



Munich Personal RePEc Archive

## **The impact of remuneration on staff motivation (The case of a bank branch)**

Khalfallah, Fatma and Necib, Adel and Saghrouni, Olfa

, Higher Institute of Business Administration, Gafsa  
University, Tunisia, Faculty of Economic Sciences and Management  
Sfax, Tunisia

31 August 2021

Online at <https://mpra.ub.uni-muenchen.de/109509/>  
MPRA Paper No. 109509, posted 01 Sep 2021 08:01 UTC

**Necib Adel**, PHD, Faculty of Economic Sciences and Management Sfax, Tunisia. Certified Personal Development Coach (Algeria)

Adresse mail : [adel\\_necib2021@yahoo.com](mailto:adel_necib2021@yahoo.com)

**Khalfallah Fatma**, Higher Institute of Business Administration, Gafsa University, Tunisia

Adresse mail : [Khalfallah.fatma@gmail.com](mailto:Khalfallah.fatma@gmail.com)

**Saghrouni Olfa**, Higher Institute of Business Administration, Gafsa University, Tunisia

Adresse mail : [saghrouniolfa@yahoo.fr](mailto:saghrouniolfa@yahoo.fr)

## **The impact of remuneration on staff motivation**

### **(The case of a bank branch)**

#### **Abstract**

Researchers and managers have created the concept of work motivation to better understand the operation of firms and organizations, as they recognize the need of creating this emotion in order to provide more effort. Managers began to place a greater emphasis on the social climate and the relationship between employees and their workplaces, i.e. the elements that motivate people to be more dedicated to their jobs. They were also interested in the salary practices that will be implemented in the firm in order to boost employee performance.

The purpose of this research is to look into the role of salary as a motivator in a finance department.

In fact, we conducted a questionnaire study of a sample of employees, concentrating on motivating factors and the value placed on pay (and its components). Pay is the most motivating element, along with other variables such as effective career management, training, recognition by superiors, and better working environment, according to the findings.

#### **Keywords**

Remuneration, Remuneration policy, Remuneration pyramid, Motivation factors and theories.

#### **General Introduction**

Human resources management is taking a strategic place in the organisation of companies, and is concerned with the most important resource, the human factor. This conception of this factor makes it a capital that we must know how to make profitable and an investment on which many specialists in work psychology, management and sociology have focused in their research on productivity and performance at work.

Compensation is one of the most important variables in the human resources function. Its purpose is to attract potential candidates, to retain and motivate competent employees, to administer salaries and to facilitate the achievement of objectives.

Remuneration is at the heart of the relationship between the employer and his employees. It is an explicit part of the employment contract: the employee receives a salary in return for performing work. Nevertheless, remuneration is only one of the modalities of the contribution-retribution relationship. In terms of contribution, we can distinguish between what shows simple physical strength and ability, time spent at work, talents, skills, results or performance achieved, and in terms of reward, we distinguish between salary, bonuses, gratuities and monetary benefits, but also material benefits.

Remuneration policies must also address the question of how to set up a system that is sufficiently motivating. The aim is to attract the best skills and retain them for sustainable development and national and international competitiveness.

Motivation seems to be one of the essential competitiveness factors capable of meeting the needs of managers. Therefore, defining a better remuneration policy that enables the triggering of motivation is a central concern of the company and the human resources function. These remuneration policies and practices directly determine the way in which human resources are optimised. Many scientific works and researches, sociologists and managers, have demonstrated the link between remuneration and motivation, among these works, we quote the synthesis of P. Roussel (1996) and T. Amara and A. Ncib (2021).

In order for the company to achieve its objectives, it must get its employees to adhere to its vision. It must therefore adopt a strategy to develop a certain sense of belonging to the company among its employees. A remuneration policy aims to attract, motivate and retain high performing employees whose loyalty is essential to the success of the company.

Although the remuneration system is an important element in the economic and social context, the remuneration system cannot be generalised. It differs from one country to another.

The 1990s in Algeria were marked by the opening up to the market economy (competitive laws) and new managerial practices in companies, which we can cite as the desire to take greater account of the individual and his or her skills.

This desire is expressed by efforts in the field of human resources management (HRM), such as limiting collective salary increases and tending towards an individualisation of salaries, with the aim of involving staff more by associating them with the company's success, while rewarding the best performing employees. Thus, companies are seeking to use all the new forms of remuneration in order to maintain a high degree of motivation of their staff. Moreover, compensation is becoming an essential and recognised component of human resources strategy. From now on, compensation no longer simply means paying, but also motivating and retaining high-performing employees, whose loyalty is essential to the success of the organisation. The latter are the real actors in the performance of the company. For this to happen, they must be motivated in order to be part of an efficiency logic for this organisation.

Given the importance of remuneration as an integral practice of human resource management and the curiosity to know how Algerian companies stimulate their employees. From this observation and the explanations we have given above, our research problematic is born, which we have formulated as follows

### **What is the effect of pay on employee motivation?**

#### **Review of the literature**

According to Marcel Côté: "The human resource function is that part of general administration whose role is to think, plan, group, coordinate, integrate, direct and control the activities of each line manager as he or she seeks to acquire, retain, use and develop competent personnel to achieve the objectives of his or her organisation and those of his or her staff in an effective manner."

According to Shimon L. Dolan, Tania Saba, Susan E. Jackson, Randall S. Schuster: "Human resource management in an organisation can be defined as the set of activities aimed at managing talent and energies in order to contribute to the achievement of the organisational mission, vision, strategy and goals."

According to P. Roussel: "HRM is the set of activities aimed at developing the collective effectiveness of the people who work for the company. Since effectiveness is the extent to which objectives are achieved, HRM's mission is to lead HR development. In order to achieve the company's objectives. HRM defines the HR strategies and resources, organisational modes of operation and supporting logistics to develop the skills needed to achieve the company's objectives."

In other words, "human resource management is the set of activities that enable an organisation to have the human resources that correspond to its needs in quantity and quality".



Source: Jean Marie Peretti, ressources humaines, 8th edition VUIBERT sep 2003, p30.

According to B.Thévenet, C.Dejoux et All: "Remuneration is the ordinary basic salary or wage and all other benefits and accessories paid, directly or indirectly, in cash or in kind by the employer to the worker by reason of the latter's employment".

According to J.M. Peretti and J.P. Magot: "Remuneration is the totality of the rewards acquired by the employee in return for the work done for the organisation employing him".

Motivation at work is a process that involves the will to make efforts, to direct and sustain energy towards objectives and workload, and to translate this intention into effective behaviour to the best of one's ability.

The visible and most concrete expression of a person's motivation is the effort he or she regularly puts into his or her work. Effort is defined as the amount of physical and intellectual energy expended in work by the individual.

According to Dimitri Weiss: "Motivation is directly linked to action and its result, and can be defined as the degree of commitment of an employee in the performance of a task assigned to him by the organisation. It can also be defined as the set of forces that determine an individual's action and behaviour in order to achieve an objective or carry out an activity.

According to Patrice ROUSSEL: "Motivation at work is a process that involves the willingness to make efforts, to direct and sustain energy towards the achievement of objectives and workload, and to translate this

intention into effective behaviour to the best of one's ability.

### **The link between motivation and remuneration**

In the previous chapter we dealt with remuneration in the HRF, as well as the two previous sections of this chapter which dealt with work motivation. Therefore, in this section we will try to present the link between staff motivation and remuneration.

**Means of motivating staff :** The most successful companies are those with the most motivated employees. Motivated employees are characterised by high productivity, high quality work, a strong sense of urgency to deal with situations of increased stress and greater personal involvement in the work.

**Motivation through management methods :** All staff motivation strategies, management methods are based on the importance of internal communication on the one hand and recognition on the other.

**Clear and transparent internal communication :** All motivational strategies are based on clear and transparent communication between employees of the same status, and this communication is easy to achieve. This is not the case for leaders or managers and their subordinates. Indeed, managers must communicate the objectives that have been set to their employees so that the whole team moves in the same direction. The manager must also ensure that all staff have understood their goals and the issues at stake. Good internal communication will help to motivate all staff in the sense that they will know what is at stake and what the objectives of their tasks are. In this way, employees will work together towards a common goal.

**Recognition :** Recognition at work is a very important element that influences employee motivation. Indeed, the more an employee is recognised in the company where he works, the more he will be motivated because he will feel unique and part of it. Thus, through employee recognition, the company will be able to achieve a high level of performance thanks to the motivation of its employees.

- **The conditions for motivating remuneration**

In his book on Remuneration, motivation and satisfaction, Rousset. P takes up the five conditions for motivating remuneration listed by Lawler:

Employees must attach a high positive balance to remuneration.

Employees must believe that good performance is really followed by high pay.

Employees must believe that the quality of the work they do depends to a large extent on the effort they put in. This means that they must believe that they can control the quality of the work they do. If this condition is not fulfilled, workers will not believe that putting effort into work will eventually lead to high pay.

Employees should consider the positive results of good performance to be more important than the negative ones.

Finally, employees must consider that doing a good job is the most attractive of all possible behaviours, only then will they be motivated to direct their effort towards doing a good job. That is, the motivation to do a good job must be stronger than the motivation for any other behaviour.

Sometimes it is difficult to motivate a person. In a company, motivating staff requires taking into account a range of variables, some of which are internal to the organisation and some external.

## **Formulation of hypotheses**

The operationalisation process is a research approach that relies on obtaining numerical indicators to measure reality. To do this, the first step is to formulate one or more hypotheses.

The development of the hypothesis is one of the crucial steps in research. The hypothesis: "is a statement that predicts a relationship between two or more terms and implies empirical verification". Therefore, in order to achieve the objective of our research, we conducted a pre-survey, which took place in a bank branch in Tunis, and we assumed the following answers that will be used to conduct our research:

- A bank branch uses remuneration as the main factor for work motivation.
- The variable part of the remuneration is an effective way to develop and maintain the motivation of the employees of a bank branch.

## **The method and techniques used in the field**

The aim of our research is to determine which components and elements of remuneration are more motivating for employees.

In order to achieve our objectives and to confirm or refute our hypotheses, we used the following research methods and techniques:

### **The method used**

This choice is determined by the nature of our theme, the initial question and the objectives of the research, in order to verify the hypotheses put forward and to ensure the existing relationships between the different study variables.

### **The study population and sample**

Our survey population concerns all employees working in a bank branch in Tunis, and since our study focuses on the remuneration and motivation of employees at work, we thought it appropriate to address any person working in this bank, which is made up of two socio-professional categories: supervisors and technicians, and managers.

The total number of employees in this branch is 93, and we took 75.3% of this population, which constitutes a sample of 70 respondents spread over the various socio-professional categories mentioned.

Given the sensitivity and specificity of our topic, we opted for a stratified sample where we did not know the probable number of the population, i.e. the size of our sample that we wished to study.

In order to carry out our survey, we asked our supervisor to distribute our questionnaire to the entire study population, which is divided into two groups: managers, technicians and supervisors. Since we were not allowed to carry out this distribution task in a bank branch in Tunis, we were asked to distribute the questionnaire to the entire study population.

The sorting, analysis and interpretation of the data was carried out using SPSS Windows software.

## Analysis and interpretation of results

**Table N°01:** Distribution of the survey population by gender.

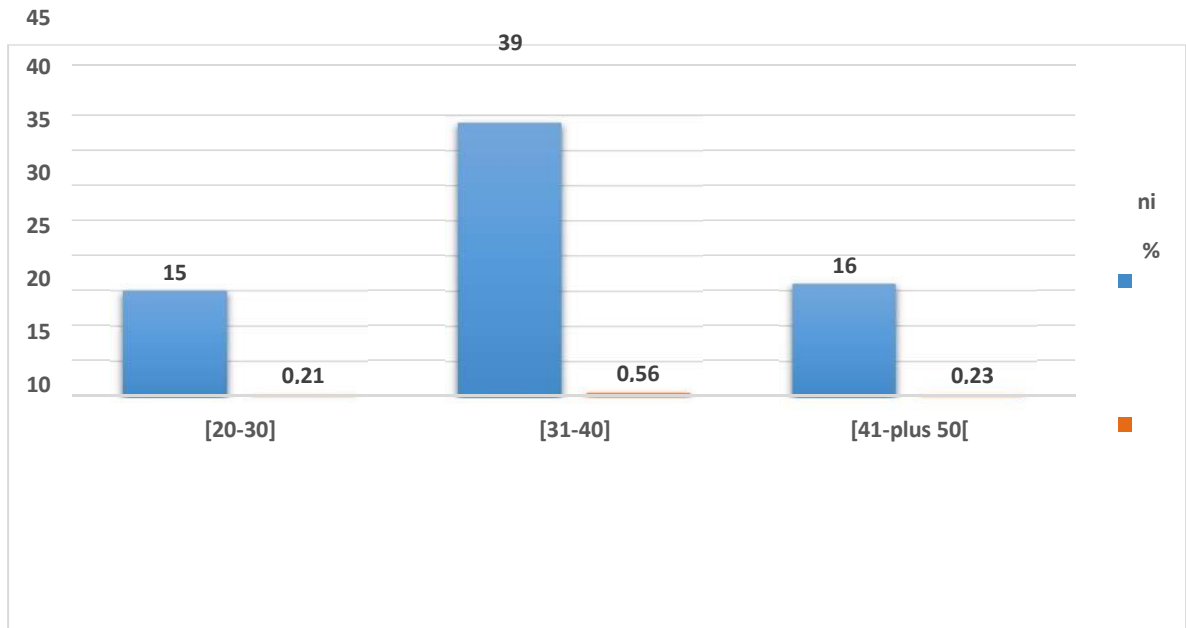
<b>Sexe</b>	<b>Ni</b>	<b>%</b>
<b>Masculin</b>	42	60%
<b>Féminin</b>	28	40%
<b>Total</b>	70	100%

**Source:** made by us.

The table above shows the distribution of respondents by sex, and we can see that the male sex is the most dominant category, with a percentage of 60%. While the female sex constitutes 40% of the population studie



**Figure: N°01:** Distribution of the surveyed population by age.



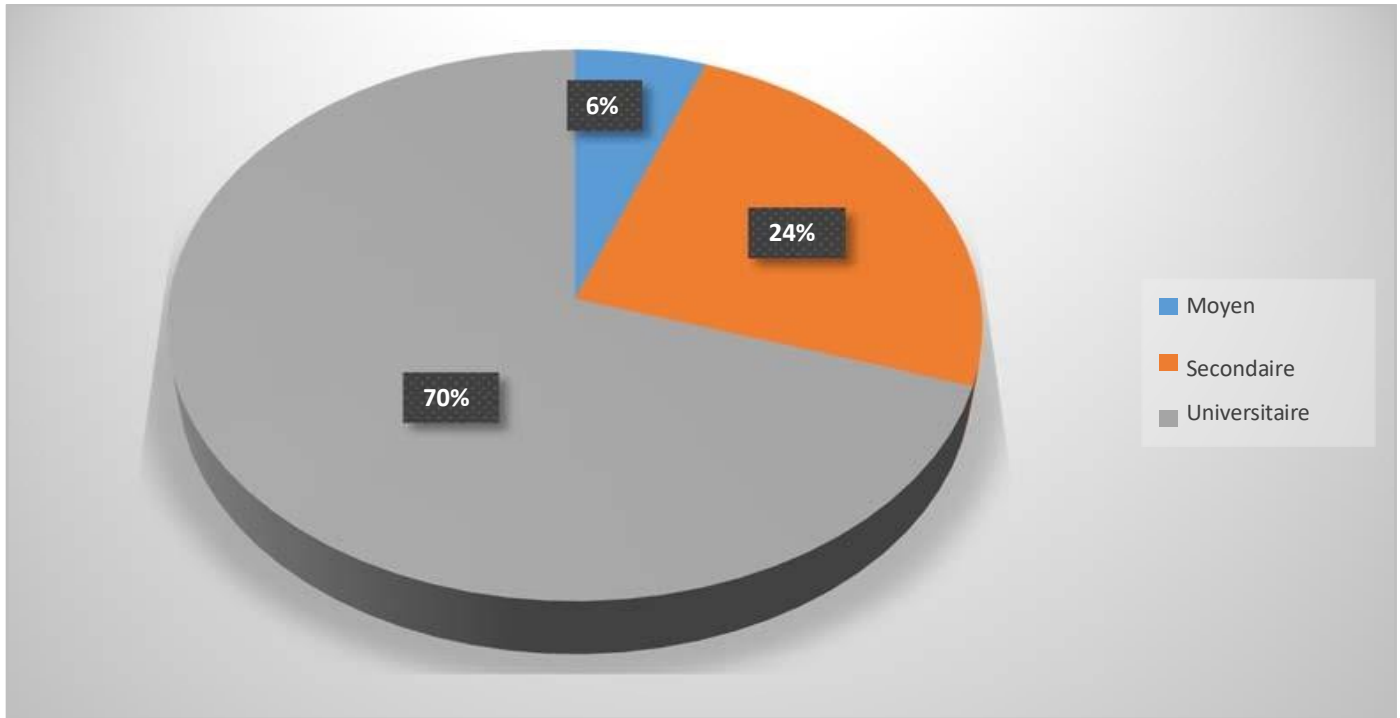
**Source:** made by us.

According to the data collected during the survey, and presented in the figure above, we note that the majority of respondents have an age that varies between [31-40] with a rate of 56%. We can say that the Tunis bank branch is based on the potential of experience to create favourable conditions for the development of human resources management.

In second place comes the population whose age varies between 41-50 years, with a rate of 23%.

Finally, the age category [20-30] represents only 21% of the surveyed population

**Figure N°02:** Distribution of the surveyed population by level of education.



**Source :** made by us.

According to the results collected and classified in the figure showing the distribution of respondents according to their level of education, we note that the highest rate is recorded among employees with a university education with a rate of 70%, followed by employees with a secondary education with a proportion of 24%, and lastly the category with an average level of education with a percentage of 6%.

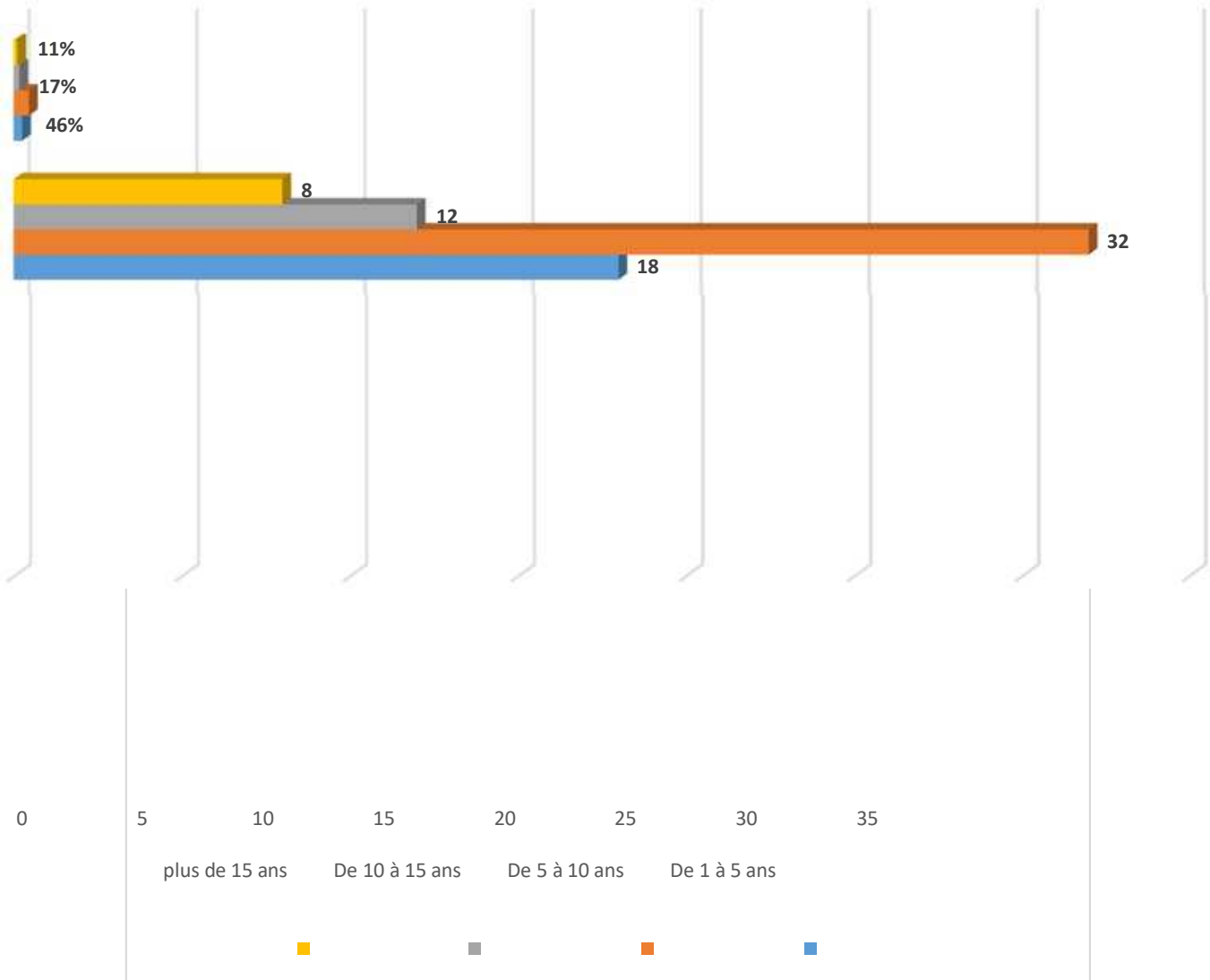
The figure above shows that the level of education of respondents varies from one CSP to another.

70% of the population surveyed have a university education. 24% of the surveyed population has a secondary education.

Finally, the average level of education represents only 6%.

It can be argued that the majority of respondents have a high level of education, which is compatible with the skills and qualifications needed to perform complex tasks.

**Figure N°03:** Figure N°08: Distribution of the surveyed population according to the number of years of service.



**Source :** made by us

According to the results of the following question, we observe that 46% of the salaries interviewed have a length of service ranging from 05 to 10 years.

26% of the respondents stated that they had between 01 and 05 years of service.

17% of the surveyed population stated that they had 10 to 15 years of service.

Finally, only 11% of the population have more than 15 years of service.

**Table N°02:** Distribution of the surveyed population according to professional status.

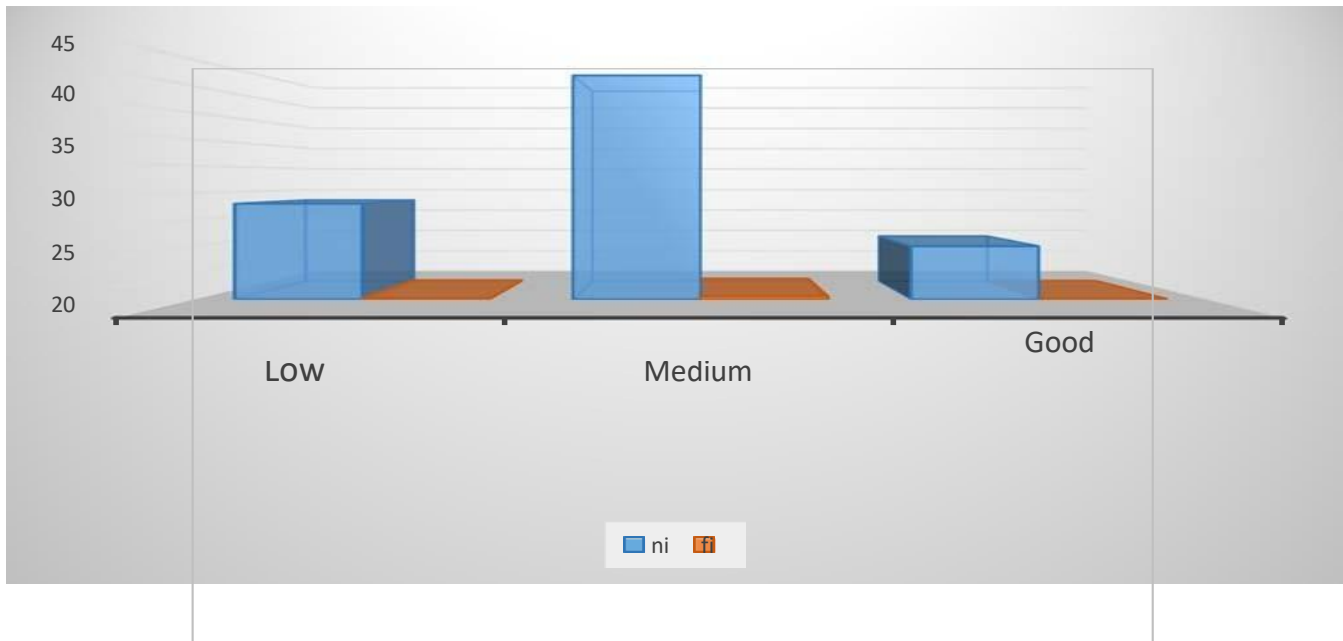
<b>Professional status</b>	<b>ni</b>	<b>%</b>
<b>Frames</b>	<b>58</b>	<b>83%</b>
<b>Technicians and supervisors Supervisors</b>	<b>12</b>	<b>17%</b>
<b>Total</b>	<b>70</b>	<b>100%</b>

**Source :** Made by us

From these results, we can see that our sample consists of two socio-professional categories. The table shows that the category of managers is the most important with a percentage of 83%, followed by technicians and supervisors with a rate of 17%.

In the following tables and figures we will try to verify the first research hypothesis which states that remuneration is the main motivating factor in a bank branch.

**Figure N°04:** Respondents' opinion on the remuneration system in the bank branch.



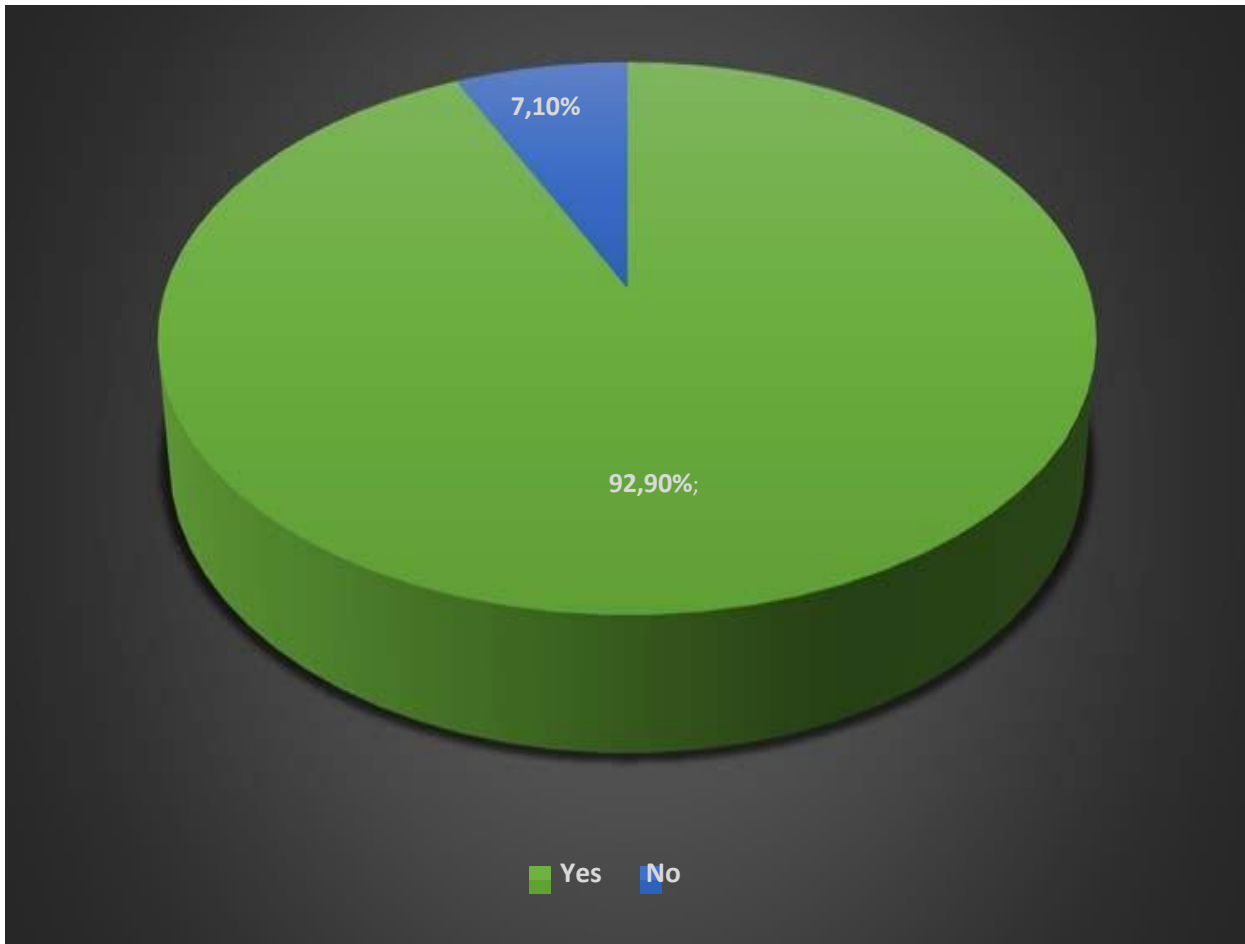
	Low	Medium	Good
ni	18	42	10
fi	26%	60%	14%

**Source :** made by us.

The figure shows the perception of employees regarding the quality of their remuneration system. More than half of the respondents (60%) consider the remuneration system to be average, followed by 26% of the employees who say that the remuneration system of the Tunis bank branch is poor, and 14% of the employees consider it to be good.

According to these results, the majority of respondents in our sample consider that the remuneration system established by the bank branch is based on objective criteria, which qualifies it as a globally coherent system.

**Figure N°05:** Distribution of respondents in relation to the effectiveness of the wage policy of the Tunis bank branch.

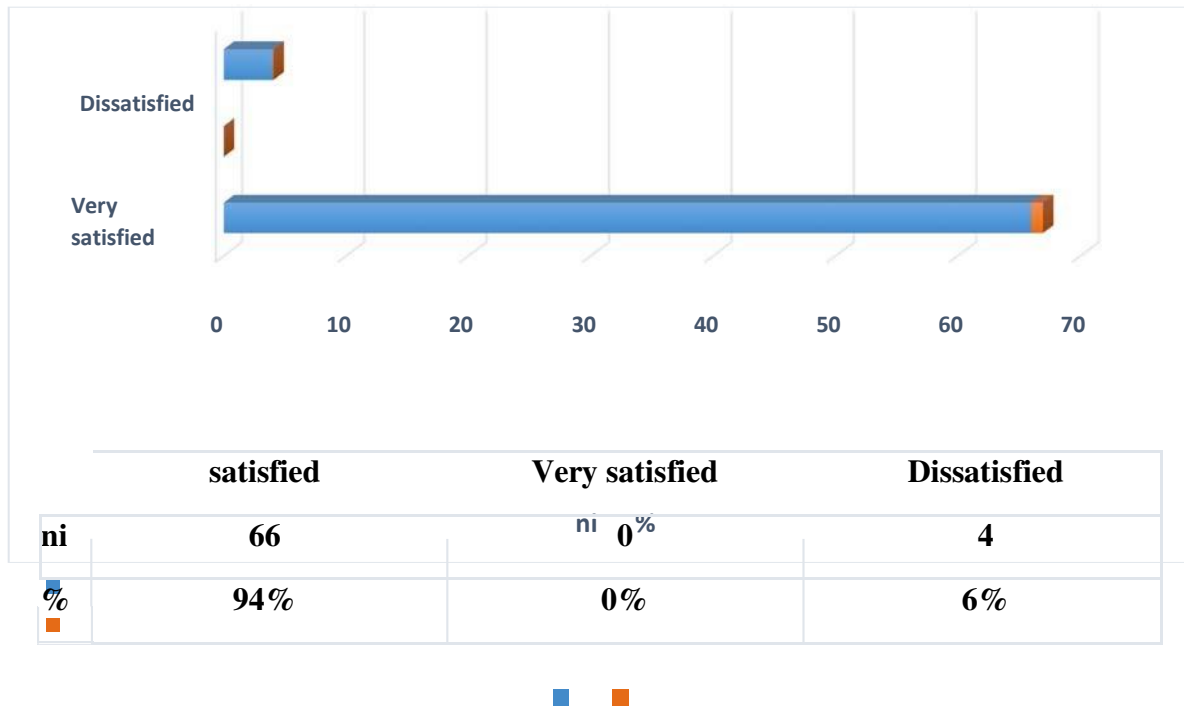


**Source :** made by us

This figure shows the distribution of respondents according to their perceptions of the effectiveness of the bank's pay policy. We note that 92.9% of the respondents consider that the bank branch's remuneration system is effective, while the remaining 7.1% consider that it is not effective.

According to the results obtained, we find that the Tunis bank branch has an effective salary policy, which has created a sense of recognition and fairness reflecting the value system, to attract competent human resources, retain performance and motivate employees.

**Figure N°06:** Distribution of respondents according to their degree of satisfaction with their salarie



**Source :** made by us

From the figure above, we can see that almost all of the sample surveyed, 94%, responded with satisfaction with their salaries, while only 06% were dissatisfied. In fact, the rate of employees who are very satisfied with their salary is almost zero.

From the results of this figure, we can see that the majority of respondents are satisfied with the salaries they receive and consider them fair.

The man is looking for satisfaction in his work and a degree of motivation with regard to his salary to improve his performance. Even if the salary is low, one can be motivated by the addition of certain benefits and priorities such as hygiene, work environment, safety in the workplace; H. Herzberg scientifically demonstrates that to motivate people at work, one must satisfy their needs for self-esteem and self-fulfilment. To achieve this, the organisation of work must be enriched to make the work more interesting and rewarding for the employee.

Thus, employee dissatisfaction is linked to the existing mismatch between what they want to receive and what they actually receive.

**Table N° 03:** Distribution of surveys according to their opinion on the most motivating factor at work.

<b>Motivational elements</b>	<b>ni</b>	<b>%</b>
<b>Possibility of training</b>	<b>10</b>	<b>14%</b>
<b>Possibility of promotion</b>	<b>19</b>	<b>27%</b>
<b>The high salary</b>	<b>27</b>	<b>39%</b>
<b>Autonomy in work</b>	<b>14</b>	<b>20%</b>
<b>Total</b>	<b>70</b>	<b>100%</b>

**Source :** made by us

This table shows us the opinion of the employees on the element that motivated them in their work, we observe that 39% of the respondents declare that the high salary is the motivating element at work, 27% and 20% of the employees place the possibility of promotion and autonomy in work in second place, contrary to the remaining sample represented by 14% who answered that the possibility of training is motivating in their work.

We find that pay is not the only motivating factor, which confirms the so-called Hawthorne effect, according to which "*motivation, morale and efficiency depend less on pay than on non-economic rewards*".



**Table N°04** : Respondents' views on the influence of pay on motivation by employment status

The influence of remuneration on motivation according to the S/P	No		Yes		Total	
	ni	%	ni	%	ni	%
<b>Frames</b>	<b>0</b>	<b>0%</b>	<b>58</b>	<b>82,85%</b>	<b>58</b>	<b>82,86%</b>
<b>Technicians and supervisors</b>	<b>6</b>	<b>8,57%</b>	<b>6</b>	<b>8,57%</b>	<b>12</b>	<b>17,14%</b>
<b>Total</b>	<b>6</b>	<b>8,57%</b>	<b>64</b>	<b>91,42%</b>	<b>70</b>	<b>100%</b>

**Source** : made by us

According to the results collected and classified in the table above, we find that the majority of employees affirm their opinions that pay influences motivation with a rate of 91.42%, which represents a number of 64 employees of all socio-professional categories, of which we find 82.85% representing managers, followed by a rate of 8.57% representing technicians and supervisors,

On the other hand, 8.57% of the employees in this category responded with (no), and there were no responses from managers.

From this reading, we can deduce that the majority of respondents are influenced by pay. On the other hand, we deduce that a certain minority of the respondents stated that remuneration is not an essential factor in motivating workers, and that monetary incentives are not necessarily the source of motivation for employees

**Table N°05:** Correlation of respondents according to their professional status and their opinion on remuneration as a motivating factor.

Remuneration Socio-professional status	No		Yes		Total	
	ni	%	ni	%	ni	%
<b>Frames</b>	<b>13</b>	<b>19%</b>	<b>45</b>	<b>64%</b>	<b>58</b>	<b>83%</b>
<b>Technician and supervisor</b>	<b>7</b>	<b>10%</b>	<b>5</b>	<b>7%</b>	<b>12</b>	<b>17%</b>
<b>Total</b>	<b>20</b>	<b>29%</b>	<b>50</b>	<b>71%</b>	<b>70</b>	<b>100%</b>

**Source :** made by us

According to the statistical data in this table, which shows us the different opinions of employees on the reality of remuneration in the Tunisian bank branch as a motivating factor, 71% confirmed that remuneration is a motivating factor, while 29% of employees stated that it is not a motivating factor.

The data show that both socio-professional categories in the surveys affirm that remuneration is a main factor in motivation, and that it is considered a crucial criterion not only for motivation but also for employee loyalty. This can be justified by the fact that employees work in order to receive a salary that is sufficient and fair enough for everyone. The needs of employees, their plans and their security depend on this remuneration.

#### **Verification of the first hypothesis:**

The analysis of the tables and figures constructed on the basis of the questions posed and relating to the research hypothesis that the bank branch uses remuneration as the main factor for work motivation, has enabled us to obtain this result.

Firstly, it can be concluded that the remuneration system in the bank branch is based on objective criteria, which qualifies it as a good system, the aim being to ensure that each employee receives a fair level of remuneration compared to other positions in this bank.

Furthermore, the affirmation of the effectiveness of the wage policy in their bank creates a feeling of recognition and fairness among employees that reflects the value system of the bank, while being attractive in relation to the labour market to attract competent human resources, retain performers and motivate employees.

We find that almost all employees of the bank branch, represented by a rate of 94%, are satisfied with their salaries, this satisfaction is due to the adequacy between the effort provided and the salary offered.

However, the unmotivating policy calls into question their statements on the effectiveness of their remuneration system, since the salary is not the only motivating factor, but rather what it represents, i.e. the recognition of the organisation of the work carried out by the employee, and therefore the salary, self-fulfilment, autonomy in work, level of responsibility, promotions and working conditions are one of the sources of satisfaction and motivation at work.

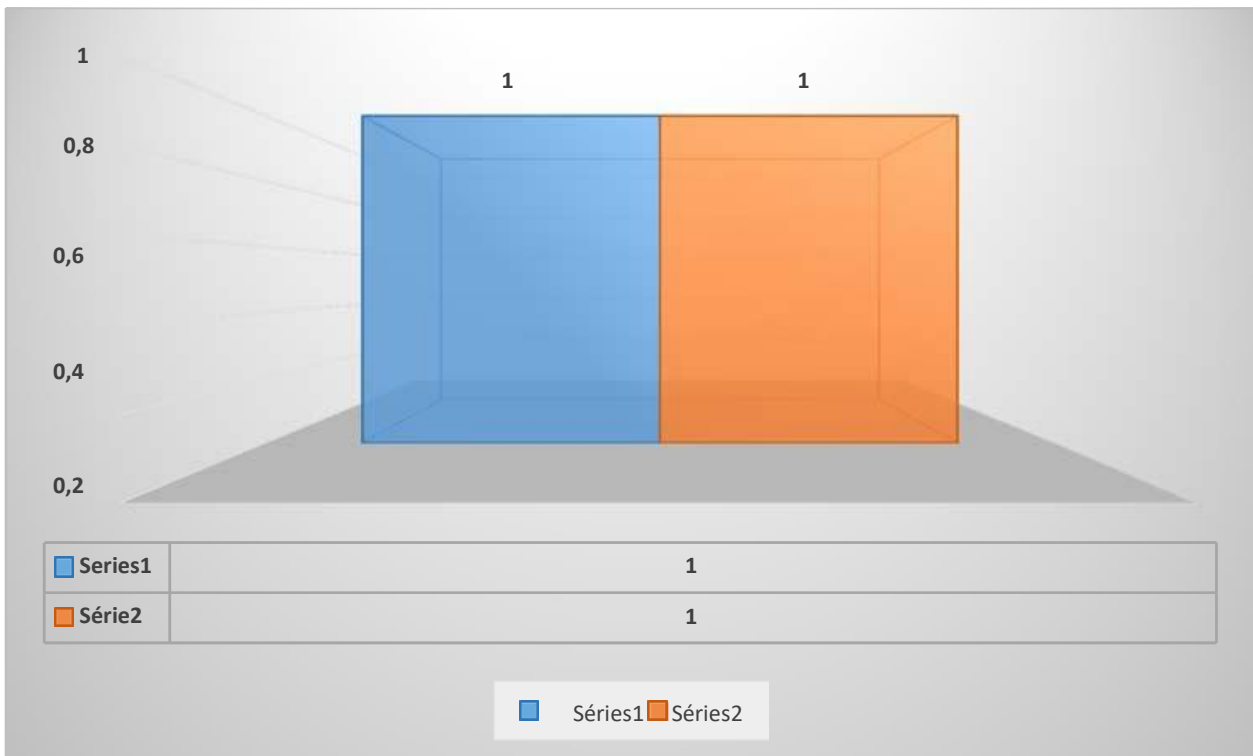
In this context, in terms of motivation, employees attach more importance to the criteria of high pay, promotion and autonomy at work, reflecting the importance of promotion as an instrument to motivate and ensure career development, and training as an element of skills development, thus allowing access to higher positions to receive a high salary. This is why the majority of employees are influenced by pay.

Indeed, remuneration consciously or unconsciously pushes the staff to act efficiently in their work, it is interested in the factors or aspirations that push the individual to develop efforts in their work, it moves to an intention, then to a behaviour consisting in making the effort to carry out good work in order to reach and satisfy their needs, it is generally attributed to F.W. TAYLOR the paternity of the idea according to which the most motivating element is the money *"If sufficient financial initiation is associated with productivity, the individual chooses productivity as the means of obtaining this financial reward"*.

Finally, what we have deduced in this work is that remuneration is an essential steering factor. It contributes to the development of performance, conditions the internal balance, keeps employees in the bank and attracts skills, so remuneration is considered as the important factor for the motivation of employees at work, this leads us to confirm our hypothesis.



**Figure N° 07** : Distribution of surveys by preferred way of working.



**Source** : made by us

This figure represents the distribution of the respondents according to their work preferences or way of working, we see that 87% of the employees prefer to work in teams, while 13% prefer to work individually.

From these data we observe that the majority of the respondents prefer to work in teams rather than individually, so we can justify this choice by the various bonuses that employees who work in teams receive, which reflects that the Tunis bank branch uses the collective performance bonus (CPB) as an element of motivation at work.

**Table N°06:** Correlation of the survey population by employment status and employee and management responses to remuneration criteria.

Remuneration criteria S/P	Diploma		Job requirement		Performance		Total	
	ni	%	ni	%	ni	%	ni	%
<b>Frames</b>	15	21,43%	25	35,71%	18	25,71%	58	82,86%
<b>Technicians and supervisors</b>	2	2,85%	3	4,3%	7	10%	12	17,14%
<b>Total</b>	17	24,28%	28	40,01%	25	35,71%	70	100%

**Source :** made by us

According to the results of the above table, the majority of employees, i.e. 40.01%, say that the job requirement seems to be remunerated through the salary scale, of which 35.71% represent managers, followed by 4.3% representing technicians and supervisors.

On the other hand, 35.71% of respondents said that performance seemed to be remunerated through the salary scale, of which 25.71% represented managers, followed by 10% representing technicians and supervisors.

On the other hand, 24.28% of the respondents said that the diploma seems to be remunerated through the salary scale: 21.43% representing managers, followed by 2.85% representing technicians and supervisors.

According to this table, these results can be explained by the fact that most of the employees in the Tunis bank branch seem to be remunerated through the job requirements grid, they represent the category of managers, i.e. the salary is established according to the requirements and the value of the position held and the task performed in order to study their results and evaluate their performance. The category of technicians and supervisors, on the other hand, seems to be paid by their output.

**Table N° 07:** The correlation of the respondents with regard to the evolution of their salaries according to their professional status.

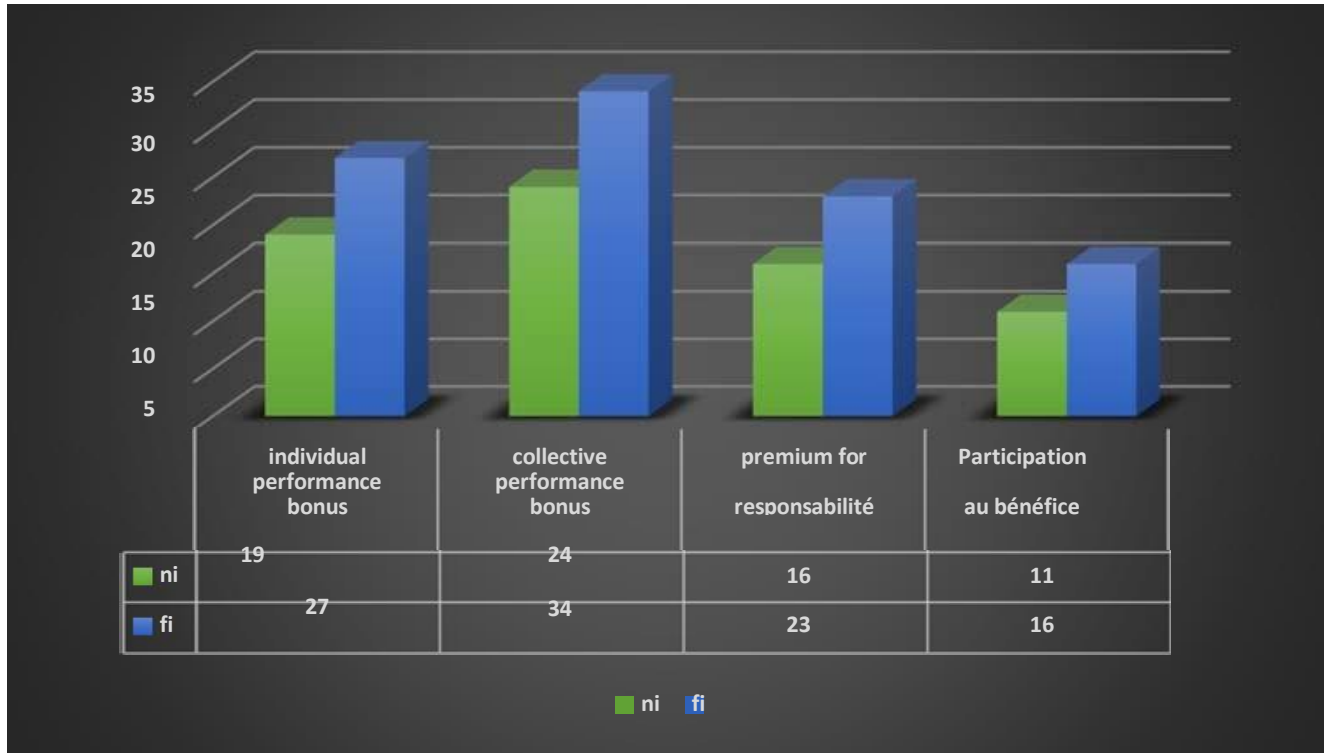
<b>Information through the change salary.</b>	<b>ni</b>	<b>%</b>
<b>Yes</b>	<b>41</b>	<b>59%</b>
<b>No</b>	<b>29</b>	<b>41%</b>
<b>Total</b>	<b>70</b>	<b>100%</b>

**Source :** made by us

From this table, it can be seen that the majority of respondents answered (yes) with a rate of 59%, of which only 41% answered no.

From the results obtained, it can be seen that the majority of the employees, with a high rate, confirmed that their salaries change from time to time. This bank pays its employees well with interesting salaries and to retain them and motivate them more in their work.

**Figure N°08:** The distribution of the respondents according to the bonuses contained in the variable part of the remuneration.



**Source :** made by us

The figure above shows us the distribution of the surveys according to the bonuses of the variable part, we observe that 34% of the employees receive collective performance bonuses,

27% of employees receive individual performance bonuses, 23% of employees receive responsibility bonuses and 16% receive profit sharing.

The results show that almost half of our sample receive group performance bonuses as part of their variable pay, while other employees receive profit-sharing and responsibility bonuses. So this can be explained by the fact that the Tunis bank branch does not only take profit sharing and job responsibilities as criteria to encourage its employees, this bank branch also uses individual and collective performance bonuses as other compensation mechanisms.



**Table N°08** : Correlation of respondents according to socio-professional status and the importance of the variable part of the remuneration.

Variable part of the remuneration /Socio-Professional Status	Important		Not important		Total	
	ni	%	ni	%	ni	%
<b>Frames</b>	<b>37</b>	<b>52,87%</b>	<b>21</b>	<b>30%</b>	<b>58</b>	<b>82,85%</b>
<b>Technicians and supervisors</b>	<b>9</b>	<b>12,85%</b>	<b>3</b>	<b>4,39%</b>	<b>12</b>	<b>17,15%</b>
<b>Total</b>	<b>46</b>	<b>65,71%</b>	<b>24</b>	<b>34,39%</b>	<b>70</b>	<b>100%</b>

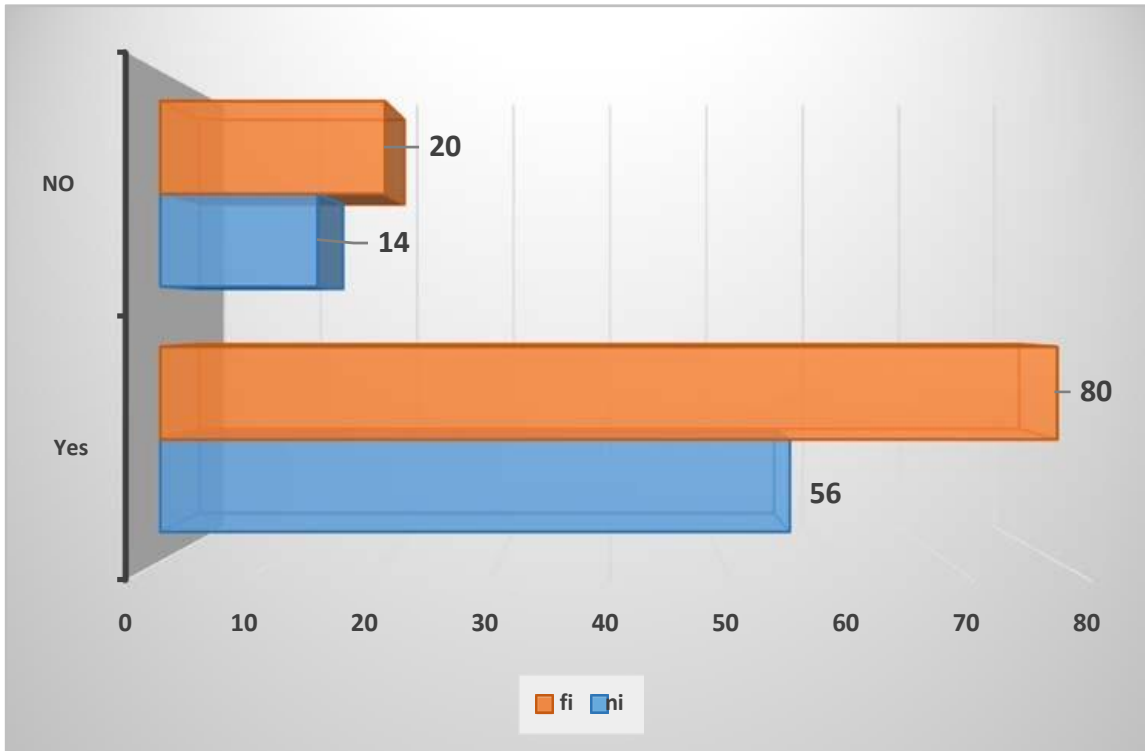
**Source** : made by us

According to the results of this table, which shows the relationship between socio-occupational status and the importance of the variable part of remuneration, we can see that this variable part is important for 65.71% of employees, while on the other hand 34.39% of employees consider this part to be of little importance.

The importance of the variable part of remuneration is represented by 52.87% of managers and 12.85% of technicians and supervisors,

From these results we conclude that the majority of employees in both socio-occupational statuses find the variable part of their remuneration important, probably because the fixed part of their remuneration does not allow them to achieve everything they want to do and have in order to meet their basic needs. In fact, the value of the bonuses constituting the variable part allows them to improve their level of remuneration.

**Figure N°09:** Distribution of respondents according to the incentive nature of the variable part of the remuneration.



**Source :** made by us

This figure shows the distribution of respondents' opinions on the variable pay component as an incentive to make more effort at work, with 80% saying that the variable pay component encourages more effort, and 20% saying the opposite.

These results show that the variable part of the remuneration package encourages the majority of employees to make more effort at work, as it pays employees according to their performance and results. This means that they are encouraged to work harder for a higher level of performance with the specific aim of receiving this variable pay.

**Table N°09:** Respondents' opinion on the motivation by the variable part according to the CSP.

Motivation by the variable part CSP	A little		Many		Not at all		Total	
	ni	%	ni	%	ni	%	ni	%
<b>Frames</b>	<b>19</b>	<b>27,14%</b>	<b>33</b>	<b>47,14%</b>	<b>6</b>	<b>8,57%</b>	<b>58</b>	<b>82,85%</b>
<b>Technicians and supervisors</b>	<b>3</b>	<b>4,28%</b>	<b>7</b>	<b>10%</b>	<b>2</b>	<b>2,87%</b>	<b>12</b>	<b>17,15%</b>
<b>Total</b>	<b>22</b>	<b>31,42%</b>	<b>40</b>	<b>57,14%</b>	<b>8</b>	<b>11,42%</b>	<b>70</b>	<b>100%</b>

**Source :** made by as

This table shows the opinion of employees on the motivation of the variable part of the remuneration according to socio-professional status. We can see that 57.14% of the respondents who answered that it motivates them a lot, and 31.42% of the employees confirm that this part motivates them a little, on the other hand we find 11.42% of the employees who are not motivated at all by the variable part of the remuneration.

47.14% of the employees who are motivated by the variable part of the remuneration are managers, while 10% are technicians and supervisors.

According to these results, many employees are motivated by the variable part of pay, including technicians, supervisors and managers, which can be justified by the fact that the bank remunerates performance resulting from the efforts of each individual or collectively in proportion to the level of achievement of objectives. In addition, the bank remunerates the contributions of each individual in an objective manner so as not to give rise to disputes; in this case, transparency is therefore imperative.

On the other hand, employees feel a certain satisfaction with this variable part which motivates them more and more in their work.

**Table N°10:** Distribution of respondents according to their opinion on the criteria determining the basic salary.

<b>Criteria for determining the basic salary</b>	<b>ni</b>	<b>%</b>
<b>Qualifications</b>	<b>39</b>	<b>55,7%</b>
<b>Responsibilities</b>	<b>20</b>	<b>28,6%</b>
<b>Working conditions</b>	<b>11</b>	<b>15,7%</b>
<b>Total</b>	<b>70</b>	<b>100%</b>

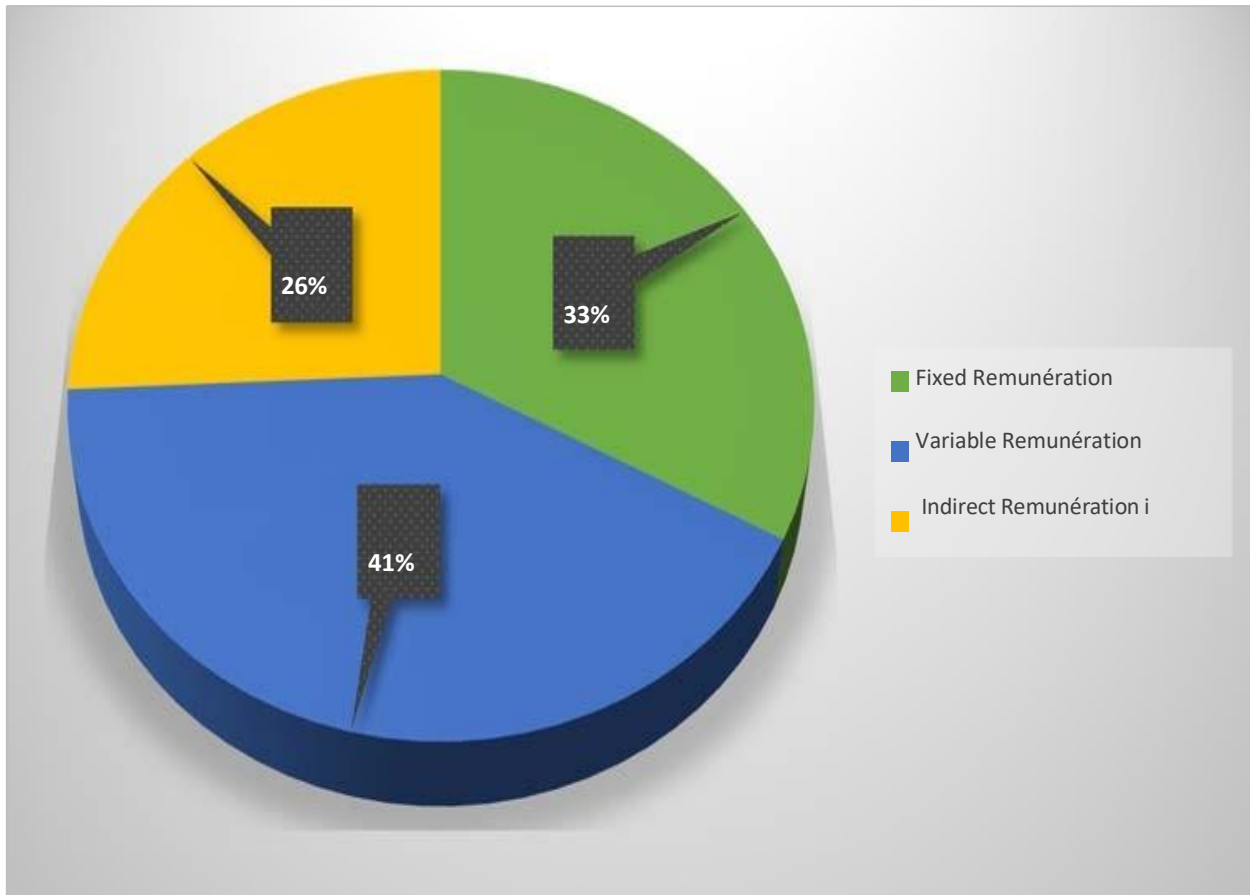
**Source :** made by us

Referring to the results of this table, which represents the opinion of the respondents on the criterion determining the basic salary, we find 55.7% affirming that qualifications come in first position as a determinant of the basic salary, compared to a rate of 28.6% for responsibilities, against 15.7% for working conditions.

We note that qualifications and knowledge (knowledge, know-how and skills) are attested by a diploma or resulting from experience. This means that an employee can access a more important job. for employees in terms of determining the basic salary. This shows that the bank branch places importance on the initiative and qualification of employees.

It can therefore be deduced that all three criteria are important for determining the basic salary and especially for job evaluation, enabling the bank branch to determine the salary scales for each job class.

**Figure N°10:** Distribution of respondents according to the remuneration element that influences their motivation.

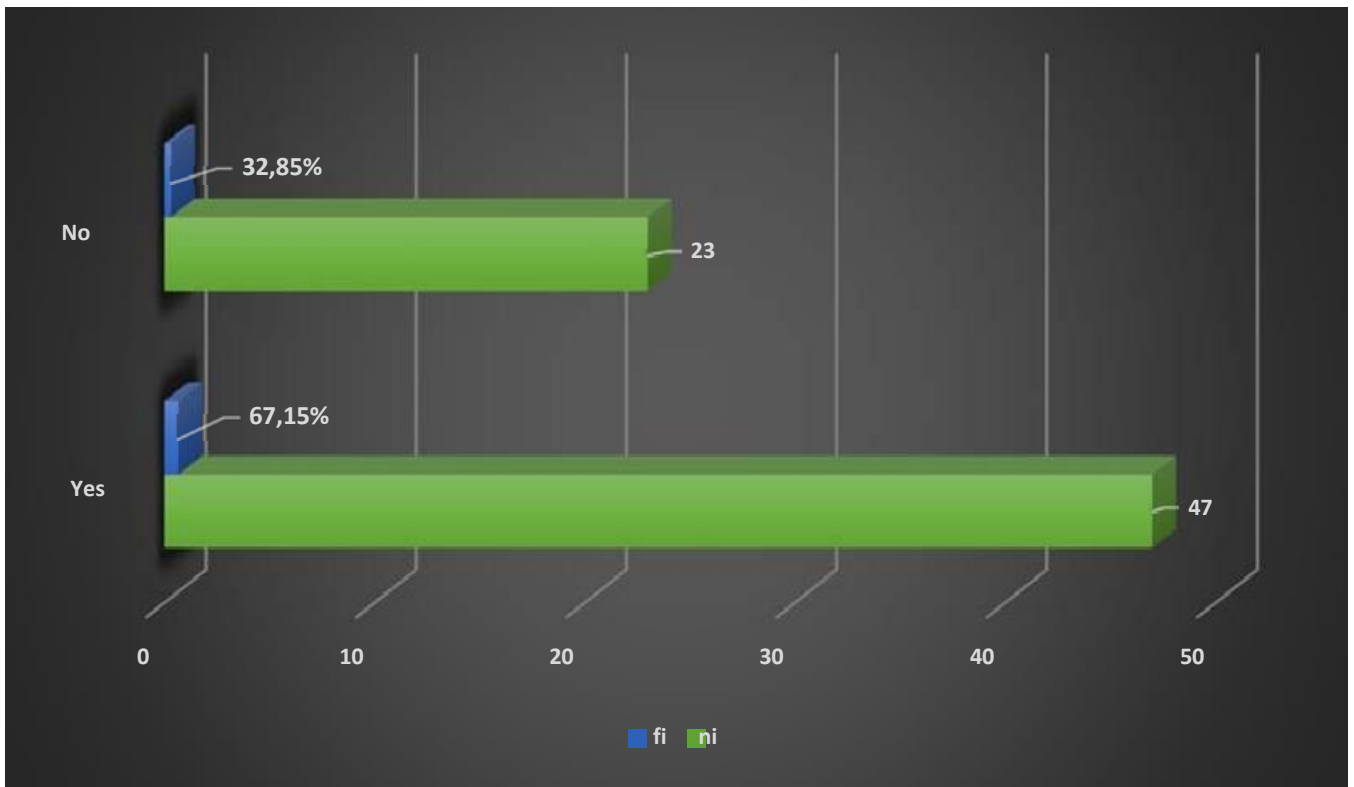


**Source :** made by us

This figure shows the opinion of the respondents on the form of remuneration that influences their motivation, these results indicate that 41% answered that variable remuneration is the motivating element, 33% are motivated by fixed remuneration, while 26% are for indirect remuneration.

From these results we can see that the employees' opinions are divided into three different opinions with almost the same percentages, so we can say that all three types of motivation are motivating for the employees. Other employees say that salaries are not the only form of remuneration, which confirms that indirect remuneration (profit-sharing, participation, selective and statutory schemes) also has a motivating effect on work.

**Figure N°11:** Distribution of respondents according to their views on benefit and reward.



**Source :** made by us

The figure on the distribution of benefits and rewards in their bank shows that 67.15% of the employees received a reward, while 32.85% responded that they did not receive a reward.

The results show that more than half of the employees surveyed receive a reward at their bank, which explains why the bank branch rewards its employees to encourage them to work harder.

**Table N°11:** Correlation between PCS and reward benefit

Benefit from an awardSocial and professional status	Yes		No		Total	
	ni	%	ni	%	ni	%
Frames	40	57,15%	18	25,71%	58	82,85%
Technicians and supervisors	07	10%	05	7,14%	12	17,15%
<b>Total</b>	<b>47</b>	<b>67,15%</b>	<b>23</b>	<b>32,85%</b>	<b>70</b>	<b>100%</b>

**Source :** made by us

His table shows the distribution of respondents' opinions on whether or not they received a reward. We note that 67.15% of respondents said that they received a reward, while 32.85% of respondents did not receive a reward at the bank branch.

We note that 57.15% of managers and 10% of technicians and supervisors received a reward.

From this data, we can see that the majority of employees in different socio-professional categories receive a reward. This can be explained by the fact that the increase in effort is motivated by the expectation of a reward, i.e. employees work hard and make efforts to achieve the bank's objectives, with the aim of being able to collect this reward.

**Verification of the second hypothesis:**

The analysis of the tables and figures constructed on the basis of the questions asked relates to the second hypothesis which is, let us recall: "with the variable part of remuneration, the bank branch has an effective means of developing and maintaining the motivation of its employees".

From the analysis made on the tables and figures, we have gathered the following results:

The majority of employees in the bank branch seem to be remunerated through the job requirements and performance grid, i.e. the remuneration policy in this bank remunerates and values the salary grid, i.e. the salary is established according to the requirements and value of the position they occupy and this is done with the aim of studying their results and evaluating their performance.

Rewards and salary review (salary increase) are based on individual performance (merit) and collective performance (PRC). Moreover, this increase in individual remuneration is usually based on merit and overall results.

Furthermore, if the objective of the bank branch is to motivate their staff for better performance, and to retain and build loyalty, this is justified by the respondents' assertion about the existence of variable pay and benefit schemes.

On the other hand, most employees are motivated by this variable pay, which they consider important because the fixed part of their pay allows them to achieve what they want to do and have in order to meet their basic needs, so this variable part encourages them to be more involved in the performance of their tasks, so it can be said that the intensification of efforts is motivated by the expectation of a reward that employees want to receive.

Finally, according to the results obtained, it can be said that with the variable part, the bank branch has a strategic and effective approach to develop and maintain the motivation of its employees. It can therefore be understood that the bank branch has a forward-looking human resources management policy.

### **The results of the study :**

According to the results of our research carried out in the bank branch to study our topic: the impact of remuneration on staff motivation, we found that the majority of employees declare to be satisfied with the salaries they receive, which explains the existence of variable remuneration and means that the majority of employees receive a variable part in their remuneration. The majority of employees in the case of a bank branch, employees are paid high and stable salaries in order to retain them and motivate them more in their work.

This is why the variable part of the remuneration is important for the employees since the value of the bonuses constituting the variable part allows them to improve their remuneration levels. Thus this variable pay influences the behaviour of employees and illustrates its motivational character. This encourages them to be more involved in their work for a higher level of performance, which can be justified by the fact that the bank agency remunerates performance that results from the efforts of each individual or collectively, since it has established an effective remuneration policy.

On the other hand, the majority of the employees of this bank are motivated apart from their salary by several factors that can be sociological and psychological, we noticed that the factors that motivate them are the atmosphere at work, the profit-sharing, and the consideration, the team spirit, the solidarity between them which are the source of motivation of the employees of this bank that generate to have the desire at work.



## Bibliography

- Amara, T., & Ncib, A. (2021). Behavioral dominance of leaders: Performance impact study in listed companies FTSE100 in London. *Accounting*, 7(6), 1379-1388.
- Annick COHEN, « toute la fonction R.H », ED DUNOD, Paris, 2006.
- B. Thévenet, C. Dejoux, E. Marbot, A. Bender, « Fonction RH » ED, PEARSON EDUCATION, Paris.
- Bernard MARTORY et Daniel GROZET, *Gestion des ressources humaines pilotage social et performance*. 7<sup>ème</sup> édition. Dunod. Paris
- D. WEISS, « Ressource Humaines », ED D'organisation, 2<sup>eme</sup> édition, 1999, Paris.
- Daniel. BOISVERT, *l'autonomie d'équipe d'intervention communautaire*, presses de l'université du quebec. Canada .2000.
- De Boeck Bruxelles. 2001.
- France.2008.
- J.M. peretti, J.P. Magot, « rémunérations », ED VUIBERT, 2012.
- Jean Marie Peretti : « Ressources Humaines », Edition Vuibert, 12<sup>ème</sup> édition, année2010.
- Jean Pierre CITEAU.gestion des ressources humaines principes généraux et cas pratique. 4<sup>ème</sup>édition.DALLOZ, Paris, 2002.
- Jean-Marie Peretti, « ressources humaines », 11<sup>Éd</sup>, Vuibert, Paris, 2009.
- Jean-Pierre Taib. « Paie et administration du personnel ». ,4<sup>ème</sup> édition, Dunod, Paris, 2013.
- Jean-Yves LE LOUARN, *Les tableaux de bord ressources humaines*. Editions Liaisons.
- L.Cadin, F. Guerin, et all, « Pratique et Éléments de Théorie GRH », Ed DUNOD, 4<sup>eme</sup> ED
- L.Lethielleux, « L'essentiel de la Gestion des Ressources Humaines », ED Gualino, 5<sup>ème</sup> édition, 2012.
- Lakhdar SEKIOU et Jean Marie PERETTI. *Gestion des ressources humaines* 2<sup>ème</sup> édition.
- Loïc CADIN et All, *Gestion des ressources humaines*. 3<sup>ème</sup> édition. Dunod. Paris.2007.
- Luc BOYER et Nobel EQUILBY, *organisation : théories et applications*, paris, édition d'organisation, 1999.
- Marcel Cote : « Gestion des Ressources Humaines », édition Vuibert, Paris 1975.
- Maric FARICELLI, Bavno SIRE : « performance et ressources humaines », édition Economica, 1996.
- MARTORY BERNARD, DANIEL CROZET, « Gestion des Ressources Humaines » ,7<sup>ème</sup> édition, Paris, 2007.
- Michael Aguilar, « L'art de Motiver », ED DUNOD, Paris, 2009.
- Michel AMIEL et Al, *Management de l'administration*. 2<sup>ème</sup> édition. De Boeck. Paris. 1998.
- Patrice ROUSSEL, « rémunération, motivation et satisfaction au travail », ED ECONOMICA, Paris 1996.
- Sylvie Guerrero, « les outils des RH »,les savoir-faire essentiels en GRH, ED DUNOD, PARIS, 2009.

