Remuneration Policy as a Key Determinant Factor Motivating Togolese Healthcare Employees

Banté NAKPAKPERE
University of International Business and Economics (UIBE).
Department of Management Beijing-CHINA
nakpadavid@yahoo.fr

Boussanlègue TCHABLE
Faculté des Lettres et Sciences Humaines
(Département de Sociologie et d' Anthropologie) l'Université de
Kara (UK) BP 43 Kara-TOGO
olivivi03@yahoo.fr

Doman GNOUFOUGOU
Faculté des Sciences Economiques et de Gestion de l'Université de Kara
(UK) BP 43 Kara-TOGO. Téléphone
donclas76@gmail.com

Abstract

Motivating high levels of employee performance is an important organizational consideration. Both academic researchers and practicing managers have been trying to understand and explain employee motivation for years. Then, supported by an ever increasing body of literature, it is clear that health workers motivation has become a center of debate in Enterprises' HRM Strategy and still be some current issues in today's health care system. While a high incentive remuneration system motivated and encouraged the whole caregivers who became more productive and committed, poor or lack of incentive remuneration policy however not motivated and discouraged some caregivers professional who went from public sector to private sector or from developing countries to developed countries. To shed this problem this article examined the remuneration policy as a key determinant that motivated Togolese health employees. The objective of this article is to explore that incentive remuneration system tend to motivate caregivers. Based on the descriptive research methodology, data was collected and analyzed using SPSS. Findings suggest that a veritable remuneration policy is seen as a key determinant factor motivating Togolese healthcare employees. Money is important as a motivator and the motivating minimum-wage help employees to be more performance. and conclusions and recommendations were taken.

Keywords: Remuneration policy, motivation, caregivers, Healthcare employees, Togo

1. Introduction

The term motivation appeared in the twentieth century. However, within thirty years, business leaders tried to encourage the staff to be more committed. The term has evolved over the years to answer a constantly changing in economy. Motivation is the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need. Although, in general, motivation refers to effort exerted toward any goal, we're referring to organizational goals because our focus is on work-related behavior. Three key elements can be seen in this definition: effort, needs and organizational goals,.

The *effort* element is a measure of intensity or drive. A motivated person tries hard. But high levels of effort are unlikely to lead to favorable job performance unless the effort is channeled in a direction that benefits the organization. Therefore, we must consider the quality of the effort as well as its intensity. Effort that is directed toward, and consistent with, organizational goals is the kind of effort that we should be seeking

A need refers to some internal state that makes certain outcomes appear attractive. An unsatisfied need creates tension that stimulates drives within an individual. These drives lead to a search behavior to find particular goals that, if attained, will satisfy the need and reduce the tension: Otherwise motivated

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employees are in a state of tension. To relieve this tension, effort is exerted. And the greater the tension, the higher the effort level. If this effort leads to need satisfaction, it reduces tension.

The tension-reduction effort must also be directed toward *organizational goals*. Therefore, inherent in the definition of motivation is the requirement that the individual's needs be compatible with the organization's goals. When the two don't match, individuals may exert high levels of effort that run counter to the interests of the organization. Incidentally, this isn't all that unusual. Some employees regularly spend a lot of time talking with friends at work to satisfy their social need. There's a high level of effort but little being done in the way of work.

Thus motivation has become a recurrent topic in the most part of today's enterprises or organizations that live through competition due to the market globalization. Implicitly, motivation is multi-dimensional and could vary from one person to another. For instance, it can come from money and from a many incentives in remuneration policy.

Then, a high incentive remuneration system motivated and encouraged the whole caregivers who became more productive and committed. However, a poor or lack of incentive remuneration policy however not motivated and discouraged some professional caregivers who went from public sector to private sector or from developing countries to developed countries.

1.1 Research objective
The research objective is to explore that incentive remuneration system tend to motivate caregivers.
1.2 Research hypothesis
 In order to reach the objectives of our research, the subsequent hypotheses are therefore formulated:
- Ho1: High incentive Remuneration policy is not tended to be a motivational factor that magnetized, maintained heath workers.
- H11: High incentive remuneration policy is tended to be a motivational factor to health
- Ho2: Method of allocating of variables compensations is not semed to be a motor of motivation that magnetize and maintain caregivers.
- H12: Method of allocating of variables compensations is semed to be a motor of motivation that magnetize and maintain caregivers.

2. Literature
2.1. Medical and paramedical employees in Togo
With reference to one of the most important potential agents of change in any system of health sanitary system. , the table 1 shows the categories and number of medical and paramedical workers in Togo.
Table 1: The number of medical and paramedical in 2010

Category	Doctor	Nurses and midwives	Dentist	Pharmacist	Public health workers
Total	349	1816	19	11	68

Source: OMS statistique de la sante 2010
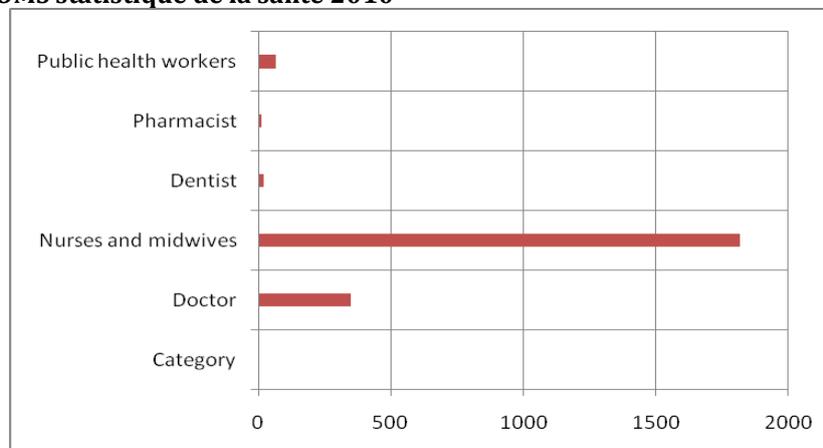
Figure 1: The number of medical and paramedical in 2010

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In Togo there is a lack of professional health workers. Nurses and midwives represented over 80 % of the whole of Togolese caregivers. They are seriously underpaid, but not necessarily undervalued in the community. They take on other jobs to support themselves and their families, yet they do not lack commitment to the professional task of heath workers. The figure is shown a lack of professional caregivers. This lack is explained by a lack of incentives in remuneration policy. Incentives remuneration policies are guaranteed and are usually directly tied to performance.

2.2 Remuneration Policy

Remuneration policy, also called compensation policy, is simply a payment plan that any type of organization will have and that mainly outlines how employees will get paid for working for the organization. This policy might state the base salary for each role in the organization, and it can illustrate the conditions under which pay raises will occur as well as any additional benefits. The benefits can include many types of incentives, such annual bonuses, overseas trips that are fully paid for by the organization, dental plans and more. Moreover, a remuneration policy will be designed to fit a particular organization and the goals that it desires to achieve. In a typical organization, there are different roles that require different levels of responsibilities, tasks and skills. Therefore, the remuneration policy is there to determine the appropriate pay rate for each particular set of responsibilities and tasks. It controls how the pay will increase as employees take on more responsibilities and tasks or move up in higher roles. Thus, the typical incentive is the annual bonus, which can be rewarded to an employee when he or she performs above a certain level for a given year. This type of incentive can make employees work hard in order to get the annual bonus, so both the firm and the employee can benefit accordingly. Furthermore, the remuneration policy might include other benefits, such as healthcare programs, retirement plans and all sorts of insurance plans, for which the organization will fully pay.

2.3 Motivation

Motivation is a whole conscious or unconscious causes that are, at the origin of individual behavior (Encarta encyclopedia of Microsoft).According to Stephen Robbins and Timothy A. Judge, "the motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal". The willingness of a major effort to achieve the objectives set by the Company, conditioned by the ability of that effort to satisfy a personal need. The employees feel motivated if they have personnel needed to satisfy or if they have agreed to ensure that enterprise objectives are achieved (Breard and Pastor).

2.4 Remuneration policy and motivation

Remuneration system reinforced workers motivation (figure 1). No one works for free, nor should they. Employees want to earn reasonable salary and payment, and employees desire their workers to feel that is what they are getting (Houran. J). Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 200)

Figure 1: Remuneration system reinforced workers motivation

It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007). Salaries are used as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al, 2007). Thus, the allocation of performance-based wage increases, piecework bonuses, and other pay incentives is important in determining employee motivation.

3. Methods

The method adopted in this research is the descriptive analyze based on a mail survey method. Sampling design begins by specify the target population relevant to this study is all medical and paramedical personnel (nurses and the midwives, the medical assistants, and health technicians. The nurses and the midwives, the medical assistants, and health technicians..) who are in charge of providing health care services to the population. Primary as well as secondary data were collected. Primary data has been collected using structured questionnaire with personal interviews, specifically medical and paramedical

personnel and all those who work in medical imaging services, laboratory, emergency and operating rooms. Secondary data has been collected from various quality magazines, research papers, text books, related websites and related reports emanating from the organizations such as the SYNPHOT ("Syndicat National des Praticiens Hospitaliers du Togo") , as the Ministry of Health, and to the management of the health system was very useful.

Sampling techniques may be broadly classified as nonprobability and probability. As a mail survey method will be applied in this research, it is possible to use a probability sampling technique. Hence, a proportionate stratified sampling design was selected .This method is efficient when differentiated information is needed regarding various strata within a population because it provides more information within a given sample size (Sekaran 2000). In addition, it allows for a reduction of standard error over simple random sampling (Kinnear & Taylor 1996; Zikmund 1997). For the sampling unit, survey was conducted in the chief place of the following regions: Kozah for Kara's region and Dapaong for savanna's region. We chose these regions to facilitate our study because of some perfect knowledge we have of these regions. Because of inability to reach all the target population, we made a sample of this population and the statistical approach determining sample size is based on confidence intervals which will be smaller. We choose a random sampling with a rate about 7%. This allowed us to retain for our study 150 persons of the whole workforce of the healthcare.

The data obtained for the questionnaire was processed using software Excel. The analysis of the results obtained from this treatment with those obtained to the interview and the literature allow us to offer some suggestions as solutions to the motivation issues facing human resource managers in the health system.

Based on the descriptive research methodology, data was collected and analyzed using SPSS and conclusions and recommendations were taken.

4- Results and Discussion
Remuneration policy as a Source of Encouragement
Graphically representation of percentage share of data analysis obtained showed that 91% of employees are supporting the idea that the various remuneration namely: salary, bonuses and other rewards paid to employees are for them a source of incentive motivation. Only a minority around 9% of the survey are rejecting this idea. This is once more checked by the universal character of remuneration on the motivation of employees at work.
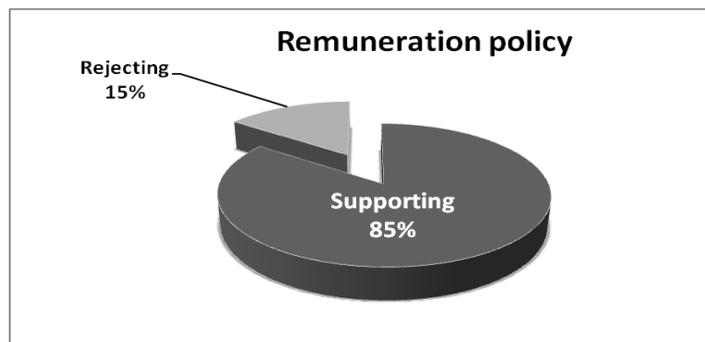
In Togo wages of public sector is very low and is not likely encouraging in health system.Some bonuses even if they existed are like wages insignificant. Despite the insignificant values of these bonuses, it has been noticed that , there is an ill-will of the authorities who still accumulate some delays in the payment of theses bonuses which often let employees go on strike.Then remuneration policy is intended to be a motivational factor that magnetized, maintained heath workers.

This analysis is reinforced by testing a null hypothesis (Ho2).

**Ho2: Remuneration policy is not tended to be a motivational factor that magnetized, maintained heath workers.**

Variable	Pearson Correlation, r	Significant, p	Mean	Standard Deviation	Results
Remuneration policy	.672**	.000	3.79	1.341	Ho2 Rejected

**Correlation is significant at the 0.01 level

Ho2 was rejected after Pearson correlation testing was conducted. From the results of the significant value p < 0.05, this indicated that there is a relationship between remuneration policy and employee effective maintaining. The positive value of Pearson correlation, r, indicates that the relationship between remuneration policy and employee effective maintaining is positive.

System of Bonus Awarding Allocating

The analysis here retain two methods of attributions- namely bonuses and rewards that are expressed by the majority of professionals interview, either by overtime or merit of task accomplished. The workers expressed desire for fair treatment from their hierarchy. Graphically representation of percentage share of data analysis obtained showed that with regard to the method of allocation of professionals bonuses, opinions are shared..
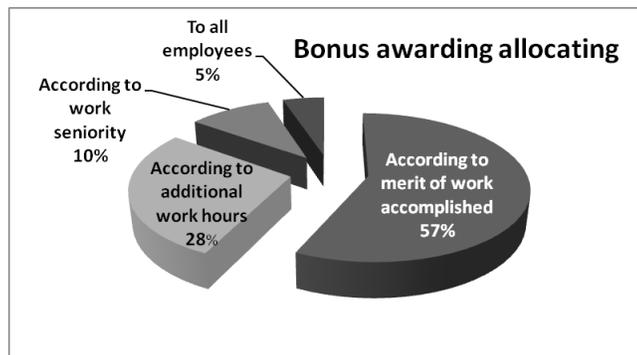
The half (57%) of professional surveys allowed to give bonuses or others awards according to merit of various works accomplished.Over 28% would like to give these bonuses according to additional hours of works accomplished .

This analysis is reinforced by testing a null hypothesis (Ho4). Only the minority of the workforce survey 5% agree that bonuses must be given to all employees , finally the rest 10% of the workforce would like to give theses bonuses according to work seniority. The analysis here retain two methods of attributions bonuses and rewards that are expressed by the majority of professionals interview according to additional work, to merit. Employees would like a fair treatment from their boss. The fair treatment we reminded in the theory of Adam, is an important factor of motivation that HRD should take in account. Bonus awarding allocating is semed to be a motor of motivation that magnetize and maintain caregivers.

Ho4: Method of allocating of variables compensations is not semed to be a motor of motivation that magnetize and maintain caregivers.

Variable	Pearson Correlation, r	Significant, p	Mean	Standard Deviation	Results
Bonus awarding	.602**	.000	3.09	1.242	Ho4 Rejected

**Correlation is significant at the 0.01 level

Ho4 was rejected after Pearson correlation testing was conducted. From the results of the significant value p < 0.05, this indicated that there is a relationship bonus awarding and employee effective maintaining. The

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positive value of Pearson correlation, r, indicates that the relationship between bonus awarding and employee effective maintaining is positive.

5. Recommendations

Based on primary as well as secondary data collection, data analysis of the research formulated some suggestions that are applied to all institutions of Togolese public sectors. As finance is seemed to be stone spear, an effective foundation of HRM; organization should invest in HRM in order to achieve objectives that were fixed and to get good result. A good performance is always based on a good motivation. So to achieve that, the government should improve and develop practice that could allow employees to be kept motivate for their work which they are responsible. To do so, the authorities should think about an establishment of a new salary scale that takes into account the nationally and internationally current living standards. In the short term, the HR manager can apply an indirect remuneration or performance remuneration which is linked to an individual or a collective merit.

Togo is a country which must develop its leadership and its good governance of health institutions. First of all, the number of caregivers should be increased. The government should implement a good plan of development of human resources in the health system and should develop remuneration policy in heath sector in order to motivate caregivers and magnetize their effective maintaining.

6. Conclusion

The main goal of our studies was to provide an overview of health workers motivation and in-depth analysis of the main variables of motivation. From the data analysis conducted to test relationships, all attributes of employee motivational factors had a significant relationship with employee effective maintaining. Then the analysis confirmed that all motivational factors are likely contributing to maintain effectively and efficiency health workers.

Following this research it has been found that, efforts still have been made to close the health institutions of the population. However, these institutions are suffering from insufficiency of professional staff especially those located in some far villages. Apart from this insufficiency of professional caregivers, we also notice: the worst organization of staff, the old medical equipments that are not adapted and the inadequacy of the buildings which are not allowed to give citizens health services.

The results of this research without the pretension of being exhaustive can serve as a basis or can contribute to improve the motivational factors that are magnetize and maintain efficiency caregivers.

The decentralization process initiated and finalized by the government with the support of international organizations should be allowed an autonomous management of health institutions to involve more people in the management of local affairs by taking control of their underway. The assistance of foreign partners would be welcome but it would hence forth regard as a necessity

7. Acknowledgements

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