

The Role of Personnel Management and Workers Motivation in an Organization

IsahRabiuUmar, AMNIM

Department: International Executive Masters InBusiness Administration

University:Paris Graduate School OfManagement, France.

Corresponding Author:IsahRabiuUmar AMNIM

Abstract: The article deals with management of personnel as a whole in organizations which are reflected in the article of personnel management and the employing organization. Thus, organization are responsible for the growth and failure, of their personnel and this is traceable to the level of sophistication of personnel department and philosophy and the attitude of some organizations regarding personnel department. Personnel management is to say the least, this is wrong as this could go a long way in aiding decision making. A change of attitude is required towards uplifting the professionalism of personnel management to become expedient. The office of personnel manager cannot just be occupied by anybody. It is only available to those that undergone special training in the act of man management. Today, due to sentiments, issues of managerial offices, due processes are not adhered to. This type of iron curtain does not augur well for a greater prosperity of that organizations. Instead It was suggested that ideals must be shared among organization in order to remove inter organization bottle necks arising from extra organizational personnel management philosophies.

Keywords: Personnel, Organization, Managements, Leadership and Philosophies

Date of Submission: 26-03-2018

Date of acceptance: 09-04-2018

I. The Role of Personnel Management and Workers Motivational in an Organization

1.1 Introduction

For effective development of organizations or even a nation, there must be a good leadership, effective and efficient personnel management. Management as a technical process which involves series of activities within a formal organization setting with the purpose of accomplishing predetermined objectives through the utilization of both human and physical resources must have either positive or negative impact on workers motivation.(Peter Drunker 1975)

Organizations are usually established with specific aims and objectives. To achieve these aims and objectives machinery is set up for the organization, which coordinates its activities toward the realization of its objectives. The machinery set up referred to as management. The aim of any system in an organization is the achievement of maximum productivity or performance within a set period of time. Management is the planning, organizing, coordinating, directing and controlling of the resources of an organization toward the achievement of pre-determined goals (Peter Drunker 1975). The resources to be planned, organized, directed and controlled include human material and financial resources. The focus of this research is the human resources of the organization. How the resources are recruited, appointed, motivated and maintained for the achievement of the organization objectives.

Discovery was made by scholars of management such as Elton Mayo (1927) and group of scientific Management over the years that the human resources of any organization require special attention. This has led to the development of personnel management as a special branch of management field of specialization. This is because scholars have realized that human beings agree to work in a particular organization for some reasons. These may include economic, physiological, social or political. These personal objectives of the worker determine his interest and commitment to his job. It's the duty of the organization concerned to help the worker to realize its own objectives. The aim of personnel management therefore is to achieve these two-way interests. This is done through the introduction of regulations and work conditions which are expected to serve both the interest of the workers and the organization.

In the cause of my study therefore, I want to find out whether good leadership, better salary and other employment benefits such as housing, medical care pension, gratuity etc motivate workers to work effectively

In some organization workers complained of poor personnel management, and are often not given their allowances for medical care, leave grant, transport allowances etc.This to a greater extent affect workers motivation more especially in the public sectors.

1.2 Statement of the Problem

Personnel management and Workers motivation is one of the areas of concerned of Management in Nigeria Public Organization. The attitude of workers both in private and public sectors need to be evaluated, more especially so in the public sector. With the recent development of ideas on management (the behavioral schools of thought) one expects to see that the Nigerian worker is motivated toward the achievement of the organization goals and objectives. Many scholars have attempted to find out where the problem of personnel management lies. Such scholars include Maduabum (1987/88), McGregor (1960), Herzberg (1969), Elton Mayo (1927) and host of others.

Personnel management aid workers motivation in an organization is the case study of my survey. The problem of this study is to examine whether workers in an organization feel motivated to work towards the achievement of the objectives set for organization. In the process of my survey therefore, I intend to examine the personnel management policies of an organization and its impact on the motivation of workers.

1.3 Significant of the Study

It is hoped that recommendation of this study would enable an organization and other private or public Organization in Nigeria to solve personnel management problems facing them. The study may also serve as a guiding principle for workers motivation in an organization and open up more grounds for future and further research.

1.4 Hypothesis

Three (3) hypotheses would be tested in this study and they border on job motivation commitment.

They are

- i. Salary/Monetary incentive plays a vital role in enhancing employees motivation and commitment
- ii. Motivation leads to higher level of performance by the staff.
- iii. Lack of enough motivating factors leads to lower turnover of qualified and experienced staff

1.5 Theoretical Framework

Theories of motivation were relied on to understand the implication of personnel management practices on motivation of an organization. These include: Abraham Maslow's (1956) hierarchy of needs theory, Herzberg, etc (1976) extrinsic of hygienic factors and the intrinsic or motivator factors and McGregor's (1985) theory X and Y motivation

This is because the content theories of motivation lay emphasis on the inner state of individuals that determine their behavior, as well as the environmental factors that influence and direct these behaviors. The chief proponents of the content theories are Abraham Maslow (1956) and Herzberg (1976)

Maslow's hierarchy of needs theory states that what motivates one to perform certain functions or to behave in a particular manner is the satisfaction of some inner needs. These needs are the physiological (food, air, sex etc), safety needs, social affiliation needs, self-esteem and self-actualization needs. According to him these needs dominates the conscious behavior of individuals at different stages in life starting with the most basic one. Once the first or immediate needs are satisfied they cease to dominate and give room to the next need(s) on the hierarchy.

The need theory can explain why employees at initial stage of employment, that is on assuming office seem excited about the job and pull all their mind and energy into it. However, as time goes on, the performance starts to decline and sooner or later passivity takes over which may eventually lead to the worker either leaving the job or working at minimum level of his capacity. When this happens, it means that his other needs which have taken over his consciousness are not being met by the organization. However, if the other needs are satisfied the person's performance grows higher as his needs for self-esteem and self-actualization are met. He begins to identify with the goals and aspirations of the organization and sees the organization as his life.

Herzberg two-factor theory s closed related to Maslow's need theory, he tried to prove that some factors in an organization are not necessarily motivators but rather hygiene factors. By hygiene factors Herzberg means pay or salary rise, technical supervision, human relations, company or organization policies and administration; working condition or physical surroundings and job security. According to him what actually motivates the employee are his advancement in his work place, the confidence placed on him by management through making him responsible for his work or placing some workers in his care.

Again this theory places emphasis on the development of the inner motives of man. If the management practices are aimed at developing this inner state then the staff will be highly motivated. But if the emphasis is on the hygiene factors one finds that the staff becomes dissatisfied with the job and become passive toward it.

A lot therefore depends on the management practices of an organization to provide the necessary conditions that will help develop the inner motives of the workers in order to make them perform as expected.

McGregor (1985) also developed what he referred to as theory 'X' and 'Y' of motivation. Theory X stipulates that man is by nature lazy, indolent, and self-centered and in different to organization need.

On the other hand theory 'Y' says that man is not indolent or lazy that all is needed is for the organization to create a conducive atmosphere for work and work will be to him as natural as play or rest.

In the cause of this survey I therefore adopt Maslow's hierarchy of need of motivation. This is because isis true reality of Nigerian situation and from the previous researches conducted by scholars e.g. (scientific management schools, behavioral schools of thoughts etc) and students, it was found that what motivates one to perform certain function or to behave in a particular manner is the satisfaction of some inner needs. These needs are the Maslow's hierarchy of need theory. Once the first or immediate needs are satisfied they cease to dominate and give room to the next (s) on the hierarchy.

II. Theoretical Explanation on Organization Behavior

An organization was defined by Bittner (1973) as stable association of persons engaged in concerted activities directed to their attainment of specific objectives. Organization theory is the proportion or a set of proportion that attempt to explain how human beings can be organized into social unit to achieve their certain goal.

The organization theories have even advanced and assembled from various sources e.g. sociology and political science, and the known scholars like Marx Weber, Fredrick Taylor, and Henry Fayol etc. The traditional or classical school of thought concentrated on the design or structure or organization. This theory sees an organization as a machine; it assumed that organization could be structured in accordance with detailed plan just as machine is built by a given set specification for accomplishing the task. Classical organization theory is therefore known as machine theory. Under the classical theory there are three schools of thought.

The scientific management by Fredrick Taylor, structure of organization model by Marx Weber and Administrative model by Henry Fayol.

Fredrick Taylor (1856 – 1915) is often referred to as the father of scientific management. Taylor in his work on scientific management published on a paper entitled; 'A piece Rate system' saw the need for an organization to be highly productive. To him the key to better productivity was greater efficiency can be obtained by scientifically designing job. In his approach each job procession to be studied determines the one best way of completing it by vest. Taylor gave four great underlying principles of management to achieve. They are Development of true science of work. That is to establish a daily job for the worker under optimum condition enabling him to receive high rate of pay for better performance or cost of pay.

Secondly, scientific selection and progressive of work. That is a worker must have the physical and intellectual qualities necessary to enable him achieve the output.

Thirdly, bringing together the science of work and scientifically selected and trained men. And finally, constant and intimate cooperation between, management and the workers.

The behavioral school of thought are often asked by many organization entities the following question why should employees like to cooperate and work toward the goal organization? How does a leader motivate the employee? In an effect to answer these questions psychologist such as Taylor and Fayol argue that people behave in a certain ways and pose particular course of action in order to satisfy their needs satisfaction. The social psychologist maintains that is important to know what people desired from a job as to motivate them effectively.

Thus, there are two initial considerations that are important to management: the knowledge of people's needs and the incentives with respect because of the differences in people need. The incentives, which may appeal to and work with one employee, may be less successful with another employee. Therefore, although it as valuable to be generally acknowledgeable about the need of the employee, it is also very important to know each employee interim of the needs that he personally wants satisfied most. Abraham Maslow's is the most popular theorist on hierarchy of needs.

The central idea in his theory is that human needs are arranged according to importance. He indentified five human needs, social, esteem, and self-actualization need.

The human relation and behavioral school have led to the discovery that people not only exist in organization but they also behave in the most unpredictable manner. The principle people involved in human relation school were, Elton Mayo, Fritz R. Chris Argyris, and William Dickson etc.

Elton Mayo had often been called the founder of human relations school and industrial sociology. These men were primarily concerned with the link between psychological aspect of work and productivity. In other words the effect of working condition on productivity. The group conducted the following experiment on the behavior of an organization. A group of six girls were placed in a separate room where their condition work could be carefully controlled, where there output could be measured and they could closely observe. Each girls job was to assemble a small device called rally, each rally using different separate parts. First the experiment decided to introduce a specific time interval changes in working condition to see what effects those changes

would have on output. Records were kept on factors such as temperature and humidity, the kind and amount of food each girl had for break-fast, lunch and dinner and the number of hours each girl slept at night. Mayo and his colleagues introduced more improvement, which included different days off, varying rest period and shorter hours of work. This went on for several months and as condition of work gradually improved output also improved. This gave the research team a feeling that they had convincing evidence to justify their hypothesis that fatigue was the major factor in limiting output. But surprisingly, that believe was defeated. To test the validity of their hypothesis the research team took away every improvement and restored condition to what they were before the experiment. They expected that output would drop but contrary to their expectation girls research analltime high in output. Therefore, organization behavior is unpredictable.

2.2 Scope or Limitation of Study

This survey will be restricted to the study of personnel management and workers motivation in an organization.

The study will also be specifically concerned with the personnel management and workers motivation in the organization.

Anything outside the scope of the study will not be treated unless its inclusion is necessitated by the needs to explain some relevant points.

2.3 Definition of Terms

A number of definitions have been given to designate various aspects of the subject of people. No definitions can be expected to describe fully any concept or subject. It can however serve as a springboard for analysis and application.

Pita N.O Ejiofor (1981) defined personal management as the “the art of working, particularly through people for the achievement of broad goals of an organization. This means that in trying to achieve these goals, the manager has no map and keeps remapping out his strategy, he must find the people and material to do the jobs, ensure that these jobs are being done as planned and report back the results of his work to the boss.

FLIPPO (1980/85) defines personnel management as “the planning, organizing, directing, coordinating and controlling the procurement, development, integration, maintenance and separation of human resources to the end that individual organizational and societal objectives are accomplished”. Personnel management involves not only the planning, organizing, and controlling of human resources of an organization toward the achievement of desired goals, but it also involves the procurement of the human resources, its development, compensation, integration maintenance and so on.

Thomas (1978) also refers to personnel management as that part of management, which is concerned with the people at work and their relationships.

Ubeku (1975) agreeing with the above definitions added that it is the responsibility of every individual, supervisor or manager who has people under him all of who are working towards the achievement of desired goals. This means that although personnel management is part of management of an organization. It requires specialized training and attention. This is because in every organization, the resources factor is very important to the realization of objectives. It is not only important but it is one resource that has feelings and desires to be fulfilled.

Nwachukwu (1988) defines motivation as “that energizing force that induces or compels and maintains behavior”

Maduabum (1838) also gave similar definition with Nwachukwu. He sees motivation as an inner state that energizes activities, moves, directs or channel behavior towards goals.

According to him motivation is a general class that drives desires, needs, wishes, and related factors, which mobilize behavior towards their realization or satisfaction.

Dubbin (1974) defines motivation as “mechanism in the person that sustains his continued activities as a human being”. By this, Dubbin means that motivation is exchanging between the social environment and the person. The environment gives the person set of value preference, which will form the goal to which hi derives are expressed.

III. Review of Survey

This is a review of previous works done on the subject of study by other students and writers. In recent times there has been a growing concern about redefinition of the proper role of Personnel management within the society. Consequently, the starting point of personnel management, against this background therefore one has to explore the work done on the subject under discussion (Personnel Management) and inculcate the ideas with various authors on the subject. As we indicated earlier, “Personnel Management deals with planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of people for the purpose of contributing to organization, individual and societal goals”. Therefore,

the first operative function of personnel management according to Edwin B. Flippo (1976), "is concern with realization of the proper kind and number of personnel necessary to accomplish organizational goals." Its deals specifically with such subjects as the determination of human resources requirement and their recruitments, selection and placement. It is against this view that he continued "once a determination of human resources requirement has been made recruitment and hiring process can begin" Recruitment he said is the process of searching for prospective employees and stimulating ratio: The selection or hiring procedure is basically a series of "personal duties". Attempts are made to discover the qualification and characteristics of the job applicant.

From the assertion given by Flippo he is underling the point that for any organization to achieve its positive desire goals it must be engage in recruiting and hiring personnel. It could either be an internal recruitment or an external recruitment. Under the internal, it helps employee have an increased general level of morale and providing more information about "job candidates" through analysis of work histories within the organization. For external recruitment and hiring, he continues by saying that the organization should do so for lower entry jobs, for expansion and for positions whose specification cannot be met by present personnel. The external means of recruitment and hiring could be done through advertising, recommendations of present employees, Labor Unions, casual applicants, school and colleges etc.

D.S Pugh (1981) in his book "Organization Theory". Refers to management as the organization of individuals behavior in relation to the physical means and resources to achieve the desired goals. According to him the basic problem in this subject to which all writings may be related is "how much organization and control of behaviors is necessary for effective, efficient functioning.

He prescribed that "it is one of the basic task of management to determine the optimum degree of control necessary to operate efficiently. The must be affected by many factors such as the size of the organization, the training and experience of its members and the techniques used in the manufacture of the product or the carrying of the services". It is through a study of constraints in relation to the objectives that the most efficient organization control system can be established.

During the ancient times up – to modern times, rulers owners and managers have organized resources, and in the process, they have created organization structures some small and simple, others large and complex. Some working organizations appear more successful than others, when measured by common yardstick such as profit, rapid growth and expansion rising stock values, and services to client and customers. Managers try to set the stage for effective cooperation in attaining organization goals. It is then clear that organization theory has implication has the problem of how to assign tasks to individuals, which has been a central problem in organization theory.

According to Robert Dublin (1974) in his book "Human Relation in Administration" "The general feature of organization structures that has bearing on human relationships deal with the inter – relationships among units of department of an organization".

While Henry Fayol (1974) the French industrialist took a different approach to organization theory. Based on his industrial experience as an executive, he induced a set of "general principles of administration", principles such as division of labour "authority", "unity of command" and subordination of individual interests"

According to Wandel (1978) Personnel Management is the recruitment, selection, development, utilization of an accommodation of human resources of an organization. The human resources of an organization in his opinion consist of all individuals in the organization regardless of their roles in the activities of the organization.

Personnel management is the major component of the board management function and has roots and branches extending through out and beyond each organization. As such it is more than the management of the people by supervisors, assigned to a particular manager or department; Personnel Management is a major pervasive sub – system of all organizations he concluded.

Mckenon and Oritt (1981) say that Taylor and Fayol certainly understood that for a worker to be a productive member of an organization, the satisfaction of his or her work is very important. However, satisfaction to these writers was rather simple and straightforward relationship, what an individual contributed to the production process in the form of labour and what he or she received back from the organization in the form of wages and benefits.

McGregor (1985) developed what he referred to as theory X and theory Y of motivation. Theory X stipulates that man is by nature lazy, indolent, self centered and indifferent to organization needs. That man works as a matter of necessity and if he is given a choice he will avoid work. In this case the theory argues that man needs to coerced and controlled if he is to perform effectively and efficiently. But persuaded for even if he is forced to perform his duty he will not do it effectively. On the other hand, theory Y says that man is not indolent or lazy, that all he need is for the organization to create a conducive atmosphere for work and work for man will be as natural as play or rest. In this case theory Y is saying that once the right working condition (environment) is provided, the worker will be motivated to work. This means that it is left for the organization provide the right working environment if it want the worker to perform well.

With the above assertions given by the above writers and authors on personnel management one can conclude by saying that an organization creates and control working that will encourage effective participation by all people on all level and divisions in the organization? Robert Dublin (1974) emphasis that all organization has to do with keeping the individual units coordinated with each other so that their respective outputs will make sense in the final product of the organization. D. S. Purg tried to analyze that it is a basic task of management to determine the degree, "Optimum degree" of control necessary to operate efficiently. Without the optimum degree of control necessary to the training and experience of its members will be affected.

It is based on this review that this study is going to look at how Personnel Management affects workers motivation.

3.2 Models and Theories of Organization Behaviour

Changing conditions of society require and increasingly sophisticated knowledge of Human behaviours, consequently theoretical models of organization behaviours have had to grow to absorb this new knowledge.

The significant point about models of organization behaviours is that the model, which a manager holds normally, determines organization world about him. It leads to certain assumptions about people and certain interpretations of events he encounters.

The underlying model serves as an unconscious guide to each manager's behavior. Similarly, the model of organizational behavior which dominates the management of an organization will affect the success of the whole organization.

Many models organization behavior have appeared during the last 100 years, and four of them are significant. These are:

- (a) The Autocratic model
- (b) Custodial
- (c) Supportive and
- (d) Collegial models

In the order mentioned, the four models represent a historical evolution of management thought. The autocratic model predominated 75 years ago. In the 1920's and 1930's it yield ground to the more successful, the supportive model is gaining approval. It predominant in much organization, although the custodial model probably still prevails in the whole society. The four models are not distinct but one model tends to predominate leading to a particular type of team work and behavioral climate among workers. By comparing these four models, we can recognize certain important distinctions among them.

A Autocratic Model

The autocratic model has its root deep in history and certainly it become the prevailing model early in the industrial revolution. This model depends on power, those who are in command must have the power to dominate "you do this or else" meaning an employees will be penalized if he does not follow others. This model takes a threatening approach backed by power. N an autocratic environment the managerial orientation is formal, official authority. Authority is the model with which management works and the context in which in think, because it is the organization means by which power is applied. This authority is delegated by right of command over the people to whom it applies. In this model management implicit assumes that it knows. What is the best and that it is the employees obligation to follow orders without question on interpretation. Management assumes that employees are passive and even resistant to organizational needs. They have to be persuaded and pushed into performance and this is management task. Management does the thinking, employees obey the orders. This is the theory X popularized by Douglas McGregor (1960) as the conventional view of management. It has its roots in history and was made explicit by Frederick W. Taylor's (1959) concept of scientific Management.

Under autocratic condition an employee's orientation is obedience. He bends to the authority of the boss not a manager. This role causes psychological result, which in this case is employee's personal dependency on his boss whose power is to hire, fire and perspire him almost absolute. When an autocratic model of organization behavior exists the measure of employees' morale is usually his compliance with rules and orders. Compliance is un-protesting assent without enthusiasm. The compliant employee makes his orders and does not talk – back.

B Custodial Model

Managers soon recognized that although a compliant employee did not talk to his boss, he certainly thought back. There are many things he wanted to say to his boss, and sometimes he did say them when he lost his temper. The employee inside was a seething mass of insecurity, frustrations and aggressions toward his boss. Since he could not vent these feelings directly, sometimes he went and vented them on his wife, family and

neighbors. Development of custodial model was aided by psychologist, industrial relations expert, and economist.

Psychologists were interested in employee's satisfaction and adjustment. They felt that a satisfied employee. The industrial relations expert and economists favored the custodial model as a means of building employee security and stability in employment. They gave strong support to a variety of fringe benefits and groups plan for security.

The custodial approach gradually leads to an organizational dependency by the employee. The result is Passive Corporation by the employee. He is pleased to have his security, but as he grows psychologically he also seek more challenges' and autonomy. The natural measure of morals which developed from the custodial model was employee satisfaction. If the employee was happy, contented and adjusted to the group then all was well. The happiness oriented morale survey becomes a popular measure of success in many organizations.

C Supportive Model

This model establishes a manager in the primary role of psychological support of his employees at work, rather than in a primary role of economic support (as in the custodial model) or power over' (as in the autocratic model). A supportive approach was first suggested in the classical experiments of Mayo and Roethlisberger at Western Electronic Company in the 1930's and 1940's. They showed that a small work group is more productive and satisfied when its members perceive that they are working in supportive environment. This interpretation was expanded by the work of Edwin A. with supervisory consideration in the 1940's and 1950's. Likert's research in fact showed that the happy employee is not necessary the most productive employee.

The supportive model depends on leadership instead of power or economic resources. Through leadership, management provides a behavioral climate to help accomplish in the interest of the organization the things of which he is capable. The leader assumes that workers are not passive by nature and resistant to organization needs but that they are made so by an inadequate supportive climate at work.

They will take responsibility, develop a drive to contribute and improve themselves if management will give them chance. Management orientation therefore is to support the employee's performance.

D Collegial Model

The collegial model is evolving, but is beginning to take shape. It has developed from recent behavioral science research. Particularly that of Likert, Katz, Khan (1961) and others at the Michigan, Herzberg with reared to maintenance and motivational factors. The collegial model, really adopts to the flexible, intellectual environment of scientific and professional employees desire the autonomy, which a collegial model permits and they respond to it well.

The collegial model depends on management building a feeling of mutual contribution among participants in the organization. Each employee feels that he is contributing something worthwhile and is needed and wanted. He feels that management and others similarly contributing, so he accepts and respects their roles in the organization. Managers are seen as joint contributors rather than bosses.

The management orientation is toward teamwork, which will provide an integration of all contributors. In this kind of environment an employee normally should feel some degree of fulfillment and self-realization. His morale will be measured by his commitments to his task and his team, because he will see these as instrument for his self-actualization.

These models of organization behavior serve as a guiding principle for both managers and employees in an organization to know their basic responsibilities and how to behave towards the achievement of the organization goals and objectives.

In the course of my survey therefore, the collegial model or theory of organizational behavior was adopted. This is because of the changing conditions of society, which require and increasingly sophisticated knowledge of human behavior. Because society dynamic, current issues have to be applied to meet the demand of the society. And collegial model is the current model among the four models of organization behavior which really adapts to the flexible, intellectual environment of scientific and professional organizations. Likert, Katz and Khan (1961) in their research observed that working in substantially un-programmed activities, which require effective teamwork, scientific and professional employees desire the autonomy, which a collegial model permits and they respond to it well.

The collegial model is the most suitable because it explains better the behavior of employees in an organization. Each employee feels that he is contributing something worthwhile and is needed and wanted. He feels that management and others are similarly contributing, so he accepts and respects their roles in the organization.

IV. Personnel Management In Practices Motivation

To understand the implication of the Personnel Management practices on the motivation of staff or employees of an organization, many theories of motivation were relied on which include: Maslow's hierarchy of need theory which states that what motivates one to perform certain functions or behave in a particular manner is the satisfaction of some inner needs. These needs are psychological (food, air, sex etc), safety need, social need, self-esteem and self-actualization needs. According to him these needs dominates the conscious behavior of individuals at different stages in life. Once the first or immediate need is satisfied it ceases to dominate and gives room to the next need on the hierarchy.

It is now appropriate to examine how management, actually motivates employees. Motivation is an incentive for increased production and high earning. Just as the employee has certain wants that the organization is expected to supply, the organization too expect certain types of behavior that it wishes to elicit from employees. The managerial responsibility of eliciting this behavior is usually termed as "direction" or motivation, Stahl (1983).

As Michael Julius (1975) put it "Motivation is the act of stimulating someone or oneself to take a desired course of action. Stein Karas (1960) also defined motivation as "the driving power, which carries out the plans of the management through the enthusiasm of the group".

He went further to advise managers to always study how to motivate their employees in a way that fit their particular status or attitude so that they can play their part in the overall task with enthusiasm and vigor. Thus motivation can be regarded as an important factor which management should concern with it, to gain positive morale of the people to cooperate. It is imperative, therefore to see how the staff of SirKashim Ibrahim College of Education Maiduguri are motivated (for otherwise) to work efficiently and be more productive.

4.1 Types of Incentives

These are some motivating factors which encourage employees in an organization to work toward the organization goal and better productivity. Under this we have financial and non-financial incentives. The major financial incentives are wages and salaries. Others include: health insurance, bonuses, profit sharing, free medical service, transport allowance, leave grant, meal subsidies and other retirement pay. Non-financial incentives may take the form of earning higher status, being give great responsibility and participation in work decision, receiving public praise from supervisors or receiving taken records like "service pins". Having identified the incentives for motivating worker, we shall examine how an organization motivates its workers.

Better incentives motivate workers to work effectively and efficient towards the organization goal, greater productivity, decreased absenteeism from work and smoother working relationship among workers.

Ubeku in its 'Personnel Management in Nigeria (1975) states that "effective performance" on the part of the employees is essential for the success of any organization. Such performance will go to a great extent depend on their knowledge and skills. But while the knowledge and skills possessed by the individual employees are important in determining his job performance the factors alone are not sufficient. An understanding of what motivates the individual is needed to reveal how abilities and skills are activated and potential released".

It is for the realization of these facts that an organization whether private or public sector must of measures to motivate its workers for an increased productivity. Some of these incentives introduced by the management of such sector are briefly examined below.

4.2 Wages and Salaries

Wages and Salaries simply refer to remuneration or payment or reward for work done that is made to an individual or group of people. Such payment or reward or remuneration could be paid out of those individuals as employee(s) or casual factory workers and even administrators. Wages paid for efforts or for specific services rendered by an individual or groups, payment of wages can be based on the hour, day week or monthly. In the other words wages could be inform of quality or quantity of work especially per unit of hours done. While salary most of the time is a reward or payment to individuals or group according to job being rather than the number of hours put into the job. It doesn't emphasize the quality and quantity of job done as in wages.

Wages and Salaries are the first motivating factor that raises the morale of workers in the Nigerian public and private organizations. Looking at the present situation in Nigeria, workers are pleading for increase in wages and salaries because the poor economic predicament. Despite other working incentives as long as wages and salaries are not properly paid workers feel dissatisfied. This is because in most organizations people look for better wages and salaries.

Workers are not only motivated solemnly by financial incentives. Other goals and job satisfaction are also important. This include things like beautiful surrounding i.e. environment, good office accommodation etc. Still "fair" wages and salaries are important to most employees. If wages and salaries are adequate, other

needs are felt to be more important. If wages and salaries are considered inadequate or unfair, they tend to become first in important to many people.

4.3 Job Security

Nigerian workers generally prefer the security of job, while the Civil Service provides. Although the private sector offers high remuneration in many cases yet most Nigerian workers would prefer permanent and secured jobs in the public sector. Though with recent experience even in the Civil Service there is no security of jobs. Security seems to protect the workers from arbitrary dismissal some managers. In organizations, which are purely, profit oriented once. It begins to operate at a loss, it can decide to dismiss or terminate the appointment of some of its staff. Now this happens even in the public sector. Therefore, the fear of insecurity depends on employee's effort to allay this fear.

The management of any organization is advice to establish procedures or method for promotion, hearing grievance discipline and termination of appointments. In other words hardly can a worker lose his job without the superior going through the normal laid down procedures in the organization for terminating services,

4.4 Promotion

Employees normally want to see a change for the better in their place of work. A clerk would like to aspire to the position of a senior clerk, similarly in the Universities or Colleges of Education assistant lecturer I would like to be promoted to be a senior lecturer or in the administrative section an assistant secretary would like to be a secretary. Promotion brings along with it not just more money but a mark of recognition of an individual's performance. Promotion puts "new life" into the individual and activates his knowledge, skills etc. for the attainment of greater height in the organization.

4.5 General Consideration of Personnel Management in an Organization

Personnel Management is a highly complicated and difficult task. That is why personnel function is a critical one in the processes and performance of organization. As Glenn Stahl stressed, personnel function "Contributes a measure linkage of an organization with its environment especially when that organization is a public agency serving all citizens". Thus personnel management can be defined in the words of Leon C. Megginson (1981) in his book "Personnel Management" as "the performance of all managerial functions involved in planning for recruitment, selecting, rewarding and maximizing the potential of human resources of organization.

The personnel function of the organization is directed towards achieving these objectives.

A manager therefore is people who, through guidance, leadership, encouragement and motivation make the men who form his team get desired results. It follows from this that for a person to get others to work with him in a team effort to achieve organization desired objectives, he must be able to motivate the workers and more importantly be intimately familiar with their work needs.

Some members of staff or employee may usually show dissatisfaction with some aspects of the personnel management practices like staff welfare services, office accommodation, inadequate staff housing accommodation. Loans etc. they have positive attitudes about most of the areas of management like staff canteen, clinic, leave grant, overtime allowance etc. and that most of the areas that are not satisfactory may affect the effective performance of members of staff but not necessarily cause dissatisfaction with their job. Many members of staff both senior and junior may be satisfied with the personnel management of an organization even if it does not meet their expectations completely. They still believe that the condition of service at the organization is better than in some other. Public or private organizations especially the Civil Services. This is confirmed by their general commitment to their jobs. They take their business or office duties seriously. The absence of constant queries and warning from authorities are pointers to the fact that authorities are satisfied with his performance.

However, both the employee and the management agreed that what may attract them to leave the service for other job is when there is a higher salary offer. Having discussion with some members of staff on what they consider to be the problem of their organization, most of them may expressed some sort of dissatisfaction not with personnel management practices, but the management of the organization as a whole.

V. Summary Conclusion and Recommendation

5.1 Summary

The survey sets out to examine the impact of role of personnel management and workers motivation in an organization and focuses on the ideal personnel management situation in motivating workers of an organization and practicability of personnel management and job performance. I survey the available literature and models of organization and how they shape the behavior of employees in an organization.

I further emphasized the impact of personnel functions in any human organizations, managerial function should include effectively planning the qualified personnel for the organization to meet its manpower requirement, placing the personnel as appropriate level of authority and developing, utilizing and rewarding the employees in an effort to make them productive. I also identified various types of incentives to be implemented in any organization, which include; promotion, wages and salaries, job security, staff welfare etc. and how they can be better used in creating a satisfied and probably contented groups of workers. Finally a critical analysis of the various incentives provided in an organization was undertaken to meet the primary question of promoting efficiency. Productivity and presentation and finally is the conclusion of this work.

5.2 Conclusion

It is true that if a worker is not motivated or satisfied in his place of work he becomes frustrated and unhappy and therefore can hardly perform effectively and efficiently in an organization. He consequently becomes demoralized and unable to contribute in a positive sense to the smooth running of the organization to which he belongs. Usually it does not matter how much remuneration a worker receives, unless the individual performing job feel that he is being treated and rewarded well, his morale will be adversely affected. A major task of management therefore focuses on creating and maintains some level of morale which will induce full cooperation from its employee in obtaining maximum operational efficiency throughout the organization. It is with this view that I make the following recommendations for promoting efficiency in personnel management practice in an organization.

5.3 Recommendation

Personnel Management in the public sector and other private sector can be improved if enough and good office accommodation is given to all categories of staff which will make them comfortable and carry out their work easier. This is because the employees are the backbone of any organization; therefore they should be encouraged through the provision of working facilities and equipments necessary for the performance of their job.

Secondly, the organization should provide enough residential quarters to all members of its staff more importantly within the vicinity of the organization so as to ease the problem of accommodation and transport since all the staff were not to be mobile and they would find it difficult to go home far away from the organization premises for break and come back to work on time. Housing accommodation if given will boost the morale of the employees of the organization.

Closely related to this vehicle loan, the management of an organization should endeavor to give vehicle loans to members of the staff to ease the problem of transportation. Most of them are not residing within organization premises as such find it difficult to come to work early. And no staff bus provided to convey workers to and from their houses. This to a greater extent affects workers attitude towards the organizational objectives.

Other measures can also be taken to improve condition of workers and thereby make them more productive. These include the provision of transportation to convey workers children to and from school thereby avoid situation where most of the staff leave their work and going to perform such responsibilities. There is need to provide free medical services to workers and their families. Workers should be made a comfortable eating – place that can help minimize returning late to work from break periods. And both senior and junior staff of the organization should be allowed to participate in decision making more especially on matters that specifically affect them the implementation of the programmed.

Another important area that must be looked into that will motivate workers perform their duties effectively is promotion. Promotion should be based on merit and ability of workers to deliver the good, favourism and nepotism on narrow parochial considerations should not find their way in decision of who should therefore devise a means through which hard work will be recognized and rewarded for. Staff members more especially professionals research, publish papers, books and go for further studies and these should form the basic for their promotion. This practice will make members of staff to seek to be achievers, rather than be satisfied with the status quo.

These recommendation or suggestion if implemented can lead to proper personal management that is geared towards workers attitudes and responsiveness, and thus motivating them to achieve the goals and objectives of an organization in the present millennium.

These survey is open to public and I will be responsible to any critics and mistake.

Reference

Reference One

- [1] Flippo, Edwin B. (1980), Personnel Management "McGraw - Hill Series in Management Interpretation"
- [2] Herzberg F. Manser B., Motivation to work "John Wiley and Sons Ltd. (1959)"
- [3] Maslow's A. (1970), Motivation and Personality "2nd Edition Harper and Row New York"
- [4] Nwachukwu, C.C (1988), Motivation Theory and Issues "African H.E.B. Publisher Onitsha"
- [5] Ubeku A.K. (1975), Personnel Management in Nigeria "Ethi Publishers Corporation"
- [6] Maduabum C.P. (1987), Motivation of Nigeria Civil Servants a Historical over-view "Quarterly Journal of Administration University, "Ile-Ife Vol.22"
- [7] Quarterly Journal of Kashim Ibrahim College of Education Maiduguri "Vol. 4 No.2 (1989)"
- [8] A Publication on 10 years of Kashim Ibrahim College of Education Maiduguri (1977 - 87).
- [9] McGregor, D. (1960), The Human Side of Enterprises "New York McGraw - Hill Book Company"
- [10] Taylor F.W. (1960), Scientific Management "The principles of Scientific Management New York: Harper and Brothers"
- [11] Pita N.O Eji for (1982), Managerial Privileges and Organization Production. "Management in Nigeria"
- [12] Monday R. Porter and Dubbin R. (1974), Unit Performance, Situational Factors and Employee Attitudes Specially Separated Work Units' "Organization Behaviors and Human Performance"
- [13] McKenno J.F and Oritt (1981), Job Satisfaction and Social Disease Business and Society.

Reference Two

- [14] Flippo, Edwin B. (1976), Principles of Personnel Management 3rd Edition McGraw - Hill Series in Management
- [15] Pugh D.S. (1981), Organization Theory Penguin Modern Management Text Book
- [16] Dubbin R. (1974), Human Relations in Administration "Prentice Hall, Inc. Englewood Cliffs, New Jersey 4th Edition"
- [17] McKenno J.F and Oritt (1981), Job Satisfaction and Social Disease Business and Society
- [18] McGregor D. (1960), The Human-side of Enterprises New York, McGraw - Hill Book Company
- [19] Fredrick Harbinson and Charles A. Myers, Management in the Industrial World "An International Analysis New York McGraw Hill (1959) pages 40 - 67"
- [20] Philip E. Slatter and Warran G. Bennis (1964), Bennis, Democracy is Inevitable "Harvard Business review"
- [21] H.J Levitt (1962), Management According to Task-Organizational Differentiations Management International.
- [22] Rensis Likert, New Patterns of Management (New York) McGraw - Hill, 1961 Pages 102 - 103

Reference Three

- [23] Edwin Flippo (1977), Principles of Personnel Management "4th Edition McGraw Hill Series in Management"
- [24] Glenna O. Stahl (1983), Public Personnel Administration "8th Edition New York Harper and Row Publishers"
- [25] Herman W. Steinkrans (1981), Personnel Management A Human Recourse Approach "4th Edition Homewood III Richard D. Irwin"
- [26] Michael I Jucius (1975), Personnel Management: Irwin Series, 8th Edition
- [27] Robert Dubbin (1974), Human Relation in Administration (with Readings) "4th Edition N.J Englewood Cliffs Prentice. Hall"
- [28] Ubeku A.K (1975), Personnel Management in Nigeria Ethi Publishers Cooperation, Benin City.

IOSR Journal of Business and Management (IOSR-JBM) is UGC approved Journal with Sl. No. 4481, Journal no. 46879.

Isahrabiu Umar "The Role of Personnel Management and Workers Motivation in an Organization." IOSR Journal of Business and Management (IOSR-JBM) 20.4 (2018): 22-32.