

MOTIVATION AND EMPLOYEES' PERFORMANCE IN THE CUSTOMS ADMINISTRATION OF CAMEROON

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ABSTRACT

Motivation as a tool for enhancing employee performance evaluates the driving force towards the general performance of the organization. The Customs administration in Cameroon is considered as a sensitive administration given that one of its main missions is the fiscal mission which means the mobilization of budgetary revenue carried out through assessment and collection of duties, taxes, fees and other levies provided for by the regulations in force. Hence motivation which is a complexity of forces that inspires an employee at work to intensify his desire and willingness to use his potentialities to perform in order to achieve organizational goals or objectives, the government therefore have to encourage their employee's so that the meetup with the yearly objectives of the state. The objective of this research is to evaluate the effect of motivation on employee performance in the Customs administration in Cameroon. To realize this objective primary data was collected using a non-probabilistic sampling technic through a structured questionnaire administered on 50 respondents from selected Directorate General of Customs in the Center Region of Cameroon. The data was analyzed using the Pearson correlation coefficient and the ordinary Least Square regression. The results show a positive and significant relationship between motivation (captured using compensation and working environment) and employee performance of Customs administration in Cameroon, these results corroborate those of (Alamdar et al.,2012).^[1] and from these results, we propose that Customs administration in Cameroon should adopt compensation policies based on equity and not equality with respect to the working environment, SMEs should adopt appropriate ergonomically policies so that the health and safety of their workers should be ensured thereby satisfying them physically and psychologically.

Keywords: Motivation, Working environment, Compensation, Employee performance, Customs Administration.

1. INTRODUCTION

Human resource is the gateway of any organization. Its effective management is therefore very crucial and central in the achievement of organizational objective. One of the important responsibilities of every organization is making great use of every facility in disposal in order to gain the planned purposes and meanwhile the human resources play an important role (Schll, 2006)^[13]. In today's competitive world, human resources guarantee the maintenance and survival of every organization (Honari, 2006).^[106] Managers fulfil their organizational goals through the work of employees. Thus, managers need to have highly efficient and productive staff members. Although many factors contribute to productivity, job performance is viewed to be the most influential one. Job performance itself is a function of fours variables: ability, understanding of the task, environment, and motivation. (Mitchell, 2008).^[7] Accordingly, in order to perform well employees need to have the knowledge and tools that are required for the job as well as the will to do what is required from them. Over the years the Cameroon public sector has continued to render inefficient quality services to the citizens mainly as a result of the poor performance of workers in the Cameroon public sector which is as a result of poor planning, ineffective implementation of policies, poor public service delivery, abandoned projects, delays in planimplementation, shortage of basic amenities, and lack of accountability (Unanka, 2009)^[14]. A walk into any government office on any typical day will reveal a largely unethical behaviors with public service worker who sleep and snore on desks.

To curb the problems, the Cameroon government at different periods introduced different measures including reform programmes aimed at motivating and improving the performance of workers in the public sector for which the Customs administration is not an exception. Most of these reforms dwelt on motivational factors such as salary reviews, training, participative management, democratic leadership styles, and clinical approach to supervision and welfare facilities (Ogunna, 1999)^[9]. Motivation is a by-product of many factors. These factors could either be internally or externally galvanized, depending on the disposition of the individual and prevailing circumstances at any given time. In the present state of the Cameroon economy coupled with financial difficulties and the high prices of goods and services, money has become a relatively high motivating factor. The limited number of salary reviews in the Cameroon public sector, limited training programmes, as well as inadequate access to housing and medical facilities coupled with low prospects of promotion, has

brought about a situation where there have been persistent expressions of dissatisfaction among public sector workers. These workers include staff of the Cameroon Customs Administration which is also part of the public service in Cameroon. The low performance in most cases is a by-product of dissatisfaction, which could manifest itself in various ways such as indiscipline and general apathy. To contain these traits, it is important to assess the effect of motivation on workers' performance in the Cameroon Customs Administration given that needs and satisfaction varies according to individuals and organizations. The main research question is:

What is the effect of motivation on the performance of employees in the customs administration of Cameroon? Related to the main question, this research work is concerned with the following specific research questions:

What is the effect of compensation on the performance of employees in the Customs Administration of Cameroon?

What is the relationship that exist between the working environment and employee performance of the Customs Administration in Cameroon?

The main objective of this study is to assess the extent to which motivation can influence the performance of employees in the Customs Administration of Cameroon. More specifically,

To examine the effect of compensation on employee performance in the Customs Administration of Cameroon.

To evaluate the relationship that exist between the working environment and employees' performance in the Customs Administration of Cameroon.

To respond to the research questions and realize the research objectives, this article is structured into four parts with an introduction and a conclusion. We started by doing a critical analysis of related literature in the domain of motivation theoretically and empirically, from which hypothesis were formulated to deduce empirically using the estimation methodology described in and we ended with the finding of the research as well as the theoretical and managerial implications of the research.

2. LITERATURE REVIEW

Performance enhancement depends largely on a well-guided motivation directed at the employee's needs. Motivation is, therefore, indispensable for good performance. It has been proved that an unsatisfied need can cause frustration, conflict and stress (Arnolds C. A., and Venter, D. J. (2007)).^[4] Consequently, motivation in a way is a mechanism through which frustration, conflict and stress are managed and minimized. Motivation becomes motivation when it is able to induce workers to perform to the best of their ability. When workers are not genuinely motivated, that is, when motivation does not touch the immediate needs of workers, their ability to perform to the best of their ability is threatened. As a consequence, good performance and efficiency become elusive while poor performance and low productivity is encouraged. (Amabile T.M. (1993)).^[2]

There is a strong and positive association between compensation and job happiness. According to Adams' Equity Theory, an employee's perceived input-outcome balance determines pay satisfaction. Employees are content when their remuneration is commensurate with their efforts, and vice versa. In his Discrepancy hypothesis Osei, M. (2011).^[10] followed suit, stating that employee contentment is determined by the gap between their wishes and their earnings. In his Model of Determinants of Compensation Satisfaction, (Pfeffer, J. (1998)^[11]) added that the difference between actual and expected pay determines pay satisfaction. He recognized two variables: (a) the amount that should be received, and (b) the amount that was actually received. When a and b are equal, happiness is the result. When $a > b$ translates to unhappiness, and when $a < b$ translates to unfairness and discomfort.

Non-financial elements, according to Herzberg, also contribute to happiness. Appreciation, the chance to work on major projects, leadership attention and strong relationships, a high holiday ratio, a rise in family benefits, and so on. Then, according to Robbins, S. P., and Judge, T. A. (2011).^[12] non-monetary awards make employees happier and more productive. Workers task performance, productivity, contentment, turnover, and organizational citizenship behaviors are all favorably associated with rewards, according to (Muhsan, F., Musarrat, M., and Sarfraz, M. (2012)).^[8]

Employees prefer working conditions that are not risky or unpleasant, according to studies on working environments as a factor of job satisfaction. They want workplace situations that are comparable to what they experience at home. In addition, studies have revealed a link between working conditions and motivation. The purpose of this research is to determine the impact of working circumstances on job satisfaction.

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Cole, G. A. (2011)).^[5] A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. A variable is a measurable characteristic that assumes different values among subjects. An independent variable is that variable that which is introduced to effect or determine a dependent variable.

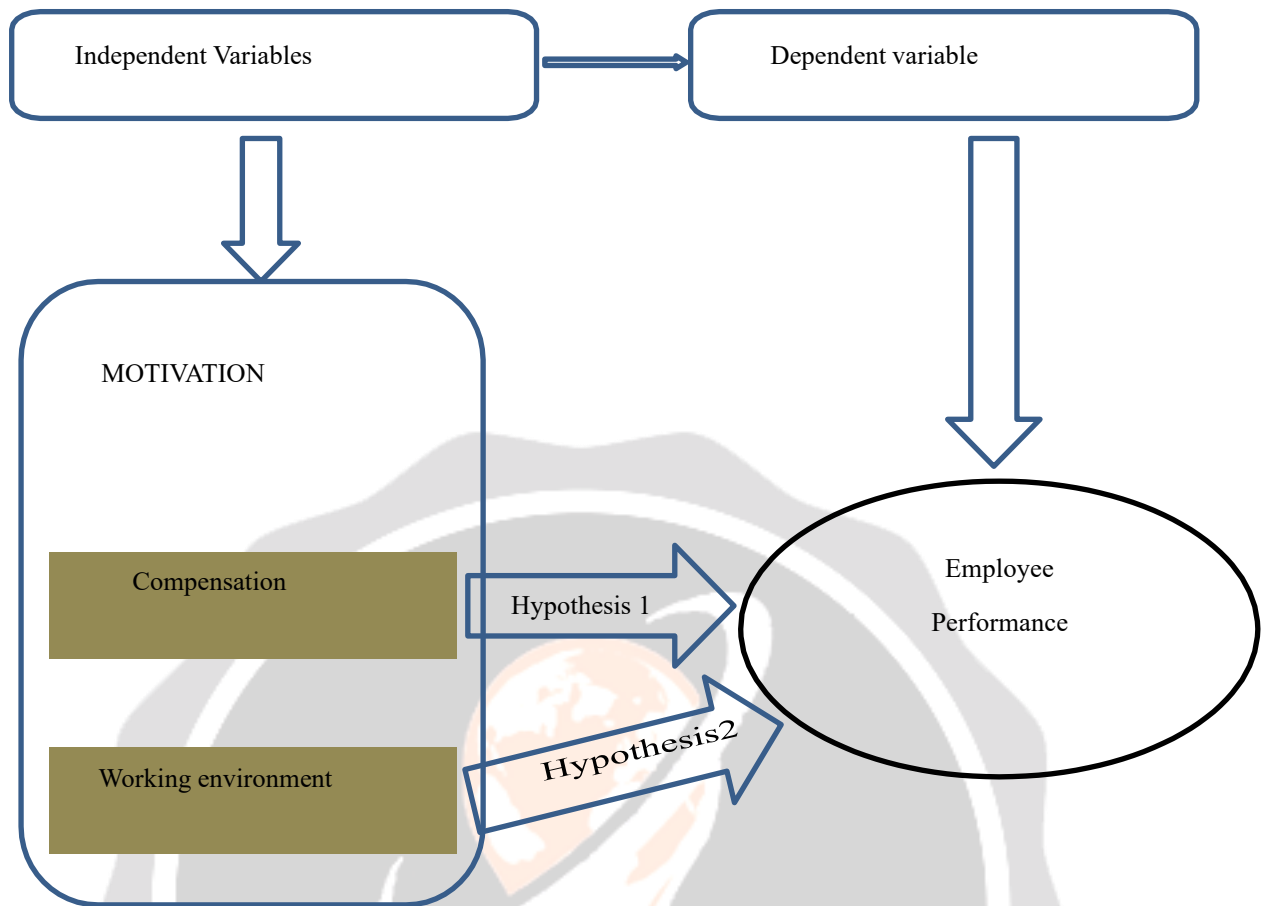


Fig 1: Conceptual model

3. HYPOTHESIS OF THE RESEARCH

On the basis of the literature reviewed above, it shows that motivation is a significant mechanism that can be used to attain employee performance in the Customs Administration of Cameroon. This is because workers will always have a high sense of belonging, satisfaction and hence become productive if they believed that their managers compensate them in an equitable manner and if their working environment is conducive and adding to the above conceptual framework, we can present the following hypothesis:

H₀: Motivation has a positive influence on employees' performance in the Customs Administration of Cameroon.

H₁: Working environment is negatively related to the performance of employees in Cameroonian Customs Administration.

4. ESTIMATION TECHNIQUE

This research follows a Hypothetico-deductive methodology due to the abundance of literature in this domain which permitted us to bring out some hypothesis and deduce them through an empirical analysis. Primary data was collected using a non-probabilistic sampling technic through a structured questionnaire administered on respondents the Directorate General of Customs in Yaounde, Cameroon. This choice is due to the fact that is the head office and most sensitive decision are taken at the head office as such the worker have to motivated so that they can better execute their duties or functions attributed to them. Secondary data constitutes documentation that is relevant literature from journals, reports, internet and the National Institute of Statistics, which will contribute to the development of this work. The data was analysed statistically using the Pearson correlation coefficient (r) which is a measure of the strength of the association between two variables ranging between -1 and 1. And econometrically using the Ordinary least squares and SPSS version 20 software was used to regress the data. In verifying our hypothesis, the following functional relationship was used:

$$\text{Employee performance} = \alpha + \beta \text{ compensation} - \delta \text{ working environment} + \epsilon i$$

Where, α is a constant, β , δ are coefficients and ϵ the error term

5. RESEARCH FINDINGS

The objective at this level is to empirically analyses the feedback obtained from the questionnaire distributed and present the findings with data analysis and interpretation. The data was analyzed using the Pearson correlation coefficient (r) and the Ordinary Least Square Regression (OLS) to bring out the dependence or the relation between the job satisfaction and employee performance so as to provide a more precise analysis of each objective. We shall start by presenting a demographic representation of our sample.

Table1: Description of the sample

Demographical description of the sample		Frequency	Percentage (%)	Cumulative percentages (%)
Gender of respondents	Male	30	60	60
	Female	20	40	100
	Total	50	100	
Marital status	Single	23	46	46
	Married	24	48	94
	Divorce	3	6	100
	Total	50	100	
Level of education	No certificate	2	4	4
	FSLC	4	8	12
	Ordinary Level	10	20	32
	Advanced Level	15	30	62
	HND	8	16	78
	Bachelors	11	22	100
	Total	50	100	
Staff category	Management	14	28	28
	Senior	8	16	44
	Junior	27	54	98
	Contract	1	2	2
	Total	50	100	

Source: Author, from field study. Table 1 above shows a demographical representation of the sample population and shows that a majority (60%) of the respondents were male and 40% female, this is due to the fact that male respondents were more receptive than female respondents. With respect to the marital status, 46% were single, 48% married and 6% were divorced. The results show that the majority of the respondents were educated since above 75% of the respondents are having above an ordinary level. With respect to the staff category of the respondents, the majority 54% of the respondents are junior workers.

Table 2: Correlation between motivation variables and employee performance

		Compensation	Working environment	Employee performance
Compensation	Pearson correlation	1	.596	.609
	Sig.		0.000	0.000
	N	50	50	50
Working environment	Pearson correlation	.596	1	.670
	Sig.	0.000		0.000
	N	50	50	50
Employee performance	Pearson correlation	.609	.670	1
	Sig.	0.000	0.000	
	N	50	50	50

From table 2, we realize that all the variables of motivation are positively and significantly related to the performance of employees given that they all having a positive correlation coefficient (r), in a more précised manner, we realize that the compensation policy and the working environment of the enterprise are having positive and significant impact on employee performance of the Customs Administration in Cameroon with a r = 0.609 and 0.670 respectively. This implies that employee performance is explained by motivation with respect to the different coefficients given for the variables. These results are in correlation with those of (Alamdar et al.,2012) [2] who did an empirical study on motivation and employee performance in Pakistan. From here, we shall proceed to present the results coming from regression analysis, which will permit us to conclude on the relationship between motivation and employees' performance.

Table 3: Impact of Compensation on employee performance

Independent variables	Coefficient (Beta)	Standard error	T-stat	significance
Compensation	0.25	0.275	3.639	significant

From this regression results on table 3, we realize that compensation policy has a positive and significant impact on the employee performance. In a precise manner, we realize that a unit variation in the compensation policy in favour of the workers will lead to a 0.25 (25%) variation in employee performance. These results can be explained by the fact that workers are always very sensitive to variations in their compensation, be it salary or other kinds of compensation.

Table 4: Impact of working environment on the performance of employees

Independent variables	Coefficient (Beta)	Standard error	T-stat	Significance
Working environment	0.288	0.278	4.238	Significant

From table 4, we see the relationship existing between motivation (independent variable) captured using working environment and employee performance (the dependent variable). From these results, there exist a positive and significant link between job satisfaction and employee performance with a coefficient of 0.288.

In a functional manner, we can present the following relationship between job satisfaction and employee performance

$$\text{Employee performance} = 0.25 (\text{compensation}) + 0.28 (\text{working environment})R^2 = 0.502$$

This linear relationship implies that a 1% increase in compensation will lead to 25% increase in employee performance. It also shows that a unit variation in the working environment to the favour of the workers, will increase their performance by 28%.

Table 5: Verification of hypothesis

Hypothesis	Variables	Coefficient	Impact on performance	Significance	Decision
Hypothesis 1	Compensation	0.25	Positive	Significant	Accepted
Hypothesis 2	Working environment	0.288	Positive	Significant	Rejected

We used the results obtained from the OLS regression and the Pearson Correlation demonstrates that all the variables of job satisfaction exert a positive influence on the employee's performance in the Customs Administration of Cameroon. Reasons been that motivation has a positive relation on the dependent Variables (Employee performance). In a particular manner, Compensation exerts positive and significant effect on employee performance, hence the first hypothesis which stipulates that compensation exerts a positive impact on employee performance is verified, implying that the first hypothesis (H0) is accepted or confirmed. Concerning the second hypothesis (H1), which anticipated that working environment will have a negative effect on the performance of employees in the Cameroon Customs Administration is rejected. The table below shows in a simple and clear manner the relationship between motivation and the Employee performance of the Customs Administration in Cameroon.

6. CONCLUSION

Employee's performance is crucial for the organization as it is closely linked to the motivation of workers. It is therefore in the best interest of an organization to devote a substantial amount of effort examining ways to improve as well as to maximize the employee's performance in their workplace.

The majority of the studies agreed that motivation is vital for better performance and also to solve an organization's turnover problem. The question of Human resource management and precisely motivation is an important aspect in the life of the public service for which the Cameroon Customs Administration is not an exception.

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