

**MOBILITY POLICY AND JSPM (JOBS AND SKILLS PROVISIONAL MANAGEMENT) IN THE CAMEROON CUSTOMS ADMINISTRATION****Dr. ALOUMEDJO ZAM Thierry*****DOI: 10.5281/zenodo.1341634****Keywords:** Workforce planning; JSPM; labor mobility; competency profiling; job description; job classification.**Abstract**

This paper explores the connection between labor mobility, JSPM and organizational performance. Focusing on the case study of the Cameroon Customs administration. Much has been written about these concepts separately, but there is no integrated conceptual framework available for the combination of the said concepts, especially in a sub-Saharan public fiscal administration our goal here is to develop such a framework. We do this in a number of steps, starting with a presentation of the existing approaches, models, theories with respect to labor mobility, JSPM and organizational performance. This is followed by a search for the linkage between the three concepts or variables, as a starting point for an integrated model and an in-depth case study regarding the Cameroon Customs department. I continue with a research methodology based on a mixed approach i.e. qualitative and quantitative in order to address efficiently the research problem. I conclude with the presentation of recommendations and suggestions for further research. Statistical tests did indicate significant differences between the performance of firms using formal human resource planning and firms that do not. There was an indication of a positive change in performance after the initiation of human resource planning, relative to non-users of such systems.

Introduction

At first sight the concepts of labor mobility, JSPM seem to be closely connected with organizational performance. Most literatures on the above mentioned concepts dealt with issues such as the meaning of labor mobility and its impact; human resource planning; the economics of labor mobility; unemployment and labor mobility or human capital and low cost strategies. Until recently, less attention was given to human resource planning in HRM literature and practice in the Cameroon Customs administration, but the interest now seems to be growing fast with the intervention and pressure of stakeholders such as the World Bank Group and the World Customs Organization.

Although much has been written about labor mobility, JSPM and organizational performance, so far an integrated system bridging the three at once seems not to have been sufficiently explore. In order to find an answer to the research problem which is on the importance and correlation of the variables labor mobility, JSPM and the performance of the Cameroon Customs administration, I will adopt the concurrent triangulation design that implies converging both quantitative and qualitative data in order to better understand and answer research questions (Martens 2001).

The benefits of this research can be identified in the theoretical, methodological and managerial domains. Theoretically the job satisfaction theories and concepts explored led us to the fact that labor mobility and JSPM are useful for any organization that looks for performance and effective organizational culture. The limitations of the concepts and theories studied were also brought out in the sense that they did not take into consideration the case of specific contexts and organization such as African administration and realities may be due to the fact that they were for the essential carried out in the western environment wherefrom the importance of this study that intends to carry out such a study in that context. Methodologically the paper tried to mix both qualitative and quantitative analyses in order to better understand and answer the research problem. It further extended the scope of scientific methods explored in a study as it involved interviews; questionnaires; Performance tests; observations; follow up focus groups and document analysis. In managerial terms it puts at the disposal of managers in general and the customs administration of Cameroon in particular, tools to better up their



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organizational performance and job satisfaction in a context marked by the absence of a real policy of human resource management but a simple personnel administration.

This paper comprises three main parts which are first the conceptual and theoretical frameworks; secondly the methodological approach and thirdly conclusions and contributions of the research in the theoretical, methodological and managerial aspects.

Literature review

A literature review is defined as a search and evaluation of the available literature in a given subject or chosen topic area. It documents the state of the art with respect to the subject or topic you are writing about. It surveys, synthesizes, critically analyses the literature in a chosen area. Our literature review will focus on the concepts of workforce planning, mobility, competency profiling, duty post description, interim management and job classification.

Survey of the literature

This part of our work consists in demonstrating the familiarity with the body of knowledge concerning the chosen topic and establishing the credibility of our work.

1. Workforce planning (WFP)

According to the Business Dictionary, workforce planning can be defined as the “Systematic identification and analysis of what an organization is going to need in terms of the size, type, and quality of workforce to achieve its objectives. It determines what mix of experience, knowledge, and skills are required, and it sequences steps to get the right number of right people in the right place at the right time».

Workforce planning and JSPM are fundamentally linked in the sense that the two are strategy used by employers to anticipate labor needs and deploy workers most effectively, usually with advanced human resources technology.

Workforce planning can also be seen as a continual process used to align the needs and priorities of the organization with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements and organizational objectives. Workforce planning enables evidence based workforce development strategies (Sloan, Julie, 2010). It is a tool used to analyze the organization's needs in terms of the size, type, experience, knowledge, and skills of its workforce to achieve its objectives.

While strategic workforce planning usually covers a 03 to 05 years forecast period, the operational one covers the next 12–18 months and should align with the timeframe of the business planning cycle.

The analysis carried out in workforce planning typically includes reviewing employee recruitment, promotion and turnover patterns. It permits to uncover the hidden causes of overtime, absenteeism, and low productivity.

Workforce plan can be classified into three i.e. the long term or Yearly Plan¹, the Medium Term or Monthly plan² and the Short Term or weekly plan³.

Implementing a workforce planning consists in: Getting started, scanning the environment, supplying workforce profile, ensuring the transition from current to future workforce, determining the organization's needs, quantitative and qualitative analysis of the future targets that are the best fit in terms of business strategy, risk assessment and identification of risk mitigation strategies to deliver the targeted future, Putting in place an Action plan to embed strategic workforce planning into business planning process and finally, monitoring and measuring the impact of strategic workforce planning on business outcomes.

Unlike JSPM which is a diagnosis based on the present and actual workforce of the organization, workforce planning aims at anticipating for many years the workforce necessary for the available functions, posts and competences.



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Another way of defining WFP is “getting the right people, with the right skills, in the right place and at the right time.” In other terms “the right contract” and “at the right cost”. The word “right” referring to “Right people” while “Right skills” infers people with the capabilities needed for those roles; “right time” means they are available at the time when they are needed. “Right contract” means that their employment status fits our resourcing strategy.

Workforce planning is the strategic alignment of an organization’s human capital with its business direction (Minnesota Management and Budget). It implies that it is a methodical process of analyzing the current workforce, determining future workforce needs, identifying the gap between the present and the future, and implementing solutions so the organization can accomplish its mission, goals, and objectives.

Workforce planning refers to the process of ensuring an organisation has current and future access to the human capital it needs to perform effectively.

Workforce planning is a concept that combines elements of human capital, budgeting and strategic planning in order to identify the key talent needs of the company, analyzing the current workforce and supply of talent available, and finally, developing strategies to bridge gaps if any.

In a nutshell, workforce planning can be seen as a strategic, long-term approach that is organization wide and integrated with business needs.

The benefits of WFP are presented in the table below:

Table 1: The benefits of WFP for the different stakeholders of the organization

N°/ Stakeholders	Senior Managers	Employees	HR Department	Managers
1	Avoiding adverse effects on costs and revenues	Reduced risk of (especially sudden) redundancy	Effective partnership with business needs	Having sufficient people to meet the demands of the task at the right time
2	Avoiding poor publicity	Reduced stress due to overwork, insufficient co workers etc	Utilizing their expertise to direct benefit of the business	Avoiding adverse effects on costs and revenues
3	Ensuring continuity of business	Reduced distress from unhappy customers	Gaining credibility professionally	Better able to meet targets
4		Career path planning	Achieving benefits such as favorable supplier contracts from agencies etc	Maintaining staff morale and productivity
5			Smoothing recruitment effort and reducing vacancy times	

Source: An Hr Society Publication (The Complete Guide to Workforce Planning)



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JSPM

JSPM can be referred to as the practice of understanding, developing and deploying people and their [skills](#). Management should identify the skills that job roles require, of individual employees, and any gap between the two.

The skills involved must be defined and this is either done by the organization itself or any other experts hired for the job by the said organization. The tool used for such a task is often referred to as a skills framework or a competency framework also known as skills matrix⁵.

The skills matrix should be based on a data system recording all the useful information on competencies required. The said data are analyzed and discussed with the various stakeholders to define guidelines for the establishment of a framework.

It is extremely important for managers to be skilled. Robert Katz identified three managerial skills essential to successful management: technical, human, and conceptual. Technical skill involves process or technique knowledge and proficiency. Managers use the processes, techniques and tools of a specific area. Human skill involves the ability to interact effectively with people. Managers interact and cooperate with employees and other stakeholders. Conceptual skill involves the formulation of ideas. Managers understand abstract relationships, develop ideas, and solve problems creatively. In short, technical skill deals with things, human skills refer to people while conceptual skill concern ideas.

Table 2: Types of skills and related levels of management

N°	skills	Types of management	Importance
1	<ul style="list-style-type: none"> Conceptual skills 	Top level management	planning and dealing with ideas and abstractions
2	<ul style="list-style-type: none"> Technical skills 	Supervisors	Managing their area of specialty
3	<ul style="list-style-type: none"> Human skills 	All levels of management	interacting and communicating with other people successfully

Source: The author

There is a variety of skills in the corporate world such as Soft Skills, communication skills, business writing, corporate presentation, public speaking, sales, marketing, leadership and managerial skills are just but a few of the types of skills. Moreover in a fast changing and globalized world the competency and required skills thereof are likely to evolve and change in organizations especially the ones where information technology play a great role.

Mobility

Professional Mobility is a polysemous concept that has been handled in diverse angles and managerial approaches. It can however be defined as the facility to move, to be set in motion, to change and to be displaced (Larousse Dictionary, 1993). If we relate it to the professional domain, it implies the movement, change or displacement from a position, qualification, and profession to another. Mobility therefore entails two important notions: time and movements. As regards the managerial or organizational approach, mobility is applied in different ways in the Human resource department of the Cameroon Customs Administration. This induces the shifts of personnel in different activities or positions and levels for a particular time within or without the said administration. Mobility can either take the horizontal or vertical form.

Mobility is also defined as the movements experienced by the personnel from one role to the other in an organization (Vardi, 1980)⁶. This implies that mobility is the opposite of "static". Mobility can take various forms which are: vertical mobility; horizontal mobility; Geographic mobility; mobility of reconversion and radial mobility.

While vertical mobility also known as categorical or promotional mobility refers to the ascending and descending of social strata movement of the hierarchical line (Roger and Ventoline,2004).Horizontal or



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transversal mobility refers to a change of position of work with neither hierarchical evolution, nor remuneration change, it is a form of job rotation or functional mobility (Abraham,2004).Geographic mobility makes allusion to a change of environment by workers, personnel or team in another territory regarding transfers, mutations, resignations, leave taking, detachment, retirement or further training (Deffayet and Van Heems, 1995).Mobility of reconversion is the movement that refers to a radical rupture of career for another totally different career. Radial mobility or cone of mobility corresponds to the moves of personnel towards or closer posts of responsibility or decision-taking (Schein, 1971).

Basically we can differentiate in between two forms of mobility: internal (out coming) mobility and external (incoming) mobility. On the one hand internal mobility refers to the change of role that a worker may choose to engage in within the organization, shifting from one organizational unit to a different one, performing different activities. On the other hand external mobility refers to a case where employees who are not satisfied with their career in the present organization may seek suitable employment in other organizations. Here below is an illustration of the benefits of internal and external mobility.

Table 3: Benefits of internal and external mobility

	Source of Employers' Willingness to Offer Job	Implications for Individual's Advantages from Moving
Internal Moves	Observation of employee's prior performance →	Increased responsibilities ASSOCIATED WITH <ul style="list-style-type: none"> • Increased pay • Similar type of work
External Moves	Candidate has prior experience at a similar level →	No increase in responsibilities BUT <ul style="list-style-type: none"> Some combination of: <ul style="list-style-type: none"> • Increased pay relative to prior job • Opportunity to engage in different kinds of work • Continued employment after loss of prior job

Source: Matthew Bidwell and Ethan Mollick

Competency profiling

Defined as the process of finding out the skills that is needed to do a job well (Cambridge University Press),

The competency profiling process is an opportunity for managers and employees to share their views on the skills that are needed within the company.

Stephen Shellabear, Consultant at Consult Seven sees Competency Profiling as a typical method for identifying specified skills, knowledge, attitudes and behaviour necessary to fulfilling a task, activity or career. In most Commercial organizations its ultimate purpose is to provide value to the external customer.

Some authors make a distinction in between competencies, which refer to desired personal attributes and behaviors and competences, which are the knowledge and skill required to bring about improved performance.

Various levels of competences are identified such as practical competence; cognitive or foundational competence, reflexive or adaptation competence and applied competence.

Knowing specifically what skills, knowledge, attitudes and behavior employers seek enables them assess their ability to provide staff with them. This gives them an opportunity also to appreciate their own strengths and recognize development areas. Being aware of areas where they could improve enables them to consider and plan how to address gaps.



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To achieve the competency profiling, organizations must define the time, cost and quality standards of each task. The competencies are then identified for each task in the key areas of skill, knowledge, attitude and behaviour. It is essential to have an information system of competences having been achieved.

A competency profiling framework is advantageous for an organization in the sense that it sets in place behavioral indicators; it involves staff in understanding the objectives of the organization, to track their competence development. Training needs are more easily identified and monetary value of applied learning and behaviour assessed. Moreover managers are assisted to select and develop staff.

For the competency framework to be effective it must be: representative of skills, knowledge, attitude and behaviour; easy to use and communicate; co-designed and owned by the people who use it; modified to include upgrades to role; assessment processes made transparent to the individual, and include self-assessment and provide validity of impact upon business objectives. It has the potential to facilitate training, development and learning, making a measurable increase to performance and profits.

In order to build a competency profile, the first thing to do is to elaborate an accurate job description i.e. The job title should accurately reflect the type of work expected and level of authority afforded. For the job description, summarize the positions main purposes.

Important Details and Job Responsibilities should be given by providing pertinent background information about the job, like the salary range, associated department, managers to whom the position reports and groups or departments the individual supervises. List the job's prerequisites

The Competencies should be explained, that means that competencies must be clearly listed and identified. When listing competencies, they can usually be broken down into two main categories. The first kind is general or organizational competencies, which represent the skills, knowledge and behaviors that need to be demonstrated by all employees within the organization. The second category of competencies you'll want to include in the profile focuses on specific or individual competencies. These represent the position-specific skills, knowledge and behaviors that need to be demonstrated by the individual employee.

In clear Competency profiling is the process of identifying, defining and assessing those competencies believed to lead to higher employee performance in a particular job within the context of your business.

Duty post description

A duty post description also referred to as job description, job specification, job profiles, JD, and position description is defined as an internal document that clearly states the essential job requirements, job duties, job responsibilities, and skills required to perform a specific role. It can be used during performance evaluations (Betterteam, 2018).

The said document is very important in the organization in the sense that properly written job position descriptions are often the only documents that totally define what a role is, what skills are required to perform it, and where the role fits in an organization. This makes it simple to identify candidates that are a good fit for the role and also to hold candidates accountable if they are not performing essential duties that are required in the role

There is a difference in between job specification and job description even though there is often used interchangeably. Job specifications refer to a more precise job description that details the exact educational degrees, experience, skills, and requirements for a role.

*Table 4: Components of a job description*

N°	Components	Types of information
1	Heading information	<ul style="list-style-type: none"> • job title; • pay grade or range, • Reporting relationship (by position, not individual), • Hours or shifts, and the likelihood of overtime or weekend work.
2	Summary objectives	<ul style="list-style-type: none"> • relationships with customers; coworkers, and others, • The results expected of incumbent employees.
3	Qualifications	<ul style="list-style-type: none"> • Education; • Experience; • training, and; • Technical skills necessary for entry into this job.
4	Special demands	Extraordinary conditions applicable to the job (for example, heavy lifting, exposure to temperature extremes, prolonged standing, or travel).
5	Job duties	List what must be performed and accomplished.
6	Company Overview	Candidates should have a brief overview about the hiring company, so they understand the company culture and landscape. Include information about corporate values, objectives, geographical presence, and work environment.
7	Contact Information	Provide contact information in case applicants have questions or technical difficulties submitting their application.

Source: The author

A good JD must be as much detailed as possible in order to attain individual and organizational performance. In that sense, it should be S.M.A.R.T.

Job classification

Job classification implies a scheme of classifying a job according to the current responsibilities and duties associated with the job. Unlike job design it does not take into consideration the person assigned, the skills and the performance levels for the job.

Job classification is not a constant process but a dynamic one changing according to new policies and procedures, new management initiatives and introduction of new technologies.

In order to perform job classification, Comparisons are made by classifying positions based on predetermined grades, which are given specific pay ranges and explanations.

A job classification system cannot be used for positions which do not match in terms of their duties and responsibilities. Instead it is used to group positions that have similar duties and responsibilities. The said jobs must require same qualifications, experience and training interventions.

Job classification is beneficial in recruitment, selection and compensation in a standard way across the whole organization. This aims at a good social climate, performance, motivation, equity and utmost organizational performance as well as management of career. A model of job classification is presented below:

**Table 5: A model of job classification**

Job classification	Number of workers:									
	No. (%)	1999	2000	2001	2002	2003	2004	2005	2006	2007
Administrator	21 (2.5)	1	4	1	5	0	1	3	4	2
Professionals	347 (39.2)	25	27	32	46	47	29	40	46	55
Technicians	57 (6.4)	3	9	9	8	3	10	7	0	8
Clerks	48 (6.1)	6	2	7	1	2	1	6	2	21
Service workers	28 (3.6)	1	1	0	0	8	2	3	4	9
Sales workers	3 (0.4)	1	0	0	0	1	0	1	0	0
Skilled agricultural	41 (5.2)	0	1	3	1	0	6	8	9	13
Craft and related trades workers	30 (3.8)	6	0	8	1	3	3	1	2	6
Plant, machine operators and assemblers	11 (1.4)	1	2	2	0	1	2	2	0	1
Unskilled laborer	264 (31.8)	21	24	34	20	11	37	27	38	52
Total	850 (100)	65	70	96	82	76	91	98	105	167

Source: Research gate.

2. Synthesis

Workforce planning; JSPM; labor mobility; competency profiling; job description and job classification are key elements for the planning and using of workforce in an organization. *Strategic Workforce planning* aligns human capital needs with those dictated by the corporate objectives. *Strategic workforce planning as a whole is not always grasped by organizations and is necessary in the sense that it helps to build a better workforce.* One that'll help to deliver organization's *strategy* in the short and long term. In order to implement it, a *Workforce Strategy Action plan* will be developed to set out the abovementioned organizational objectives.

3. Critical Analysis

Workforce planning; JSPM; labor mobility; competency profiling; job description and job classification are key elements for the planning and using of workforce in an organization but present some difficulties in their implementation especially in poor African countries. This may partially be explained by the existence of corruption and the interests of some to maintain public organizations in an obscure and subjective management and approximate planning of HR. Moreover lack of means, non in-depth mastery of the strategic planning of human resource, time and interest for JSPM are some of the problematic that must be addressed in sub-Saharan African public administration in general and Cameroon public administration in particular.

Theoretical framework

Our theoretical framework is made up of theories that explain our research problem and permit us to attain our objectives. In that vein our analyses will be based in addition to the theories of (human capital by [Gary Becker](#) and Jacob Mincer; Job characteristics by *Hackman* and *Oldham*; *contingency theory of Chris ARGYRIS*; Affective Event and the dispositional approach) to the well known job satisfaction theories that have been grouped across the literature either on the "nature of theories" or "chronological" appearance these theories. In that vein, Dr S. Shajahan & Linu Shajahan (2004:90-99) give nature-based grouping as Content-theories (Maslow's Needs Hierarchy, Herzberg's Two Factor theory, Theory X and Theory Y, Alderfer ERG theory, and McClelland's theory of Needs) and Process-theories (Behavior Modification, Cognitive Evaluation Theory, Goal Setting theory, Reinforcement theory, the Porter and Lawler Model, Expectancy theory, and Equity theory).

Here below is tabulated the theoretical framework underpinning my work. It consists in identifying the related questions and aims of the categories of theories. It identifies the various theories on job satisfaction relevant to this study. It provides a brief description of the said theories, its limitations, a summary of the analysis of the theoretical framework and possible critiques. This will enable me to propose orientations for a better job satisfaction in Cameroon Customs administration.



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Table 6: Theories on job satisfaction

Related Questions and aims	Nature of theories	Theories	Tenets
Content theories are more concerned with individual needs and individual goals. the question asked is WHAT?	Content or discrepancies theories	Maslow's Needs Hierarchy	The theory suggests that human needs form a five-level hierarchy consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualization. Essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met (such as, belonging and esteem).
		Herzberg's Two Factor theory	Job satisfaction and dissatisfaction are not two opposite ends of the same continuum, but instead are two separate and, at times, even unrelated concepts. 'Motivating' factors like pay and benefits, recognition and achievement need to be met in order for an employee to be satisfied with work. On the other hand, 'hygiene' factors (such as, working conditions, company policies and structure, job security, interaction with colleagues and quality of management) are associated with job dissatisfaction.
		Theory X and Theory Y	Douglas McGregor, in his Theory X and Theory Y suggested two different aspects of human behaviour at work: Negative (Theory X) and Positive (Theory Y).
		Alderfer ERG theory	Clayton P. Alderfer's ERG theory from 1969 condenses Maslow's five human needs into three categories: Existence, Relatedness and Growth . Even though the priority of these needs differ from person to person, Alberger's ERG theory prioritizes in terms of the categories' concreteness.
		McClelland's theory of needs.	Need theory, also known as Three Needs Theory, proposed by psychologist David McClelland , is a motivational model that attempts to explain how the needs for achievement, Needs for power , and affiliation affect the actions of people from a managerial context.
		Stogdill's Theory of Job-Satisfaction	Satisfaction of individuals is not necessarily related to production. It merely results in group integration and cohesiveness, not always production in organization. On the other hand, morale and production are a function of group structure.
Process theories are more concerned about the way motivation can take place. The question asked is: HOW?	The process theories	<i>contingency theory of Gareth Morgan and Fred Fiedler</i>	A contingency theory is an organizational theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. A contingent leader effectively applies their own style of leadership to the right situation
		<i>Core Self-evaluations Model,</i>	Proposed by <i>Timothy A. Judge (1998)</i> , Judge protested that there were four Core Self-Evaluations that decides one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model suggests that greater levels of self-esteem and general self-efficacy (the trust and belief in one's own skills and competence) lead to a higher level of work satisfaction. Having an internal locus of control, meaning to believe in one having control over her\his own life, instead of outside forces having a control, leads to greater job satisfaction.
		Goal Setting theory	In late 1960s, Edwin Locke argued that intentions, expressed as goals, can be a major Source of work motivation and satisfaction (Shajahan & Shajahan, 2004:95). Some specific goals lead to increased performance.
		Reinforcement theory	Reinforcement theory of motivation was proposed by BF Skinner and his associates. It states that individual's behaviour is a function of its consequences. It is based on



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		“law of effect”, i.e., individual’s behaviour with positive consequences tends to be repeated, but individual’s behaviour with negative consequences tends not to be repeated.
	<i>the Porter and Lawler Model</i>	Porter and Lawler point out that, effort“ (force or strength of motivation) does not lead directly to performance.“ It is moderated by, abilities and traits“ and by role perceptions.
	Expectancy theory	Victor H. Vroom holds that people will be motivated to do things to reach a goal if they believe in the worth of that goal and if they can see (probability) that what they do will help them in achieving them (Wehrich & Koontz, 1999:470).
	Equity theory	Equity theory says that employees weigh what they put into a job situation (input) against what they get from it (outcome) and then compare their input-outcome ratio with the input-outcome ratio of relevant others.
	human capital by Gary Becker and Jacob Mincer	Mincer and Becker would claim that personal income variables are based primarily, if not solely, upon the amount of investment in human capital. Training, equipping, educating and covering medical expenses are some of the investments that Human Capital Theory describes that create the skill-based labor force indispensable to economic growth.
	Job characteristics by Hackman and Oldham	Job characteristics are aspects of the individual employee’s job and tasks that shape how the individual perceives his or her particular role in the organization. The clarity of tasks leads to greater job satisfaction. We expect that greater role clarity will create employees who are more satisfied with, committed to, and involved in their work (Moynihan & Pandey, 2007).
	Affective Event by Thompson & Phua	The theory explains the linkages between employees’ internal influences cognitions, emotions, mental states etc and their reactions to incidents that occur in their work environment that affect their performance, organizational commitment, and job satisfaction (Wegge, van Dick, Fisher, West & Dawson, 2006).
	dispositional approach	Suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one’s job.
	the Instrumentality Theory (Meyer H, 1991)	This theory was based on the belief as one does one thing, it may lead to the other. It simply states that “people only work for money”

Source: The author

Synthesis

Job satisfaction is the most frequently studied variable in organizational research because employers want to know how to avoid labor turnover and reward their best workers. Many scholars studied the said concept and brought out a number of theories that were studied in this paper. They include: Content-theories (Maslow’s Needs Hierarchy, Herzberg’s Two Factor theory, Theory X and Theory Y, Alderfer ERG theory, and McClelland’s theory of Needs) and Process-theories (Behavior Modification, Cognitive Evaluation Theory,



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Goal Setting theory, Reinforcement theory, *the* Porter and Lawler Model, Expectancy theory, and Equity theory). It should be underlined that Job satisfaction theories help to identify what factors are influencing the job satisfaction and what can be done to get higher employee job performance. Satisfaction is a psychological factor. Even though it cannot be seen nor quantified. Its expression in the human mind is however understandable. In clear we will talk about job satisfaction when an employee is satisfied with his assigned task and can discharge his responsibility satisfactorily. In this vein the study of the aforementioned theories permitted us to understand that job satisfaction theories have a strong overlap with theories explaining human motivation.

. Critical Analysis

The various theories studied i.e. Content-theories on one hand (Maslow's Needs Hierarchy, Herzberg's Two Factor theory, Theory X and Theory Y, Alderfer ERG theory, and McClelland's theory of Needs) and Process-theories on the other hand (Behavior Modification, Cognitive Evaluation Theory, Goal Setting theory, Reinforcement theory, *the* Porter and Lawler Model, Expectancy theory, and Equity theory) are essentially based on "what" and "how" workers are motivated. Less attention is drawn on the context "where" and "who" motivate in the perspective of greater job satisfaction. In short the environment of the worker must be the subject of a deeper analysis in order to complete the understanding of job satisfaction in the sense that religion, culture and contexts can change the veracity of one theory from one organization to the other. Muslims' countries will be different from Jewish, protestant or Catholics countries. Moreover the colonial influence over African countries' organization most often impacts the job satisfaction through the channel of the educational and political systems and sometimes the economic realities imposed. There is a need to take into consideration the fact that a theory which applies to western countries may not always have the exactness in an African one due to these historical realities. An extension of these theories including the sociological realities will be a greater help for Cameroon public administrations.

Research methodology

We shall focus on the research design, the target population, the sampling frame, the sample and sampling techniques as well as the research instruments, data collection procedure, the data processing and analysis.

Choice of methodology and justification

In this study, the researcher adopted the concurrent triangulation design that implies converging both quantitative and qualitative data in order to better understand and answer research questions (Martens 2001).

Methodology technical characteristics

Here we shall deal with demographic information, samples and sampling, structures and themes of questionnaires, field work realities and statistical analyses and inferences.

Demographic information

1. The researcher targeted the personnel of the Cameroon Customs Administration from 2010 to 2016. The figures of the said staff is tabulated below:



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Table 7: The personnel of the Cameroon Customs Administration from 2010 to 2016

Year	Total Category A	Total Category B	Total Category C	Total Category D	Total others	Total	Evolution in %
2016							
Men	416	370	685	995	356	2822	53
Women	118	140	351	548	128	1285	107
2015							
Men	387	350	290	461	360	1848	08.3
Women	111	132	131	110	135	619	50
2014							
Men	366	333	253	388	366	1706	0.1
Women	98	116	34	54	138	440	-01
2013							
Men	366	333	253	376	377	1705	02
Women	98	116	34	52	144	444	14
2012							
Men	337	315	253	374	389	1668	09
Women	87	103	34	50	113	387	11
2011							
Men	306	287	253	359	314	1519	03
Women	75	91	34	48	98	346	07
2010							
Men	285	265	253	351	319	1473	
Women	59	81	34	44	104	322	

Source: Service of personnel of the Cameroon Customs Administration.



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2. Samples and sampling

Sample is defined as a part of a large population (Orodho and KIM, 2009), which is thought to be representative of the larger population. This is the reason why the above-mentioned sampling frame was chosen.

The sample for the study is comprised of 270 employees draw from the 3895 personnel constituting the Cameroon Customs administration. A total of 260 questionnaires were distributed to selected employees. Out of these, 250 questionnaires were duly filled and returned. 10 questionnaires distributed were not returned. We assert the response rate to 88 % around.

3. Structures and themes of the questionnaires

Questionnaires with both open ended and closed questions were used to establish the relationship in between the remuneration practices; career advancement; work life balance practices; motivation and retention of personnel.

4. Field's Work realities

Field research or fieldwork is the collection of information outside a laboratory, library or workplace setting. The author could not work in quiet and orderly place since managers dealt with the same issues several times, for short periods of time in a strong complexity and lack of data (Aktouf (2006, p. 198).⁷

5. Statistical analyses and inferences

The study sought furthermore to establish the perceived relationship between mobility policy, JSPM and organizational performance. In the Analysis of variance setting, the observed variance in a Particular variable is partitioned into components attributable to different sources of variation. ANOVA provides a statistical test of whether or not the means of several groups are equal, and therefore generalizes the t-test to more than two groups.

Below are the findings presented in Table below simulated in the researcher's context and based upon Shifts and Ladders: Comparing the Role of Internal and External Mobility in Managerial Careers by Matthew Bidwell, Ethan Mollick and Published 2015 in Organization Science journal.

Workforce mobility was found significant to organizational performance ($r = .219, p = .000$) and workforce planning was significantly related to organizational performance ($r = .167, p = .003$).

Table 8: Correlations between labor mobility, Workforce planning and organizational performance

Independent variables	Pearson correlation	Organizational performance
Labor mobility	Sig. (1-tailed) N	219 .000 259
Workforce planning	Sig. (1-tailed) N	167 .003 260

Source: The author



6. Research Variables

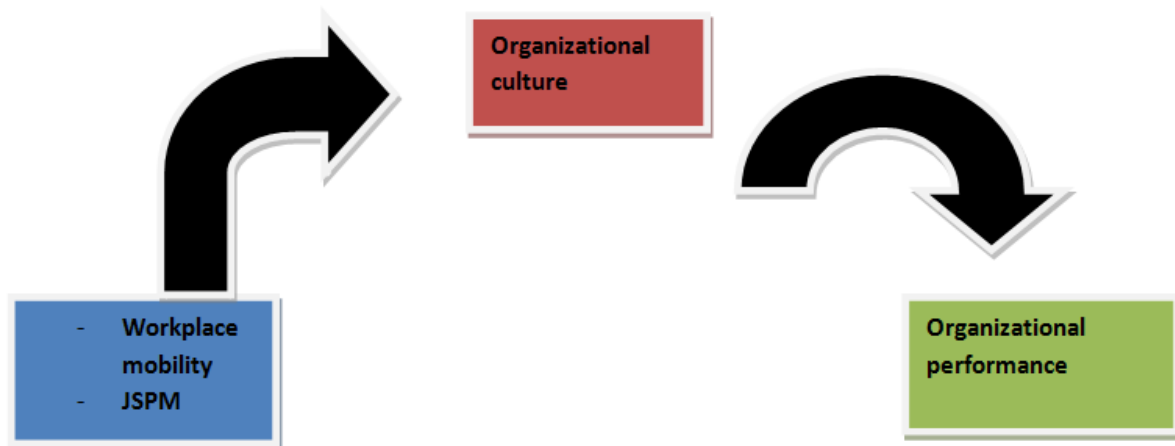


Figure 1: Illustration of the Research variables

7. Research hypotheses

A *research hypothesis* can be as a specific, clear, and testable proposition or predictive statement about the possible outcome of a scientific *research* (Good & Hatt). In other words it is a tentative answer to a *research* problem that is advanced. It describes in concrete terms what you expect will happen in your *study*. The *hypotheses* created when speculating upon the outcome of our *research* or experiment are the followings:

- H1: Workplace mobility and JSPM are inter-related;
- H2: Workplace mobility and JSPM have a positive impact on organizational performance;
- H3: Workplace mobility and JSPM do not necessarily have a positive impact on organizational performance;
- H4: Workplace mobility and JSPM are influenced by organizational culture;
- H5: Workplace mobility and JSPM are not always influenced by organizational culture;

Limitations of the research methodology

Although this research was carefully prepared, I am still aware of its limitations and shortcomings. First of all, the research was conducted in the developing world context where access to information is still very limited. Secondly, the population of the experimental group does not systematically represent the majority of workers. Thirdly, the research in this area is scarce in Africa in general and in Cameroon in particular, the country of the researcher. Finally since the assessment of the pretest and post test was conducted by the author himself, it is possible to find in this study a certain degree of subjectivity.

Research findings

In this part we shall present in one hand the results of our statistical analyses based on our hypotheses, research variables, literature and theoretical review as well as methodology. On the other hand we shall carry out the discussion of our study.

Analysis results and interpretations

In order to describe and explore the link in between organizational performance and labor mobility as well as JSPM. Data of the Cameroon Customs administration were collected and furthermore analyzed.

The above tables show the demographic information related to the personnel of the Customs administration. We can observe that for the year 2016, we registered 416 men for 118 women. In 2015, 387 men for 111 women. In 2014, 366 men for 98 women, the same figures in 2013. In 2012, 337 men for 87 women. In 2011 306 men for 75 women. And in 2010, 285 men for 59 women.



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The researcher focused his studies on the most recent data i.e. 2017 as represented by the table 9 below:

Table 9: The civil branch of the Customs Administration.

Grades	Men	Women	Total
Senior customs inspectors	67	5	72
Inspectors	120	48	168
Senior customs controllers	36	10	46
Controllers	88	40	128
Assistant controllers	212	117	329
Agents	216	183	399
Total	739	403	1142

Source: The HRM Department of the Customs Administration



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For the achievement of the objectives of this study, research hypotheses were formulated and tested based on the literature review on HRM practices and JSPM as well as organizational performance. The statistical test results (regression and correlation analyses) of each null hypothesis at 94 % confidence level.

Table 10: Interviews

	Frequency	Percentages
Strongly Agree	45	25
Agree	90	50
Neutral	9	5
Disagree	18	10
Strongly Disagree	18	10
Total	180	100

Source: Author

The table shows that 90% of the participants indicated that competitive labor mobility and JSPM can lead to organizational performance.

The outcomes of this research work have clearly revealed that all independent variables (Labor mobility and JSPM) have a direct and positive correlation and influence over the dependent variable (Organizational performance).

This has been done through the following process: Demographic information; Response rate; examination of Research Hypotheses; Collective role of the independent variables on the dependent variable and Analysis based on research objectives. Those analysis were based on a correlation and statistics inferences in between the independent variables themselves and after by perusing the link in between the independent variable and the dependent one.

Discussion

The objective of our study was to interpret and describe the significance of labor mobility and JSPM on the organizational performance, focusing on the case study of the Cameroon Customs administration. Comparing with the above mentioned literature review and theoretical frameworks, it appears that the advantages of the above mentioned independent variables (labor mobility and JSPM) are as follows: job satisfaction; helps establish strong work ethics and enhance productivity; **Credibility and Professionalism as stated by (White, Lawrence T. (2012-02-23)).** This is in line with authors cited above and the theories presented and relating to job satisfaction in the sense that effective strategic planning of workforce will avoid subjectivity and therefore underperformance and as such guarantee organizational performance. Moreover Job description and classification is beneficial in recruitment, training, selection and compensation in a standard way across the whole organization.

This means that Strategic planning of labor mobility and job description have a significant impact on organizational performance as regards to the hypothesis formulated and to the research question on whether the independent variables of labor mobility and JSPM have an impact on the organizational performance of the Cameroon Customs department.

However the literature review and theories above stated show limits in the sense that public service is characterized as far as mobility is concerned with socio-political realities such as regional balance and sociological representativeness that play an important role in the peace and stability of a country. The said literature did not also provide tools to resolve issues relating to problems issued from the implementation of a workforce planning and a JSPM. Moreover the questions concerning the contextualization and the implementation of the general interest and performance are insufficiently provided by the surveyed literature and theoretical frameworks.



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Workforce planning and JSPM cannot be limited to issues of motivation, guidelines or job satisfaction. There are also contextual, sociological and the type of administrative system that need to be revisited and questioned. In fact the “Cameroon public administration” is far different from the “western organization” that have been the case studies in the present empirical and theoretical literature and which have not been sufficiently addressed

Henceforth it appears glaringly clear that workforce planning at the strategic, tactic and operational levels reveal to be instruments that should be put in place in order to develop organizational performance in African institutions such as the Cameroon Customs Administration considering its own social realities, objectives and historical background.

Conclusions

This study aimed at determining the link in between labor mobility, strategic workforce planning or JSPM and organizational performance focusing on the case of the Cameroon Customs administration. The main problematic was on the importance and the mechanisms for the implementation of an efficient system of job and skills provisional management. The methodology used for that purpose was the concurrent triangulation design that implies converging both quantitative and qualitative data in order to better understand and answer research questions (Martens 2001).

The statistics analyzed show that 90% of the participants indicated that competitive labor mobility and JSPM can lead to organizational performance. The outcomes of this research work have clearly revealed that all independent variables (Labor mobility and JSPM) have a direct and positive correlation and influence over the dependent variable (Organizational performance).

The benefits of this research can be identified in the theoretical, methodological and managerial domains. Theoretically the job satisfaction theories and concepts explored led us to the fact that labor mobility and JSPM are useful for any organization that looks for performance and effective organizational culture. The limitations of the concepts and theories studied were also brought out in the sense that they did not take into consideration the case of specific contexts and organization such as African administration and realities may be due to the fact that they were for the essential carried out in the western environment wherefrom the importance of this study that intends to carry out such a study in that context. Methodologically the paper tried to mix both qualitative and quantitative analyses in order to better understand and answer the research problem. It further extended the scope of scientific methods explored in a study as it involved interviews; questionnaires; Performance tests; observations; follow up focus groups and document analysis. In managerial terms it puts at the disposal of managers in general and the customs administration of Cameroon in particular, tools to better up their organizational performance and job satisfaction in a context marked by the absence of a real policy of human resource management but a simple personnel administration.

This study is alongside the article of the same author entitled: “A comparative study in between a professional football team and the Cameroon customs administration”⁸ which revealed that the Cameroon Customs Revenue will pass from \$827.9 million a year to \$ 4232, 7 million which represents almost half of the Cameroon State budget if only real HRM policies were implemented.

Although this research was carefully prepared, I am still aware of its limitations and shortcomings i.e. First of all, the difficult access to information, the population of the experimental group does not systematically represent the majority of workers and finally since the assessment of the pretest and post test was conducted by the author himself, it is possible to find in this study a certain degree of subjectivity.

In terms of research perspectives it is believed that the present research was not sufficiently explored and as such there is need to extend it to other Cameroonian administration which for the majority faces the same realities. It should be furthered in the context of the customs department by conceiving effectively a real JSPM with tables based on real figures and for that it requires to follow the prescribed process i.e. The data base, data analyses, job classification, job description, labor mobility, follow up and evaluation.

**INTERNATIONAL JOURNAL OF RESEARCH SCIENCE & MANAGEMENT****Recommendations for the cameroon customs administration**

From the above mentioned, the following recommendations are formulated towards the Cameroon Customs managers:

- Establishing a data base system by requiring information from personnel on quantitative and qualitative criteria (Names; age; date of entry in the administration; ID number; public service code; grade; rank; area of studies in university; trainings; seminars). This information should be attached with relevant certified copies justifying the information. The collection of data will be done according to directorates; divisions; sectors and other specific services. They should be centralized by the various heads of units and transferred with a table summarizing the data to the director of human resource.
- The data should be analyzed by the HRM department. They will have to verify the genuineness of information in quantity and quality and then registered in the computer system created for that purpose.
- The HR department must then classify jobs according to ranks, classify skills according to domains. In customs for instance we have the GM; the directors; sub-directors; chiefs of services; others; secretaries; drivers...The skills should be divided into various domains such as: Computer sciences; communication; human resource; economy and finance analysis; controls, investigations and surveillance; audit; accounting; laws and legislation; statistics; prospective; international relations; coaching etc.
- The personnel meeting the criteria should be categorized according to posts, jobs and skills.
- Renewal of information on jobs and skills should be done by the agents and the HR department through an e- platform created to that purpose where the data and the attached documents will be sent.
- A report on that should be given yearly to the General Manager or according to his demands and instructions and the latter should have access to a data system analysis where information is available on a click.
- Establish plans for hiring and recruitment; record keeping; training and development; compensation and benefits as well as retirement.
- The appointment in the Cameroon Customs department should be done on the basis of JSPM which is supposed to be based on facts and objectiveness only.

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