

THE IMPLICATION OF HUMAN RESOURCE MANAGEMENT STRATEGY FOR FACILITATION OF EMPLOYEE'S MOTIVATIONS

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Abstract

This study was carried out to examine the topic: the implication of human resource management strategy for facilitating employees motivation using Taraba Gas Jalingo as a case study; The main objective of the study is to examine the implication of human resource management strategy for facilitation of employee's motivations and the objectives is to determining the extent to which human resource management strategy aids in the motivation of employees. The 21st century globalized economy has integrated into the business world a strong competition on the labour market for employees and companies are always in search and recruitment of efficient and effective candidates that will work in line with strategies that will help archive the goals and objectives of organizations which has become a thing of major concerned and a number of views of literary personalities relating to human resource management and employee's motivations theories, the theories will give us a lead to know about people's opinion. The Abraham Maslow's Pyramid of Need was considered and Strategies for the Implication of Human Resource Management Strategy for Facilitation of Employee's Motivations along with the Forms and means of Employee's Motivation both financial and non-financial incentives; This paper adopts a quantitative research methodology involves gathering of data about the topic, the total population to be studied was restricted to Taraba Gas Jalingo; The population is fifty; and the source of data was through structured questionnaire issued to employees in the Taraba Gas. The secondary sources include journals, textbooks, dictionaries etc; Data collected were analyzed using simple percentages and frequencies; Thus in the course of this study it was discovered that human resource management and employee's motivations is an inter-woven concept that has to be strategies into a continuous process in other for motivation to be effective and efficient. **Human resources development through training and the transfer of skills in relevant areas also serves as source of motivation and** Based on the findings of the study the researcher made recommendations: Management should adequately improve non-financial benefits to staff and this includes: Promoting staff on merit to enhance and enrich their jobs, Giving supervisory and management staff a measure of free hand backed by authority to operate, Recognizing excellence by verbal and written commendations.

Introduction

A great amount of worldwide wealth occurs in a form of human capital; therefore managing human resources plays a crucial

role in a process of increasing organizations and companies' effectiveness. One of the most important functions of human resource management (HRM) is believe to be

motivation. However the importance of motivating people at work is noticeable at all levels of organizations, Starting from managers who need to be aware of factors that motivate their subordinates to make them perform better and faster, though some employees will need to think through what expectations they have of work, ending up with HR professionals who have to understand motivation to effectively design and implement reward structure and systems and this seems to be obvious that organizations and companies need motivated employees and without any doubts motivation is an important strategy used in facilitating human resource management (HRM).

Thus, because of the complex Nature of human behavior, motivation is not easy to understand and to use, despite many studies on this topic managers today are no closer to understand employees' motivation than their counterparts more than a half of century ago (Kovach, 1980). Although, some of research suggested that money is not as potent as it seemed to be, many companies tried to implement monetary incentives as their main tool to motivate employees. Performance related pay became the new mantra that was used unquestionably by plenty of companies (Frey & Osterloch, 2002). Recently, as a result of a financial crisis, many large and small organizations had to cut costs through reduction of employees' salaries and

bonuses. The question that has arisen is if there are other options of motivating employees that would be equally effective but more costs efficient, but the crucial implication and role of human resource management strategy in the overall facilitation of employee's motivation cannot be overemphasized. It is not only seen as a key to training, skills transfer and knowledge development, but is also a vehicle for promoting efficiency, effectiveness and competency among employees and staff along with the supply of essential human capital which is a paramount condition for sustainable growth in organizations and the economy at large.

Statement of the Problem

Nowadays, the 21st century globalized economy has integrated into the business world a strong competition on the labour market for employees. Thus, companies are always in search and recruitment of efficient and effective candidates that will work in line with strategies that will help archive the goals and objectives of organizations which has become a thing of major concerns to the organizational founders and management. Human resource management and motivation seems to be one of the most important organizational design systems used to encourage employees to perform in the most effective way and both also to attract potential candidates.

Thus is against this backdrop that this

study is been conducted to find out the implication of human resource management strategy for facilitation employee's motivations and the key to creating an efficient motivation system is an answer to the question what really motivate employees or what actually gives them the inner drives that activates or move an individual to action which is the condition of being influenced to do something that enable workers to give off their very best to the organization.

Objectives of the Study

The main objective of this study is to examine the implication of human resource management strategy for facilitation of employee's motivations and the specific objectives include:

1. To determine the extent to which human resource management strategy aids in the motivation of employees.
2. To determine the extent to which human resource management conserve the organizational culture.
3. To proffer policy recommendations that would help in curbing the menace of motivation.

LITERATURE REVIEW

There are number of views of literary personalities relating to human resource management and employee's motivations theories, the content in the theories will give us a lead to know about people's opinion on them, the needs for human resource management and also to understands the

rationale behind employees motivation: According to (Webster's New Collegiate Dictionary, 2002) a motive is “something, a need or desire that causes a person to act” “motivate, in turn means “to provide with a motive” and motivation is defined as “the act of process of motivating”. Consequently, motivation is the performance or procedure of presenting an intention that originate from a person to capture some accomplishment.

The term motive usually is explained as desires, needs, emotions or impulses that make someone do something following this definition, motivation is the state of being incited to action. When we take into consideration work environment it becomes clear that work motivation refers to motivation within a work setting. Typically, it refers to employees' motivation to perform, stay and commit in a company, cooperate, lead or support a leader, help customers and so forth. Obviously, this definition from International Encyclopedia of Organizational Studies (ed. Bailey & Clegg, 2008) is just an example from a mass of work motivation definitions which can be found in almost every paper about the topic. Some authors define what motivation is by explaining where it comes from. In this approach work motivation has been defined as “a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person's choices, effort, and persistence”

(Latham & Ernst, 2006).

Thus, in other definitions motivation is associated with the goal attainment, People are motivated to do something if they believe it is likely that it will bring desired result and people who are well motivated take action that they expect will achieve their clearly defined goals (Armstrong, 2007). Kanfer (1990, as cited in Bjorklund, 2001) stressed that motivation is a phenomenon which cannot be directly observed. The only way to infer motivational processes is to analyze streams of behavior caused by environmental or inherited factors which can be observed through their effects on abilities, beliefs, knowledge and personality of the employee.

Theoretical Framework

The concept of motivation has been the very heart of the study of employee productivity and organizational performance. The issue of motivating employees is of great concern to both management and workers in the organization. In spite of its importance, not everyone appreciates its in-depth meaning. Perhaps, the reason for this is because it is difficult to define and apply it in organization. But for this seeks of this study the **content theories will be considered.**

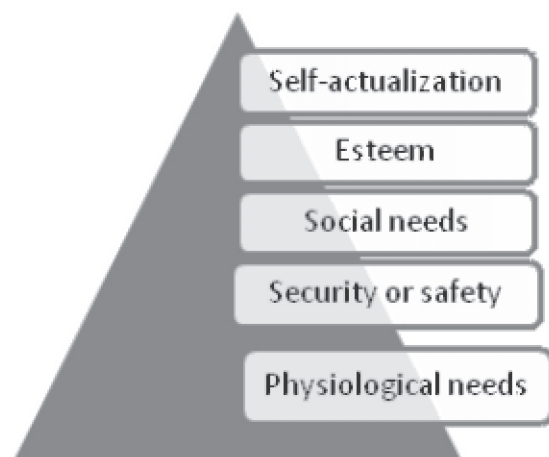
Content Theories

The content theories are characterized by emphasis they are concern with individual goals and needs which are said to be the same for every person.

Although, needs, they differ in defining what those needs are. The most well known and very often cited author of motivational theory is Maslow human needs (Fincham & Rhodes, 2005) said behavior is driven by the existence of unsatisfied needs. His hierarchy from psychological needs and lead through security needs, social needs, self esteem needs and self-actualization need. Thus, Abraham Maslow's theory of need will be considered.

Abraham Maslow's Pyramid of Need

According to Maslow (1943), human beings have needs that can be arranged in a hierarchy of needs. If these needs are satisfied, human beings will be motivated to perform; however, a satisfied need is no longer a motivator. Maslow identified five (5) level in his need hierarchy briefly as;



According to Maslow higher needs are not felt until lower needs are fulfilled, additionally when a need is fulfilled it does not influence human behaviour anymore and as a result of that the focus is move into a

need which is higher in the hierarchy. Maslow divided needs into two categories: deficiency needs and high-order needs. Deficiency needs include basic needs such as hunger or thirst and a need for shelter and protection. When these needs are satisfied people become motivated by high order needs such as the need for supportive and satisfactory relationships with others, needs for freedom, independence, recognition and achievement and finally the need to develop one's potential. The self actualization which is the highest step in Maslow's pyramid can be described as the ending point of gradual psychological maturation process. This final level is achieved by few people and unlike other needs is never fully satisfied (Fincham & Rhodes, 2005).

Conceptual Framework

This aspect of the study seeks to explain the ideas that form the foundation and basis of the implication of human resource management strategy for facilitation of employee's motivations by highlighting and discussing some concept that intensively or extensively relates to this research work.

The Concept of Human resource management and motivation

Human resource management is a process that deals with the process of hiring and developing employees so that they become more valuable to the organization, however human resource management includes conducting job analyses, planning,

personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all level. According to business dictionary an example of core qualities human resource management is an extensive knowledge of the industry and the leadership styles through the means of managing people in the form of a collective relationship between management and employees, this approach focuses on the objectives and outcomes of the HRM function. What this means is that the HR function in contemporary organizations is concerned with the notions of people enabling, people development and a focus on making the "employment relationship" fulfilling for both the management and employees.

Thus in order for human resources management to archive its predetermined goals management needs to ensure efficient and effective application of almost every management basic role that is supposed to be their responsibility which includes planning, controlling, coordinating, organizing and staffing. Along with the concept of motivation which is believed to be the propelling forces that energized for work: Motivation can also be defined as the forces acting on or within a person that cause the arousal, direction, and persistence of goal-directed, voluntary effort and work

Motivation has been defined as “conditions which influences the arousal, direction, and maintenance of our behaviors? relevant in work setting”. Gbadamosi & Adebakin (1997).

Strategies for the Implication of Human Resource Management Strategy for Facilitation of Employee's Motivations

Motivation means so many things to different people. Their impact on the individual depends also on his perception of what he considers to be of value to him and invariably influences his action or non-action. Motivation can be described as a set of incentives monetary of otherwise, reward and punishment systems which determine or influence staff performance and altitude to work. It is a production of human resource management and its impact goes on a long way in determining the quality and quantity of production and the level of industrial and labour harmony or disharmony in the organization. According to Julius Michael (1975,pp 265). “motivation is the process of creating organizational conditions which will impel employees to strive to attain company goals-Hodgetts, Richard (1977, pp 385) motivation is the influence or drive that causes us to behave in a specific manner and has been described as consisting of energy, direction and sustainability.

However, since motivation is a driving force by which human achieve their goals. Motivation is said to be intrinsic or extrinsic: Intrinsic motivation refers to motivations that is driven by an interest or enjoyment in that task itself, and exist within the individual rather than relying on any external pressure. Extrinsic motivation comes from outside of the individual, common extrinsic motivation are reward like money and grades coercion and threat of punishment, competing is in general extrinsic because it encourage the performer to win and beat others, not to enjoy the intrinsic rewards of the activity, meaning what is a source of motivation for one might not be for another. Thus the main purpose of motivation is to attain organization goals according to Koontz et al (1983: 14) “management requires the creation and maintenance of environment in which individuals work together in group toward the accomplishment of the objective” management has been faced with broad predicament since poor approaches were employed toward the attachment of organizational objectives.

Data analysis

Table 1

To determine the extent to which human resource management strategy aids in the motivation of employees?

S/N	ITEMS	SA	A	D	SD	N	FX	?	DECISION
		4	3	2	1				
1.	Employees are given the relevant and necessary knowledge, skills and training.	26	11	6	7	50	156	3.12	Agree
2	Having they relevant skills and training boost my confidence and increase my productivity.	23	20	5	2	50	164	3.28	Agree
3	Little or no motivation affects does not my level of productivity.	15	10	22	3	50	137	2.74	Disagree
4	Money as a source of motivation and other forms of financial bonus energizes me to work.	27	10	6	7	50	157	3.14	Agree
5	General organizational performance depends on individual performance of motivated or non-motivated employees.	30	10	7	3	50	167	3.34	Agree

Source: field survey April 2017

From the table above, it was observed from the responses for items 1, 2, 4 and 5 with the mean score of 3.12, 3.28, 3.14 and 3.34 agree that human resource management strategy aids in the motivation of employees, while item 3 with mean score of 2.74 disagree to the facts.

Table 2

To determine the extent to which human resource management conserve the organizational culture.

S/N	ITEMS	SA	A	D	SD	N	FX	?	DECISION
		4	3	2	1				
6	Employees' participation in decision making as a motivation strategy gives them a sense of belonging.	34	5	7	4	50	169	3.38	Agree
7	Decentralization of Authority which is a training ground serves as a means of effective motivation.	33	10	5	2	50	174	3.48	Agree

8	Beside personnel's management in meeting of organizational goals and objectives, motivation also aids in conserving organizational culture.	12	25	7	6	50	143	2.86	Agree
9	Little or no motivation will energize employee to help conserve organizational culture.	15	5	23	7	50	128	2.56	Disagree
10	Little or no motivation boost organizational competency.	4	9	30	7	50	110	2.2	Disagree

Source: field survey April 2017

From the table above, it was observed from the responses for items 6, 7 and, 8 with the mean score of 3.38, 3.48, and 2.86 agree that the extent to which human resource management conserve the organizational culture. While item 9 and 10 with mean score of 2.56 and 2.2 disagree to the facts.

Findings

This paper examines the implication of human resource management strategy for facilitation of employee's motivations and the findings of the study reveal the following:

1. In the course of this study it was discovered that human resource management and employee's motivations is an inter-woven concept that has to be strategies into a continuous process in other for motivation to be effective and efficient.
2. Human resources development through training and the transfer of skills in relevant areas also serves as source of motivation.
3. It was discovered that beside personnel's management in meeting of organizational goals and objectives, motivation also aids in conserving organizational culture.
4. Employees' participation in decision making as a motivation strategy gives them a sense of belonging.
5. Little or no motivation will not energize employee to help conserve organizational culture.

Conclusion

Motivation is a force which activates dormant energies and sets in motion the action of the people, is also the function that rekindles a burning passion for action among the workforce in an organization. For motion to succeed, care must be taken to motivate using the tools of

promotion, praise, prestige and pay. (Chris Obisi 1996). In my own point of view, motivation is the inner striving that initiates person's actions. In English, we are referring to the willingness to exert high level of efforts ability to satisfy someone individual's needs. This study has demonstrated Ajuogu (1996:47) view concerning motivation where he postulates that “motivation is an internal psychological process”, it means the motive power that makes people behave the way they do.

Thus management should relegate the functions of human resources management with motivation and ensure compliance of agreements in the management organizational terms polices. There should also be proper training and retraining employees and officers heading any department to enable them properly manage and motivate their workers.

Recommendations

Based on the findings of the study the researcher made the following recommendations:

1. Management should adequately improve non-financial benefits to staff and this includes:
 - Promoting staff on merit to enhance and enrich their jobs.
 - Giving supervisory and management staff a measure of free hand backed by authority to operate.
 - Recognizing excellence by verbal and written commendations.

2. Staff attitude towards work can be further improved when management action, policies and decisions are seen to be fair, consistent and progressive. This, staff preference, will increase their productivity.
3. Since employees' participation in decision making as a motivation strategy gives them a sense of belonging in the organization they should be given opportunity to participate in the process of planning.

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