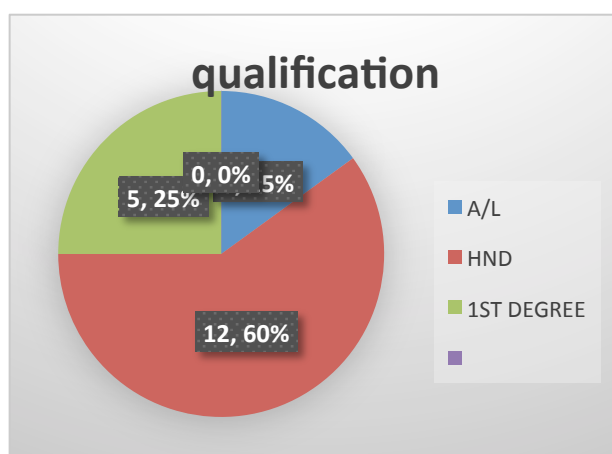


GRAHP 2. Identification by age groups (Source: field survey (2014))

TABLE 3. Identification of respondents by qualification

qualification	Frequency	Percentage %
Advance level	3	15
HND	12	60
First degree	5	25
Total	20	100

Source: field survey (2014)



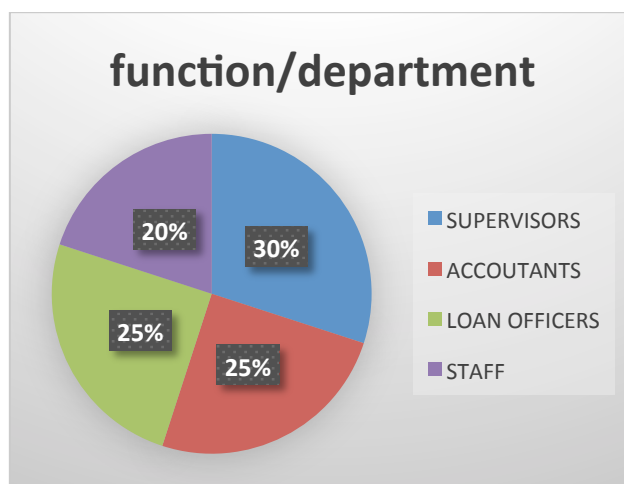
GRAPH 3. Identification of respondents by qualification

Source: field survey (2014)

TABLE 4. Number of respondents based on function/occupation.

Category	Frequeny	Percentage %
Supervisors	6	30
Accountants	5	25
Loan officers	5	25
Staff	4	20
Total	20	100

Source: field survey (2014)



GRAPH 4. Identifying respondents by function/department  
Source: field survey (2014)

### Role of staffing on organizational performance

Table 5. Which resource do you consider to be the most important resource in your organization?

RESOURCE	FREQUENCY	PERCENTAGE %
Money	3	15
Man power	10	50
Material	2	10
Machine	5	25
Total	20	100

Source: field survey 2014

TABLE 6. What do you think make a staff perform well in his/her job

Responses	Frequency	Percentage %
A	5	25
B	3	15
C	2	10
D	10	50
Total	20	100

Source: field survey (2014)

TABLE 7. What do you consider to be good indication of organizational performance?

Responses	Frequency	Percentage
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