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**IMPACT OF INSUFFICIENT PERSONNEL ON ORGANIZATIONAL  
PERFORMANCE**

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**ABSTRACT**

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<p>The research which was carried out at the Regional Treasury of Cameroon analyses the impact of insufficient personnel on an organization's performance. The study acknowledges other writers, thinkers, scholars and authors who have suggested in relation to this topic under an investigation as a review of related literature. This research work entails how an organization can perform with limited workers, what are the consequences or benefits of operating in an organization with limited workers. The researcher analyzed and explains the various marketing ways in which an organization will need to have some good and hardworking employees. The researcher went further to explain some theories of human resource management, because without a good human resource management department in an organization, that organization is bound to fall or fail.</p> <p>The researcher used both the primary and secondary method of collecting data with the emphasis on primary source. The primary data refers to information received expressly for a purpose such as questionnaires, observations and interview, while secondary data refers to information collected from different sources or from the work of other researchers. Examples include internet and libraries. The sample size of 15 respondents was a representation of the study area and in the data analysis, the researcher made use of tables, percentage to give and illustrate critically what the respondents had in mind in respect to the impact of insufficient personnel on organizational performance. In all, for an organization to function well, every personnel should embrace human resource management and some marketing research strategies in order to improve its organizational performance.</p>		

**Key words**

**Excessive work load, impact, insufficient, performance, personnel management, insufficient personnel, organizational performance.**

## CONCEPT DEFINITIONS

**Excessive work load:** this refers to extra tasks which is assigned to the worker by their superiors in a specific time which they are unable to complete them.

**Impact:** this can be referred to as factors or an action of a thing hitting against another. It could be something which has a very powerful effect on a new thing or in a situation. To have an impact on something means you have an influence over that thing.

**Insufficient:** this simply means not enough. To have insufficient employees in an organization will affect the organization either positively or negatively.

**Performance:** performance is described as an end results of an action made either positive or negative results. Performance can be seen in many ways in management which is performance of action, performance of results and success performance. According to (Nunvi 2008), “the factors which permits us to appreciate the organizational include amongst other things in respect to the organizational structure, the relationship between the components of the organization and the quality of circulation of information and the flexibility of the structure”.

**Personnel management:** according Naddler and Wiggs 1996, “personnel management is the process of recruitment, selection, maintenance, development, utilization and accommodation for human resource by an organization”. Personnel management is much needed in an organization with insufficient personnel to recruit the right persons with good experience.

**Insufficient personnel** mean there are not enough personnel in an organization and this may lead to the fall of the organizational performance.

**Organizational performance** comprises of the actual output or results of an organization as measured against its intended outputs or goals and objectives.

**ABSTRACT**  
**CONCEPT DEFINITIONS**  
**CONTENTS**

**1 INTRODUCTION.....1**

**2 HUMAN RESOURCE MANAGEMENT PROCESS.....3**

**2.1 Impact of insufficient personnel.....4**

**2.2 Recruitment of personnel.....7**

**2.3 Human resource manager.....11**

**2.4 Advantages of human resource management.....12**

**2.5 Disadvantages of human resource management.....13**

**3 RESEARCH PLAN.....15**

**4 RESEARCH AND DATA ANALYSIS.....19**

**5 CONCLUSION.....25**

**REFERENCES.....28**

**APPENDIX**

## 1 INTRODUCTION

This thesis work is designed to bring out the impact of insufficient personnel on organizational performance which was done in the Bamenda Treasury as a case study and to show how sufficient employees in an organization will influence the organization positively or negatively. The personnel in an organization has less regards for personnel management, with the use of personnel, management in an organization, the organizational output will increase effectively and efficiently.

The flexibility of an organization involves its productivity and this will determine its organizational performance. The equipment of an organization include capital, man, machine, and any other human resources. Personnel management had long existed but nobody had a clue to what it means and the advantages behind it. This is because during the industrial revolution, the relationship between managers and their workers was that of masters and slaves and this led to the insufficient personnel as there was a lot of tension between them thus having a negative influence in the organization. An organization which recruits enough personnel and has good management members can improve on the problems of the personnel and will be able to meet up with its objectives. To further explain, every organization has its objectives and need sufficient personnel to improve on their management positively. Personnel management and human resource management have a great impact on an organization in a positive way. Organizational performance depends much on its personnel to achieve its objectives, Regional Treasury of Bamenda Cameroon has a good and confidential status to pay, maintain and even to recruit more workers but fails to properly recruit sufficient employees.

The researcher came up with a problem statement which is what are the consequences of insufficient personnel in an organization? Will it be positive or a negative consequence? The productivity of every organization depends on its efficient employees and all human resources to guide its work force which is what helps determine the organizational success. However, in the past and present study, it has been proven that most managers or superiors in the Regional Treasury Bamenda Cameroon are being paid little or no attention to their personnel causing a vacancy in their organization thus leading to a fall in the organization's output because the available employees are insufficient to carry out the task needed by some demanding customers of which they queue up in order for them to be served. A close examination of this phenomenon enables the researcher to attempt on the impact of insufficient personnel on organizational performance using the case study RT Bamenda Cameroon. By so doing, the researcher led to some findings which helped establish some fruitful recommendations and suggestions to this case.

The main objective of this research work or study is to know the impact of insufficient personnel on an organizational performance. Aside from the main objective, there were other objectives which is to assess personnel if any is needed to be employed and justify their importance and how they affect the organization's productivity, this is where personnel management comes in. This objective of study helps the management in charge of employment to adequately employ more workers and show how it will foster their performance. This helps the organization with sufficient employees that will lead to a greater productivity in the organization. This objective of study helps enlighten individuals to know what insufficient personnel can cost in an organization and it also brings out the problems that are caused by insufficient personnel in an organization and how these problems can be solved.

The following research questions guided the researcher in her investigations on the field; does insufficient personnel have any impact on organizational performance? What could be the human resource management practices that count for good organizational performance? Is there any relationship between these practices and performance? Which improvement and innovation techniques could be helpful to the government to better the situation of RT Bamenda? What are the effects to the organizations environment due to insufficient staff? The researcher could come out with the significance of the study. This talks about how important the research is to the researcher and to the society at large. The importance of this study helps bring about recommendations that will help solve the problem of this insufficient personnel, it helped the researcher by participating and contributing to some knowledge through the results and findings from this research. The study is important to the researcher because it will make a stand point for further studies, this study will be of utmost importance to the government to positively solve the problems in RT Bamenda, because these findings will bring about the recommendations whose implementation will be of great benefit in improving the effectiveness and efficiency in RT Bamenda.

The scope of study of this research is concerned with the impact of insufficient personnel on organizational performance which also involves all goods and services-producing institutions or organization in Cameroon. This is because insufficient personnel greatly affect the performance of every organization. Due to time and financial problems, the researcher decided to limit her findings to RT Bamenda. Consequently, the findings will be more beneficial to RT Bamenda and other goods and services organization. Any further generalization will be to facilitate the researchers work.

## 2 HUMAN RESOURCE MANAGEMENT PROCESS

For any organization to run smoothly, it needs to implement some management concepts. This is necessary because the management function has to be implemented in an organization, to explain more, the workers employed need to follow up and work in line with the management concept. This concept of management was put forth by (Fayol 1916), a management theorist from France, he was influential in proposing many management theorist and concept used today. These concept are as follows; planning, leading, organizing, controlling and staffing.

Planning; any organization whether old or new or big or small requires certain methods, procedure and plans for its efficient functioning. For this to happen, they must develop and implement these management concepts which will help them to implement their vision, mission and objectives for the future of the organization. Planning involves defining some goals, establishing some strategies for achieving those goals, developing plans to interrelate and coordinate activities. According to (Fayol) "planning is the foundation pillar of management". This is based on which areas of management are built to succeed. Planning requires administration to assess where the company is today and in the coming years. From there, an appropriate course of action is determined and implemented to reach the organization's goals and objectives. There are some external factors that affect the organization both negatively and positively depending on the condition an organization may have to alter actions regarding certain goals. This type of preparation or arrangement is known as strategic planning. In strategic planning, the management department analyze both internal and external factors that may affect the company's objectives and goals, moreover, it was done by the personnel in the organization where few personnel will bring about less planning and more personnel will bring about sufficient planning in an organization (Mbah 2012).

Organizing refers to the arranging and structuring of work in order to accomplish the organization's goals and objectives. Organizing is the second management function which shows how an organizational structure is created. Managers now are seeking for structural designs that will best support and allow employees to effectively and efficiently do their work.

Directing refers to working with and through people to accomplish the organization's goals and objectives. Directing and leading comprises the managerial functions of guiding, leading and overseeing the people. The primary element here is the human element and also deals with personal relationship.

Controlling refers to monitoring, controlling, comparing and correlating work performance. Controlling is very important both in organizations and working environment because it helps to bring about improvements in working performance.

Staffing is another function of management. This is a process where the best people are being selected and put them on jobs where their talents and skills can be best utilized and retained through their incentives, job training, job achievement and every important programmer in order to achieve both the individual and the organization's goal. The problem of insufficient personnel is prompted by the staffing situation of many organizations. Staffing is a human resource function of employing talents, skillfull and sufficient workers hence explains the fact that with good staffing put in place the organization is bound to succeed. Thus, with planning, controlling, leading and staffing functions the organization will function well. Furthermore, insufficient personnel or employees have its impacts on organizational performance both negatively and positively. Negatively insufficient personnel will effect to a decrease in productivity which brings about stress, inadequate implementation of some management practises and functions, increase in work load and less supervision. Whereas, some positive impact will bring about a reduction in cost of production and extra expenses. These impacts will be explained further in the theoretical framework.

## **2.1 Impact of insufficient personnel**

In an organization, workers are employed to help the organization continue to interact with its customers for profits. An employees can make a business or an organization fail or succeed, a scientific management theory often known as "taylorism" which was at the beginning of this century in 1917, this theory have three basic principles which are;( Fayol 1916) "find the one best way to perform each task, carefully match each other worker to each task, closely supervise workers and use rewards, punishment and motivators". During the first half of the century in 1997, the merger of scientific management bureaucratic theory and administrative theory emphasizes on the three major steps mentioned above, the issue of carefully matching each other to each task explains more of the fact that every organization should have sufficient employees. The third point explains the fact that the manager should have a close supervision of their workers, using rewards and punishment as motivators, also in achieving organizational goals or objectives, not only employees are needed but quality personnel who are well trained are needed to work closely and embrace the three management concept as demanded by their superiors ( Fayol 1916).



Generally, impact refers to forces or actions which have a powerful effect that sometimes has on a situation or person. An impact is designed as a situation mainly to have an influence on something or someone. Below are the following impacts; Negatively, stress comes as a result of insufficient personnel this is because stress is a universal element and as a result, human beings are bound to be stressed. Employees today are critically analyzing the stress management issues that contribute to a lower job performance of an employee which is originally from dissatisfaction. Analysis show that there is a negative relationship between stress and job performance and the results show that if there is an increase in motivation over the work environment and an increase in superior supervision support, there will be an increase in performance respectively. Also if the organization's reputation is at stake and loss of skilled employees, this situation calls for immediate concern from organizational management to employ effective stress management practices to handle the case by increasing employees so as to increase the organization's performance. (Giga & Hoel 2003)

Inadequate implementation of some management policies and practices will be brought in as a result of insufficient personnel. This can be viewed in the case of management policy of staffing according to Takwi 2012. Staffing is the traditional management function of attracting and selecting the best people and putting them on jobs where their talents and skills can be utilized and the retention of these people through incentives, bonus, job training and job enrichment program in order to achieve both individual and organizational goals. Insufficient personnel means that the organization lacks some human resources thus the organization is not effectively or efficiently practicing its policies at all angles.

Insufficient personnel in an organization brings about an increase in work load and less supervision. Many managers and supervisors are under the impression that the level of employees performance on a job is proportional to the size of the employees. Work load is more of work responsibilities, which is a normal phenomenon in much organization today. Work load in an organization comes about when employees perform and carry out more activities in an organization than what is expected of an employee. An increase in work load brings about less supervision and this can be well described using the appraisal policy according to (Nunvi 2008) who expressed that "an appraisal is a process of feeding back a subordinate information about how well they are doing their work for the organization", all these performances recorded can either be negative or positive which might cause insufficient personnel or human resources in an organization thus affecting their performance.

The aim of personnel strategy typically concerns with devising ways of managing people which will assist in the achievement of organizational goals and objectives. What brings about insufficient

personnel in an organization includes; Maurer 2010, says poor supervision is a top impedance to profitability. "I mean the director says a certain something and does another," Maurer says. "She expects a last draft on Friday however doesn't audit the draft until Thursday night. Different issues incorporate inability to give time or assets to take care of business, and miniaturized scale overseeing."

Work environment and uncertainty. The work environment has an impact on an organization, a calm and flexible environment will help the employees think less of employing more people because the employees are satisfied with their environment unlike an environment which does not suite their employees. Financial resources that is monetary rewards and personnel issues also contributes enormously to the increase of insufficient personnel in an organization, from the financial status of an organization see if the organization need more employees which means that few financial resources brings about insufficient personnel in an organization. Poor communication. "survey any organization and poor communication will come up as one of the main three issues that meddle with the profitability in a working environment," says Sears, leader of Workplace Communication. "A year ago I instructed 'Regard in the Workplace' around New York state, and it didn't make a difference on the off chance that we were talking in organization, a research facility or a state emotional well-being office, the main answer we got when we inquired as to why individuals felt the most affronted was: 'I don't feel listened,' or 'nobody tunes in to me.' When solicited the impact from not being listened, they stated: 'We don't put resources into the working environment and we couldn't care less.' Communication is key with regards to keeping employees spurred and feeling regarded and respected." (Sears 2017)

Organizational structure. A sound organizational structure means looking at the departments, division units and sub units which will define the relationship between the head and the members that make up the unit. A good structure helps in organizing and examining the organization, tells us that the organization which has no unit of task will pay less to employing more workers or human resources in to the organization. Inadequate technologies, people group director with Voice123, says the inability to overhaul organization's innovation can prevent profitability. "if you are utilizing devices that are obsolete and your clients are not, your staff will continually work at a slower pace," he says. ( Lowell 2014)

## 2.2 Recruitment of personnel

For an organization to effectively progress, it must have a good human resource planning, a good staffing policy and other personnel management policies.

### a. Human resource planning.

This means employing the right people in the right job and at the right time. The human resource manager must communicate effectively with all departmental managers within the business in order to identify and understand the existing vacancies. The type of employees recruited must fit in with the culture of the business. Most businesses find out that change is constant and planning must predict what is going to happen. There are some reasons which show that people are needed in an organization; changes in the business objectives and directions, training which result in obtaining new products or new technology, changes in demand from new trends or seasonal changes, flexible working involve employing part-time, temporary full-time and seasonal. It allows a business to employ people in a way that keeps costs down. Employees add value into the business in order to add to the maximum value. Employees must be efficient at what they do and effective at meeting the business objectives. Employees must possess the rightful skills and be fully aware of business aims and objectives, there must also be a demand for their services but this demand should be managed appropriately to avoid a situation of staff surplus or staff shortage. A staff surplus is a situation where a company finds itself employing more people than the required number. This situation leads to a waste of money and tie up capital. A staff shortage is when the company employs too few people and this situation is likely to result in a business failing to meet its objectives. (Nunvi 2008)

### b. Recruitment and selection.

In previous developments, are already mentioned recruitment and selection, including job seekers who confuse these terms and use them indifferently but it is important to realise that there is a significant difference between the two. Recruitment involves the attraction of a large number of people who are available and willing to work for a particular organization while selection is a process whereby there is a sorting out or elimination of qualified and unqualified people who are able to meet their job and the organization's requirements.

The recruitment process

The recruitment procedure starts when you know you require another person in the department, either in light of the fact that a current staff has left, or on the grounds that there is new work to

be finished. It does not complete until after the arrangement has been made. The main stages of the recruitment are explained below;

The first thing to do is to identify the vacancy where recruitment gives chances to divisions to adjust staff ability to define its activities and objectives, and for departmental and individual development. Proper arranging and assessment of the need will promptly enlist the correct individual for the role and group. To carry out a job analysis if this position will be new to your department as this will also help to identify the gaps that are lacking in the organization. ( Naddler & Wiggs 1996).

Prepare job description and person specification job analysis is an essential tool to gather work related information. The procedure brings about gathering and recording two informational indexes including a set of working responsibilities and employment determination. Any opening cannot be filled until and unless a HR manager has these two sets of information. It is important to characterize them precisely to fit the perfect individual at the right place and at the correct time. This helps both business and representative comprehend what precisely should be conveyed and how. Both job description and job specification are basic parts of job analysis data. Keeping in touch with them obviously and precisely helps an association and workers adapt to many difficulties while they are available. Job analysis consist of job description and job specification, and it has some of its characteristic ( Winter 1997). Job description consist of;

- Job title
- Job location
- Job summary
- Reporting to
- Working conditions
- Job duties
- Machines to be used

Job specication consist of;

- Qualifications
- Experience
- Training
- Skills

- Responsibilities
- Emotional characteristics

Advertising is a key part of the recruitment process. Research analysing advertisements for faculty positions indicates that many departments announce faculty vacancies in an amateurish fashion that may not accomplish desired recruitment goals (Winter, 1997). Shortcomings identified included unprofessional display, lack of differentiation and the placement of ads too late in the recruitment period. The purpose behind advertising is to contact the biggest qualified gathering of people. Your procedure for seeking and advertising ought to be dictated by your initial discourses with employees and the search committee. Ensure that the wording of your promotion does work to avoid conceivable volunteers. Your attention ought to be on consideration as opposed to avoidance, especially when endeavoring to enhance an office or personnel. Other practices at other North American colleges accentuate the significance of utilizing expansive descriptors in your advert.

Develop a recruitment plan. Each position requires an archived recruitment plan which is endorsed by the hierarchical unit. An organized recruitment plan arranges and maps out the technique for drawing in and contracting the best qualified candidate which incorporates ladies and underrepresented groups including veterans and people with disabilities. Notwithstanding the position's situation objectives the plan contains publicizing channels to be utilized to accomplish those objectives. The recruitment plan is normally created by the contracting supervisor in conjunction with the departmental HR coordinator. Planned objectives recognized are shown on the position demand charts.

Select a search committee, to guarantee applicants chosen for interview and last thought are assessed by more than one individual to limit the potential for individual inclination, a selected individual is chosen. The procuring supervisor will distinguish individuals who will have immediate and backhanded association with the applicant over the span of their occupation. Each enlisting supervisor ought to endeavor to choose an advisory group that speaks to a different cross segment of the staff. An individual from the board of trustees will be designated as the affirmative action and compliance liaison who will screen the governmental policy regarding minorities in society parts of the advisory group. Under-serve to gatherings and ladies are to have parallel chance to serve on inquiry boards of trustees and uncommon endeavors ought to be made to energize support. Divisions that need different qualities in their own particular staff ought to consider naming staff outside the office to inquiry boards of trustees or create different other options to expand the viewpoint of the advisory group.

For positions that are as often as possible enlisted and use a pursuit panel, the blend of hunt board of trustees individuals ought to change regularly also to limit the danger of "gathering think" or aggregate inclination. After running a search committee on the applicants, the next thing to do is to review the applicants and developing a short list of some applicants which might be qualified for the proposed job and later conduct an interview.

Conducting an interview with the reviewed candidates. The interview is the most essential step in the selection procedure. It is the open door for the business and planned representative to learn more about each other and approve data given by both. By taking down the rules, you will guarantee you have led an intensive interview process and have every important dat to legitimately assess skills and capacities. There is a short rundown (regularly 3-5 distinguished for interview) is endorsed by the human resource manager, the interview procedure can start. It is imperative to get ready for the interview as this is the chance to assess the aptitudes, skills and approve the data the candidate has given in their application and resume. Pick maybe a couple inquiries from each insignificantly required ability and competency to build up your inquiries questions. Survey the candidate's application or resume and make note of any issues that you have to catch up on.

Once the applicants have been reviewed and also conducted an interview on them the next thing to do is to hire them. The purpose of hiring these applicant is to supervise them and give them a reference check. The purpose behind a reference check is to acquire data about a candidate conduct and work execution from earlier managers that could be basic to your choice, paying little heed to their aptitudes, information, and capacities. As past performance is the best indicator of future achievement, it is prescribed references be acquired from present and past bosses who can address the competitor's at job performance. A hiring slip-up is exorbitant in time, vitality, and cash. Inability to check references can have genuine lawful outcomes. If an employee takes part in a hurtful conduct, which would have been uncovered in a reference check, the University can be considered legitimately in charge of "careless behavior".

Under the completion of all the recruitment process, the last step is to finalize the recruitment of the individual. Conducting an interview is the most important stage of the recruitment process, after an interview is being conducted the manager then selects and hire the selected applicant and ths applicant is recruited and undergoes some training in order for him or her to fit perfectly to the job description ( [www. Management guru.net](http://www.Managementguru.net)). The diagram below explains more on the recuitment process



GRAPH 1, title: The recruitmnt process ( [www.management guru.net](http://www.managementguru.net))

### 2.3 Human resource manager

The human resource manager's role overules the whole organization in that, as line manager in the human resource department performs his job through personnel units that exist in other departments of a complex organization. The role is reduced in the case of a small business where the human resource manager performs his job through the following duties;

The human resource manager provides employees supervision and evaluation, retaining and offering mediation, he is a liason to labour and with the work force, he is responsible for managing and overseeing the human resource department within a company, organization or agency, this includes posting advertisement for employments, screening applications, setting interview appointments and being involved in the hiring process as well as firing employees that are not meeting standards. He must be aware of local, state or national emplyment guidelines, manage payroll issues, maintain employees records, complete and record insurance, he should also be able to assist employees in the understanding and evaluating their participation in other programs offered to employees. He must be actively involved in retaining new employees or existing employees or answering questions that employees may have on policies or procedure within the organization. Work place safety employee's absenteeism and health issues are also addressed by the human resource manager. He acts as a brigde between top management and workers in non-union organization. Conflicts resolution and improving overall work place moral are a key part of the role of the human resource manager. Working with employees and employers in training and in service presentation are required.

From the development above, it is evident that if human resource management is effectively implemented in any organization, be it for profit or not for profit, job satisfaction, safe environment will subsequently improve the organization's productivity. A constant cooperation between management and employees is a pre-requisite end. (Nunvi 2008)

## **2.4 Advantages of human resource management**

The introduction of HRM is the organization's plans and techniques identified with workers which ought to fit into the organization's more extensive key plan. Building up these connections amongst HR and technique have the particular preferred standpoint of helping the organization to assess its present HR strategies and to supplement obsolete or wasteful approaches with ones that is advanced and a superior working environment condition and representative relations. As the organization assesses its HR organization, it can utilize the key arrangement points and targets to assess every HR procedure. Those that drop out of the key vision can be reformulated or disposed of for better ones. It helps the organization in team building as HRM additionally cultivates a feeling of solidarity and brotherhood inside the organization. An organization's vital vision will be in a perfect world depending on contribution from an expansive scope of partners including supervisors, representatives, clients and speculators. Making a HR system that lines up with this feeling of open correspondence can have the real advantage of helping partners feel like their sentiments are esteemed and significant to the organization's proprietors and officials.

The organization progress is being monitored and screened. While the key vision of the organization can impact the creation and assessment of HR approaches, the reverse can be true. HR can help the organization screen its progress toward accomplishing its expressed objectives and destinations in the key plan. A great part of the vital arrangement is probably going to depend on the participation and support of representatives and individual divisions or capacities inside the organization. HR has a key part to play in ensuring that these segments of the key arrangement are executed in a successful way. The advantage of this amongst methodology and HR administration is that the organization's administrators and its HR capacity are reliably checking each other's advance and making some forms for the advantage of the organization and its workers.

HR helps in keeping the organization legal as the human resource management system is keeping the organization consistent with laws identifying with worker's pay, protection and so forth. The laws and



arrangements overseeing business are unpredictable and can fluctuate between locales, however HR has a key part to play in ensuring that the organization's key plans is lawful as well as sufficiently amendable that it can adjust to changing circumstances and changing legitimate conditions (Bradley 2017).

## **2.5 Disadvantages of human resource management**

HR management frameworks offer productive computerized management of your representative information. You can screen everything from advantages to finance and paid time off with a couple of taps on your PC. This makes your HR capacities snappy, yet it does not generally improve them. Your organization can keep running into major issues on the off chance that you overlook that workers are more than numbers and images on a screen.

Your employees entrust you with their individual data. Everything from social security numbers to private wellbeing data and conjugal status gets stored in your HR management framework. A few layers of management may approach to that data. Also, a non-management worker may participate in wholesale fraud and get to a fellow employee's delicate information. Such a rupture of security with your management framework can involve you in legitimate issues and make poor employee relations.

One of the disadvantages of these frameworks is the costs. Establishment, setup and counseling can cost as much as \$50,000. You can cut these expenses by getting a remotely facilitated framework, which can cost as meager as \$5 to \$10 per client. Moreover, you bring about expenses for preparing your staff in the utilization of the framework. Training the newly employed individuals will be very costly as they will need new equipment and techniques to train them.

Since HR management frameworks make such a decent showing with regards to of posting employees' achievements, confirmations and degrees, supervisors might be enticed to advance in view of the target information your framework gives. This may discourage managers from setting aside the opportunity to become acquainted with workers on an individual premise as a feature of their assessment of what staff individuals can add to your organization. The U.S. Office of Personnel Management calls attention to that mechanized worker assessments can bring about an original story from the boss. Such assessments may not be the most solid aides for settling on choices about advancements.

Your framework can contain so much information that you may think that it is hard to examine. You may require a different investigation framework just to sort the information into important lumps. For

instance, if you need to examine worker turnover in connection to levels of remuneration and your framework is not sufficiently advanced, you may experience issues producing reports that distinguish designs. This could require the assistance of advanced edge programming outside of your HR management framework, which implies extra cost.

In conclusion, human resource management has been relevant to business growth in the past and can still be relevant to business growth in our present economic context, if managers decide to effectively implement this process (Johnston 2017).

### 3 RESEARCH PLAN

The treasury is like the sole structure in the Ministry of Finance Cameroon whose role is to execute the state's budget. In accordance with the provision of law number 207/006 of 26th/12/2007, the attribution of the new treasury department is an arm of the Ministry of Finance which forms the backbone of the work being done. In effect the law has put in legislative form of presentation and methods of implementing the state budget. The treasury is a bank belonging to the state where it acts as a sole monopoly to carry out expenditures for the state and also produces greatly in the account to show how the budget is executed and the treasury department to:

Receive payments of sums of all kinds, the collection which have regularly been authorized on behalf of the state, public collection and publish establishment, where this collection has been expressing interest to special provision to another service. However, in such cases, the revenue collected has to be centralized by the treasury department. Expenditures are regularly sanctioned by the various "ordinateurs" of the budget of the state, public collectives and some establishments. They ensure the safe keeping and administration of public funds and any other security or inactive values of the state. Inactive values here refers to the non-liquid cash for example fiscal stamps.

It carries out general activities of the state which might be entrusted to the treasury department by state laws and regulations for example the treasury keeping accounts. The treasury is divided into seven different services, each service has a duty or a part to play in running the treasury. These services are: Deposit and consignment service. It is in charge of following up different deposits and consignments and also revenue, it comprises of the office of re-imburements. The brigade service is in charge of controls and verification of the services in the general treasury as well as other attached treasury stations. It evaluates the organization and the functioning of the services of treasury and it comprises of the chief of brigade and ten inspectors or verifications. The cash and account service is in charge of keeping and managing current accounts and also collects revenue, they also run the cash and accounts operations and keeping accounting registers and all working documents. These services also produce accounts of the financial situation of the each year. The expenditure and recovery service is in charge of controlling the regularity and validity of expenditure and it also carries and recovers operations. They produce the level of execution of the budget of the financial situation of each year. Management and accounts service is in charge with consideration and examination of management accounts and they do classification of justifying documents of revenue and expenditure. Its is in charge of all accounts that are attached to all general treasury stations, it deals with the movement of funds and other related accounts and control all

documents on codification. This service also controls the exploitation of the state bank which balances and types accounts of all attached treasury stations with the follow up documents on the execution of the budget and they produce reports and balance all the accounts. General affairs service is incharge with the management of values and working documents, they issue stamps for windscreen licences and other value. The treasury is dividded into 11 regional treasuries in Cameroon, there are two treasuries in the littoral region and each in other regions of Cameroon and each treasury has a sub-division treasury and a divisional treasury. These sub-divisional treasury and divisional treasury are headed by treasurers, these treasuries makes use of assigned revenue, unassigned revenues and values which being divided into two, these values are secured and unsecured.

They come in blocks or sheets and one fiscal stamp has a registration number which helps in tracking in case of any problem. The fiscal stamps for 5000frs are used for traveling passports and also for those who have license to keep guns and any weapons while the stamps for 1000frs are mostly used for the certification of documents. The treasury issues vouchers to civil servants or pensioners and also some retirement benefits to some government workers who had worked with the government and retired due to some circumstances those workers had to retire.

The study area was choosen because the researcher was triggered by the employees in the company due to the fact that each of these employees will give an idea or answers to the various questions asked. Another reason is because of the working environment, the researcher finds the environment condusive and the employees were very welcoming. Other reasons why the study area was choosen is because the researcher saw that it would be a suitable place to carry out the research due to the topic choosen by the researcher and also due to the questionnaires which were issued out to individual employees. The study area was chosen because the researcher had to take the opportunity of gaining more knowledge in the various services and also gain some practical skills at the various services in the organization.

The data for this study was collected using the primary data and the secondary data source. This data will be analyzed by using charts, tables, figures and above all percentages to have a good presentation to ensure easy understanding and clarification of data collected or gathered from the analyses used. The primary data, this refers to data or information gotten expressively for a specific purpose, it is the first recording data collected by the researcher. This data was collected through questionnaires, observation and interviews.

The secondary data, this data is collected from different sources or from the work of other researchers or thesis. Secondary data can be obtained from various sources which includes tools like lecture notes, published books, company journals and also includes documentaries, internet and libraries. (Uzor 2012)

### Sample and sampling techniques

A sample is a smaller group of elements drawn by a well-defined procedure from a specific population, the elements making up the sample are those that are actually studied. In selecting a sample, the researcher states his/her reasons for selecting the particular sample. It should be noted that the smaller the sample, the lesser the representatives it will be so it is better to have a bigger and more inclusive population. Sampling is a plan specifying how the types will be drawn from the population, there are sampling techniques commonly used which are the probability sampling techniques and simple random sampling technique.

Simple random sampling technique, this is the probability sampling technique often used in research studies, with this type of sampling each element of the population has an equal and independent chance of being included in the sampling. If in a population there are 400 elements of probability of chance of drawing each element. Having independent chances implies that the chance of drawing an element does not depend on the drawing of another element, as this technique is always unbiased. The total number of four and four questionnaires were given out and these four were brought back. From the above techniques, the researcher chooses the simple random sampling technique in order to infer the performance and results of the sampled population. With these techniques, the unbiased individuals are able to give out their ideas and even participate in answering the questions.

Questionnaires are the questions drafted by the researcher to the workers were the researcher did her internship which made it easy for them to answer. Questionnaires were designed in such a way that it was divided into two: the personal and the general questionnaires, these questions were based on the research topic " the impact of insufficient personnel on organizational performance". Open ended questionnaires and close ended questionnaires were used to get information to ease the researcher's work, the researcher helped the respondents to explain how these questions are to be answered. An open ended questionnaire consisted of more explanation while close ended is just to answer a YES and NO. With this the respondents were able to cooperate successfully, 11 questions were designed in each question paper. (Uzor 2012)

The above method used for data collection was of great help to the researchers work because, the primary data collection method was used because it was reliable and unbiased. The secondary data collection method was used because it was also more reliable and gives facts about the existence of the problem of insufficient personnel in RT Bamenda and other organizations be it a good or a service providing organization. This also gives related data to support the topic and identify the facts that not only the regional treasury faces the problem of insufficient personnel but also other services have this problem. The data used is to state the fact that other researchers have also seen this problem of insufficient personnel in an organization.

During this project, the researcher went through a lot of constrains some of which includes the following; Secrecy: it was initially difficult to get the actions of the members of the establishment due to fear of disclosing important information which may endanger the organization's existence. The research was strenuous and time consuming that is going to the internet, visiting libraries, interviewing several people, collecting data and so on. Financial problems were also a difficulty as the researcher had insufficient funds which hindered her movements from one place to another in search of important materials to write a detailed thesis project (Uzor 2012).

#### 4 RESEARCH AND DATA ANALYSIS

The researcher identified her respondents who participated in answering the research questions. A sample was conducted on the staff of treasury Bamenda.

**TABLE 1. Identification of respondents by gender(sex) field survey 2015**

Gender	Frequency	Percentage (%)
Female	10	66.67
Male	5	33.33
total	15	100

From the research being carried out, the researcher talked on the gender distribution which is therefore both male and female employees in the organization. From the responses received by the researcher, 5 persons from the organization who responded to the questionnaire were male with the percentage of 33.33 % and the female staff members who answered the questionnaires were with 66.67 % which gives a total of 100. The main tool that has been employed or used to collect data for this study is questionnaires. The researcher obtained permission from the staff of the treasury to sample the employees after which 18 questionnaires were given out and only 15 were answered. The respondents answered the questions at their free will or at their free time. Not all the questionnaires that were sent out were answered therefore giving a percentage of 83.33 and responses were recorded.

In order for the researcher to make the work meaningful and comprehensive, the percentage count method had been used to analyze the data collected and presented using tables. The percentage is calculated as follows:

N.B: Frequency account divided by the total count multiply by a 100.

**TABLE 2. Identification of respondents by age (Field survey: 2015)**

Age group	Frequency	Percentage
25-30	3	20
31-36	4	26.67
37-50	6	40
51-60	2	13.33
total	15	100

From TABLE 2, it can be realized that between the ages of 25-30, there are three respondents giving a percentage of 20. Between the ages of 31-36, we have 4 respondents with a percentage of 26.67, between 37-50, we have a percentage of 40 and 6 respondents between the age of 51-60, we have 2 respondents giving a percentage of 13.33 and which gives a final percentage of 100.

**TABLE 3. Level of education (field survey: 2015)**

Education	Frequency	Percentage
Ordinary level	3	20
Advanced level	4	26.67
Above advance level	8	53.33
total	15	100

From the TABLE 3, only 3 persons have an ordinary level while 4 individuals have the advanced level and 8 persons have qualifications higher than advanced level.

**TABLE 4. Level of management (Field survey: 2015)**

Level	Frequency	Percentage
Senior staff	8	53.33
Intermediary staff	0	0
Employee	7	46.67
total	15	100



The table shows that the researcher interviewed a good number of senior staff, the senior staff represents the largest group in this organization.

**TABLE 5. How long have you been working in this organization?**

**Field survey:2015**

<b>Years</b>	<b>Frequency</b>	<b>Percentage</b>
Below 1 year	0	0
Above 1 year	5	33.33
2 years above	10	66.67
Total	15	100

From the TABLE 5, workers are working above 1 year and 10 workers are above 2 years. Therefore, these workers are old and have more experience about the organization and thus give a good knowledge about this organization.

**TABLE 6. Do you think the current personnel management practices like employing more employees and giving good motivational incentives like the increase in employees' salaries can have an influence on the organization? (Field survey: 2015)**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	15	100
No	0	0
Total	15	100

The above table points out that current personnel management practices have a positive impact on the organizations' success.

**TABLE 7. Is there any relationship between these practices and performance? ( field survey 2015)**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	15	100
No	0	0
Total	15	100

The above table shows that all the employees agree on the fact that their practices could affect their performance thus employing more workers will increase their efficiency and effectiveness.

**TABLE 8. Why is the government failing to employ sufficient personnel and adapt them as a guide to its success? ( field survey 2015)**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Fear of financial responsibility	13	86.67
Lack of knowledge about the insufficient employees	2	13.33
Total	15	100

The table shows that 13 workers are for the fact that the government does not solve the problem of insufficient personnel because of the fear of financial responsibility.

**TABLE 9. How effective and efficient is work done in the organization? (field survey 2015)**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Stressful	13	86.67
Normally	2	13.33
Total	15	100

From the above table, we find out that a good number of workers bring out the fact that work is more stressful due to insufficient personnel in the organization.

**TABLE 10. Are employees sufficient in the organization? (field survey 2015)**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	0	0
No	15	100
Total	15	100

From the table, is indicated that employees are not sufficient in the organization and thus slow down the effectiveness and efficiency of the organization.

**TABLE 11. What do you think can increase your efficiency? (field survey 2015)**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Increase the number of workers	15	100
Reduce the number of workers	0	0
Total	15	100

Regarding the problem of insufficient employees, the solution must be to increase the number of personnel in the organization.

From the various tables presented and analyzed, it is evident that RT Bamenda Cameroon is facing a major problem stemming from insufficient numbers of employees in the organization. This constitute a negative effect in the organizational performance because insufficient personnel in an organization brings about stress, drop in efficiency and effectiveness in the organizational performance. In this, it is causing a delay on the organization's ability to achieve its set objectives within the time frame envisaged. It is equally evident from the research findings that RT Bamenda has got qualified staff with qualification above A-level. Nevertheless, it has failed to employ more and efficient staff in to the organization however, it is obvious that performance has become less effective thus bringing some drawbacks achieving some desired goals and objectives on time as planned.

To conclude, it can be said that, RT Bamenda is achieving its goals and to a lesser extent it is not. The organization's performance is improving because of the qualified and loyal staff who is placed in the organization and who effectively perform the task assigned to them but due to insufficient employees, there is work stress, more work load, and insufficient implementation of some management policies. Many organizations neglect their human resource personnel not knowing that with machines, money and materials, organizations cannot produce without bringing in man. The success of any organization lies slowly on its personnel and management concepts. All these will be discussed within the context of the Regional Treasury Bamenda in the subsequent paragraphs.

About the staffing process of recruitment and selection of workers, RT Bamenda workers are selected and recruited following the set of criteria to achieve the desired standard. RT Bamenda lacks human resources and the issue of insufficient personnel brings about stress, inadequate management practices, workload and less supervision of work. Since the staffing policy I less regarded, there are a lot of workloads and less supervision. Insufficient personnel greatly affect the organization and thus its performance

is ineffective and inefficient since there is no good organizational structure to identify the span of control and identification of specific task on its units.

## 5 CONCLUSION

From the research work conducted the following are summaries of the findings: regional treasury plays a vital role in the development of Cameroon economy, no modern economy can survive and flourish without personnel in an organization. The importance of having sufficient employees in regional treasury is that it reduces burden, it promotes development, it also brings about the advantages of the division of labor. The regional treasury acts as government banks in all regional and divisional levels especially for all government workers but the problem of insufficient personnel has affected the efficiency and effectiveness of the organizational performance. Insufficient personnel in an organization brings about a rise in the situation of stress and fatigue which brings an effect on the organization's performance. When workers are stressed up, they tend to be less efficient and effective in performing their jobs. Insufficient personnel bring about work load and less supervision of their activities thus the increase in work load and less supervision of their activities tend to improve the effects or a drop in the organizational performance thus bringing a drop in their performance level. Insufficient personnel bring less implementation of management policies, the management policies of staffing, planning state. that workers should be sufficient in organizations and work alongside with planning, controlling, coordinating, organizational activities to become more flexible. The causes of insufficient personnel or the need of personnel can result of changes in business objectives and directions, training needs resulting from new products or new technology, change in demand from new trend or seasonal changes, also the results of environmental uncertainty, organizational structure and financial resources which brings about the need of personnel in an organization, people leave through retirement, internal promotion and by just working on. This research is geared at bringing out the processes of maintaining employees and their impacts in organizational performance. This is also to show how important personnel are in some organization and how insufficient personnel can bring about a drop in its performance.

An organization suffers from insufficient personnel because the organization do not know how to set up of a good marketing strategy and research. For an organization to succeed it must have a good marketing research to attract new employees and customers to the organization, marketing research is the way toward gathering profitable data to help you see whether there is a business opportunity for your proposed item or administration. The data assembled from marketing research helps to understand business visionaries settle on shrewd and beneficial business choices. The way to any effective business is to comprehend what it is that your clients need and offering this to them in a way that is gainful for you. Numerous business people commit the error at an opportune time of imagining that they realize what their clients need while never asking them. This can bring about some exceptionally costly errors later.

With a specific end goal to discover what precisely it is that your clients need you should attempt a procedure called 'marketing research'. This module will give you an essential comprehension of the idea of statistical surveying, its different uses and give direction on how you can plan your own marketing research for your scaled down organization. Some ways in attracting employees into an organization which will lead to its performance is that: In times when workers get the chance to choose, a representative advantage program moves from their list of things to get to their necessities list. For a successful employee recruitment, your organization needs to offer workers at least life, therapeutic and dental coverage. If your independent venture does not have a representative advantages program, converse with your insurance agency about setting one up. One of the upsides of having a place with business associations, for example, in some organizations, they offer more cheap protection, including worker advantage programs.

Numerous workers are similarly as worried about the personal satisfaction as they are about the measure of quality and cash a position offers. In case you are sufficiently blessed to be situated in a territory with incredible skiing, shorelines, broad climbing/biking trails, amazing greens or other appealing elements make sure to play them up when you're attempting to draw in employees.

Make your organization more appealing to potential employees by offering things, for example, adaptable hours and work at home alternatives. Amongst all advantages of some independent organization offers are having the capacity to convey a pet to work and enabling employees to take nap amid the day. employees motivating programs compensate great representative execution as well as give planned workers something to anticipate if they come work for you. Regardless of whether it is a yearly organization paid withdraw or a program where workers gather focuses that they can exchange for money; employee motivator programs can build odds of pulling in the general population you need to employ. The main method of data collection was close ended questionnaires and primarily data administered with the population of RT Bamenda. The results show that the organization was not satisfied with their number of employees matching them to be done to improve its effectiveness. Some recommendations are included to enlighten the reader and every senior staff involved that personnel are the most important resources in an organization.

In conclusion, for any organization to function well, there should be sufficient and some skilled personnel, these personnel should embrace human resource management functions and work in line with them to improve the performance in all corners of the organization thus personnel play a vital role in every organization.

In regional treasury Bamenda, the following structural and administrative recommendations should be adapted. RT Bamenda should apply for more employees and develop more strategies to encourage the government to employ more employees into the organization and department meetings should be held equally or conducted very often to discuss the success and the activities about the organization. The expansion and writing of this thesis has been successful though some problems were faced like financial difficulty, the period given to me to carry out this research was short, this topic is one of the major areas that affects goods and services in an organization thus the researcher therefore suggest that every goods and service organization should therefore make sure their personnel are enough to make some improvements in organizational performance, personnel and every member of the organization should embrace human resource management functions and work in line with them, the organization should put in place good marketing research strategies in order to attract quality employees or workers.

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- [www.managementguru.net/recruitment/](http://www.managementguru.net/recruitment/)



## **APPENDIX**

### **Questionnaire**

Dear respondent

I am a student of Centria University of Applied Sciences Finland offering management as part of the requirements for the award of a degree. I wish to gather data for the research topic “the impact of insufficient personnel on organizational performance” case study Regional Treasury Bamenda. It will be of great pleasure if you give me your kind collaboration to provide answers to these questions. The responses will be treated very confidentially.

1 What is your qualification?

- a. Ordinary level
- b. Advance level
- c. Above all

2 Gender identification

- a. Male
- b. Female

3 Marital status

- a. Single
- b. Married
- c. Divorced

4 what is your age?

- a. 20-25
- b. 26-35
- c. 36-49
- d. 50 and above

5 Level of management?

- a. Senior staff

- b. Intermediary staff
- c. Employees

6 How long have you been working in this organization?

- a. Below one year
- b. Two years and above

7 Do you think the current personnel practices like employing more employees and give motivational incentives like the increase in employees' salaries can have an influence on the organization's success?

- a. Yes
- b. No

8 Is there any relationship between these practices and performance?

- a. Yes
- b. No

9 Why is the government failing to employ sufficient personnel and adopt them as guide to its success?

- a. Fear of financial responsibility
- b. Lack of knowledge about the insufficient employees

10. How effective and efficient is the work done in your organization?

- a. stressful
- b. normally

11. Are employees sufficient in your organization?

- a. No
- b. yes

