FACTORS AFFECTING REWARD SYSTEM AND COMMITMENT OF NIGERIA POLICE FORCE

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Abstract: This study examines the factors affecting reward system and employee commitment of Nigeria Police Force. These factors include evolving workplace cultures, employer management styles, the impact of jobs, employee personal traits, organizational structure, working conditions, interdepartmental relations, workplace diversity, and improved job prospects. This study concluded that evaluating commitment is a contemporary and significant problem for government institutions, including police departments. Despite their critical role in upholding law and order, police officers frequently work in stressful and frustrating environments. As a result, the study recommended that the Nigeria Police Force should make a concerted effort to revisit, assess, and reevaluate the police personnel financial reward programs. The majority of reward programs and packages are antiquated and out of tune with Nigeria's present economic conditions, which are marked by price increases, inflation, and rising interest rates. This is due to the possibility that using the current compensation systems indefinitely could demoralize staff members and cause them to become less devoted to providing the institutions with high-quality services.
Keywords: Reward system, employee commitment, Nigeria Police Force

Introduction

Researchers and academic scholars have placed a lot of emphasis on the nature of human resource practices and their effects on employee commitment and overall organizational success over the years (Okolie, Irabor & Udom, 2017). Nigeria's government must not only retain the best police officers but also incentivize them to stay in the force in light of the rising wave of insecurity and escalating interethnic and community strife. Due to differing criteria, employee commitment reward management has reached its zenith in a number of nations, including but not limited to the United States, France, Canada, Spain, Norway, and Germany. These governments routinely evaluate the pay and benefits that they provide to their employees, which makes it difficult to pinpoint cases of employee corruption. Some African countries have suffered greatly as a result of the negative effects of poor worker performance as well as the pervasiveness of corruption and bribery in public services, especially in West African countries. Many West African economies have suffered as a result of these stigmas, most notably Nigeria's (Ibikunle, Sanusi & Balogun, 2023; Okolie & Edo, 2023). Discussions about the elements that lead to police officers' inefficiency in providing their services have been sparked by the serious concern raised by the problem of corruption in the Nigerian police force.

Divergent views are held by authors concerning the discriminatory character of the stipends that the government offers to public personnel, including those in the Nigerian police force. Nmakwe and Ojiabo (2018) contend that these stipends have a coercive effect on public servant behavior, while Mandong (2017) maintains that police force appointments are not based on merit. There is a belief, according to Ekere and Amah (2014), that a sizable portion of officers were appointed due to nepotism or favouritism, which had a negative effect on service delivery. For almost a decade, certain parts of Nigeria have been beset by an ongoing state of instability marked by episodes of abduction, armed robbery, militancy, and banditry. The law enforcement organization in charge of upholding public order is asking for a pay raise. A new police welfare package was approved by the government under President Muhammadu Buhari's administration. Its objectives were to increase the size of the police force, improve pay, and eventually improve service quality while reducing insecurity in Nigeria. The government believed that the introduction of this new pay scale would act as a stimulant for higher employee motivation, which would enable the delivery of services to a national level.

Unveiled on November 25, 2018, the welfare package policy has generated a lot of interest and questions. These concerns concern the efficiency and effectiveness of service delivery by the Nigerian police, even with the introduction of a new welfare package for the force. Has there been a decline in bribery and corruption among Nigerian law enforcement officials after the introduction of the benefit package designed to lower crime rates? Because of this, creating a strategic incentive framework for a company is usually a challenging process, but it is essential to the firm's survival in a competitive and ever-changing environment. Therefore, in order to address the different demands of the workforce particularly those related to motivation and general well-being reward systems must be conceived, developed, and specifically suited to the organizational environment and they cannot be duplicated from other organizations. In lieu of salary increases, golden handcuffs and the like, rewards are designed to help organizations meet their most important needs that is, to engage, attract, motivate, and retain employees by employing a strategy that is more efficient and able to produce long-term outcomes. The aim of rewards is to maximize the positive benefits that a range of rewards can have on commitments, job satisfaction, motivation, and job engagement (Armstrong, 2019; Okolie & Igbini, 2023).

In the words of Sheilds, Brown, Kaine, Dolle-Samuel, North-Samardzic, McLean, and Plimmer (2015), the demands of the workforce should be the determining factor for compensation. Some workers believe that monetary rewards are enough to help them reach their objectives, but others would rather get other benefits like paid time off, a car, or a piece of real estate. A reward system must incorporate an effective balance of monetary and non-monetary incentives and awards in order to satisfy staff demands and expectations regarding the management system. According to Manimalar (2022), when workers receive fair compensation, their performance is more likely to be improved, and they are more likely to exhibit positive performance indicators including strong job morale, work devotion, efficient performance of duties, and high levels of productivity. According to Zwingina and Zainab (2019), there is a strong positive association between employees' motivation and both monetary and non-monetary awards. According to Uzochukwu, Nwankwo, and Okafor (2023), a favorable correlation between incentives and motivation raises workers' job satisfaction. A rise in job satisfaction also raises an employee's sense of success and accomplishment in their work.

A study by Zwingina and Zainab (2019) found a significant relationship between workers' satisfaction at work and their commitment to doing their jobs well. Zeb-Obipi & Ikoromasoma (2021) conclude that as a result, organizations of all sizes have made significant investments in the laws and policies that encourage employee engagement and attitude. Even though various organizations have varied definitions of commitment, certain trends frequently surface. These themes include how much people like and believe in their work, how much they feel their employer values their contributions, and how happy employees are with their jobs and how proud they are of their employers. The more engaged workers is at work, the more likely they are to "go the extra mile" and do exceptionally well on the job. Furthermore, motivated employees may be more dedicated to remaining with their existing company. The efficacy of an organization can be influenced by engagement and attitude. A cheerful disposition suggests a deep feeling of commitment to a company. Qing, Asif, Hussain, and Jameel (2020) define it as the affect, belief, and behavioral intention of an employee toward his work. An individual's attitude might reveal their feelings toward a circumstance or an institution.

According to Meyer & Allen (1991), referenced in Uzochukwu et al. (2023), a committed person's attitude as action is evident when they behave in a specific manner out of a sense of ethical duty as opposed to self-interest. From a motivational perspective, the organizational attitude is a state of being in which members of the organization are bound by their beliefs and actions that justify their participation in the organization and its operations. An employee's belief in sticking with the organization, accepting its aims and values, and being willing to help it achieve those goals and values is referred to as their organizational attitude, according to Qing et al. (2020). An employee's organizational attitude thus serves as a link to the organization. An employee's dedication to their organization is one of the most significant professional attributes that influence their success.

Employees that are more committed to their organization frequently perform more effectively than their coworkers as well as peers. They contribute to the success of the organization, fit in well, and know what its goals are. Affective commitment is the degree of a worker's desire to stay with the organization they work for. A worker who has a strong emotional connection to their organization desires to be employed there for long-term. Generally, they are happy with their work, feel like they belong to the organization, and identify with its objectives. Effectively dedicated employees are valuable assets for organizations, and represent their employers' brands (Okolie & Egbon, 2024). Furthermore, they reaffirm that favorable working circumstances and strong organizational commitment are fostered by an efficient reward system and sufficient performance recognition in a company. Employee morale is raised when they see that their work is recognized and appreciated, which is a result of performance acknowledgment. A positive work environment encourages employees to become more committed, which eventually improves the organization's overall performance.

In accordance with Meyer & Allen (1991), referenced in Armstrong (2019), employee commitment is the bond that workers have with their company. Employee commitment decreased employee absenteeism, turnover, and intention to leave while also improving performance and job satisfaction. Therefore, maximizing employee performance will be challenging for firms that struggle to locate and retain competent people. In addition to the direct expenses of recruiting, there are additional hidden costs including missed

productivity and management time while new recruits adjust to their responsibilities (Zwingina & Zainab, 2019). Studies on the relationship between the Nigerian reward system and commitment of staff have been undertaken recently (Zwingina & Zainab, 2019; Ayeni, Peter, Uwague, Olojede, Fayemi, Ajagbe & Osazuwa, 2022; Opara & Emore, 2022; Fubara & Needorn, 2023; Uzochukwu et al., 2023; Okolie & Egbon, 2024). Nonetheless, it is puzzling that there is still a low degree of commitment among Nigeria's public sector workers, particularly the police officers. Therefore, this study examined the variables influencing the Nigerian police force's commitment and reward system.

Literature Review
Nigerian Police Force: An Overview
To completely comprehend the issue and importance of this study, as well as to identify the precise distinctions in organizational structure and culture between the Nigerian Police Force and other law enforcement agencies operating in West African nations, it was necessary to present some general background information about the force. Therefore, the brief history of the Nigerian Police Force is shown below.

Nigeria's history with police dates back to the colonial era. In Nigeria, police has always been a reflection of the society that gave rise to it. During this time, the colonialists' political and economic agendas were the main goals of the police. The police brutally oppressed people and put an end to opposition to colonial control in many places. Law enforcement tactics in Nigeria have been characterized by a dislocation in the connection between the police and local communities since the beginning of the colonial era, which was signaled by the use of brutality and repression. Despite this colonial endeavor in Nigerian policing, the police are at the forefront of the criminal justice system, and for most people, their only direct interaction with the system is through their local police department (Nwauche, 2014).

In line with Oji and Nanji (2015), traditional African policing techniques have their roots in the community and are strongly related to social and religious institutions, drawing from pre-colonial experiences. However, local, decentralized police forces were founded by the British as they sought colonial expansion throughout the regions that are now part of Nigeria. In 1861, the Lagos colony's police force was established as the first of its kind. The protectorates that would later become the north and south saw the formation of subsequent constabularies. These police forces had different compositions based on where they were stationed. For instance, policemen from the culturally and linguistically diverse Hausa ethnic group from the country's north were employed in the Lagos colony as part of a planned strategy. The local community that the police were hired to enforce seemed to view them negatively as a result of this conduct. In contrast, the Hausa chiefs and emirs in the northern Nigerian protectorate operated under an indirect rule structure, which bolstered the emir's pre-existing police force (Afolabi, Adebowale & Omodunbi, 2021).

In accordance with Odisu (2016), the Nigeria Police Force, the first national police force, was formed in 1930 when the police forces from the north and south combined. An Inspector General of Police (IGP) oversaw this. Additional alterations to the force's structure were made in the next years, including the establishment of regional commands to better represent Nigeria's federal system. The federal government and the local governments now shared responsibility for upholding law and order. When Nigeria gained independence from the British in 1960, the fundamental institutions remained in place.

Thus, the Nigeria Police Force and local police forces were established under the Republican Constitution of 1963 and the Independence Constitution of 1960. Odisu (2016) states that country's first police force, was founded in 1930 as a result of the union of the police forces in the north and south. An Inspector General of Police (IGP) was in charge of this. The force's organizational structure saw other modifications in the years that followed, including the establishment of regional commands to better represent Nigeria's federal structure. The federal and municipal governments now had a shared responsibility for maintaining law and order. After Nigeria gained independence from the British in 1960, the fundamental institutions remained in place. Thus, the Nigeria Police Force and local police units were founded under the Republican Constitution of 1963 and the Independence Constitution of 1960.

The 1999 constitution established Nigeria's centralized police force, which it still has today. Section 214 (1) of the 1999 Constitution states: No other police force shall be constituted for the federation or any part thereof, subject to the requirements of this section. There shall be a Police Force for Nigeria, which shall be known as the Nigeria Police Force. Therefore, the Nigerian police force was founded as an organization to safeguard citizens' lives and property. Among her responsibilities are dealing with armed robberies, banditry, recovering stolen property, conducting case investigations, and resolving interpersonal violence-related conflicts. Like any other institution, her activities are predicated on a set of moral principles and behavior that ensures checks and balances in her interactions with regular people (Mohammed & Mathias, 2020).

But none of the policing issues of late have generated as much controversy as the use of force. The public's trust in the police has been damaged by documented cases of excessive force against police personnel in Lagos, Kaduna, Kano, Enugu, Port-Harcourt, and numerous other places. Police abuse of excessive force against citizens is not only criminally prohibited, but it is also ethically and leads to a situation where no one wins (Aborisade & Ariyo, 2021). In truth, the extent and nature of interactions between the police and public are primarily constrained to law enforcement circumstances. People feel resentful of these circumstances because they view them as restricting. The public's perception of the Nigerian police is negatively impacted by their inefficiency, which is a result of inadequate funding, facilities, and manpower. These circumstances cause a rift between the people and the police, as well as animosity and violence between the two groups (Chinedu, 2023).

Similarly, it has been noted that the Nigeria Police Force (NPF) does not share or become bound by the values, interests, or sentiments of the people it is supposed to protect; rather, it is too structurally and psychologically removed from them. The cause of this predicament was the Federal Police's colonial past, which had a negative impact on the caliber of applicants hired for police positions as well as the harsh and oppressive training and orientation they received. These factors ultimately had an adverse effect on how the police perceived and interacted with the public. Nigerians no longer trust the police and are reluctant to approach them as a result of their unfavorable impression and treatment of them (Aborisade & Ariyo, 2021). In addition, accusations of corruption, perversion of justice, arbitrary use of authority, and delays in the execution of justice have been made against the police and its staff, some of which have turned out to be accurate. Nevertheless, "god fatherism" is the source of these accusations. The idea of godfatherism has taken center stage in Nigerian politics and is impeding the administration of justice throughout

the nation. Nigerian public officials in senior positions have a history of influencing the legal system due to their proximity to the government. The cops are frequently drawn in, which explains their involvement in a number of unsolved crimes across the nation (Chinedu, 2023).

In a same spirit, Nigeria's police system has become political. In many Nigerian metropolitan areas, party politics hampered the creation of professional police units. Provincial political leaders realized that keeping the police under control allowed them to hold onto power while enabling their political allies and criminal cronies to break the law with impunity. As a matter of fact, in several states, the police were blatant agents of the state party machine, which sought to control every aspect of communal life. This was recently seen in Rivers State, when the state's commissioner of police was charged with participating in political parties. When lawbreakers offered police cash, assets, or special treatment, the police sometimes working with local politicians, sometimes acting alone were more than happy to overlook infractions (Aborisade & Ariyo, 2021). Similar to this, there has been debate over police abuses of human rights. The maintenance and defense of the human rights of its citizens and other foreign nationals is one of the main duties of the government. However, the public has frequently criticized the Nigerian police force for their dismal human rights records. This was particularly evident during the years of military rule, when the people's demand for the protection of human rights was given a utopian bent due to the military's custom of undermining the rule of law (Chinedu, 2023). The wider community continues to believe that the Nigerian police pay relatively little attention to the civil rights of the common person, despite repeated attempts by successive police administrations to improve the force's human rights reputation.

Another problem is corruption within the police. Law enforcement officer corruption has existed in Nigeria practically since the start of official police. Police officers have bought their jobs and promotions, offered protection, and disregarded legal infractions for financial gain throughout history. Why is policing in Nigeria so vulnerable to corruption in the form of bribery and other illicit activities? (Uduma, Nwasum, Abaneme & Ituma, 2020). This basically has to do with the fusion of two essential aspects of the police's social role. The police are able to employ force to ensure that laws are followed, which is one aspect of their authority. However, they also have the option to choose not to apply the law (Eze, 2021). These two characteristics work together to render the police susceptible to corruption, including bribery. In this setting, regular reports of police corruption surface. These can take many different forms, such as collecting money through bribery to rig the system to benefit the highest bidder or extorting drivers at unlawfully erected roadblocks (Aborisade & Ariyo, 2021).

However, policing in Nigeria is fraught with difficulties, necessitating a unique set of skills for police work. However, individuals who possess the following traits quick decision-making, the autonomous character of police employment, danger, and filthy labour are more equipped to fulfil the challenging service role required of law enforcement personnel (Aborisade & Ariyo, 2021). But the recent wave of armed robberies is making it extremely difficult for Nigerian law enforcement to be effective. The authorities have been attempting to stop this threat, but their efforts have been hindered by their obsolete weapons and inadequately prepared officers. Recently, the Inspector General demanded that officers working for banks have better bulletproof vests. Yet, nothing has been done; therefore, the

Nigeria Police should equip the officers with modern and sophisticated weapons (Uduma et al., 2020).

In Nigeria, human trafficking has also been a recurrent decimal. Nonetheless, the Nigeria Police Force is in a natural position to address human trafficking issues because it is the main law enforcement agency in the nation. The goal of this intervention should be to stop, apprehend, look into, and prosecute incidents of human trafficking. Even though the police have made significant progress in this area of policing, several obstacles remain in the way of this issue's overall success (Talabi, Nwokolo, Oloyede, Boluwatife, Adefemi & Celestine, 2021). The victims' mindset was the main issue that arose during the procedure. The traffickers compelled them to take terrifying oaths of secrecy, which they firmly believe will be effective, which is the reason for their uncooperative behaviour. Additionally, the advancement of the unit has been hampered by improper coordination of anti-human trafficking units, which is the result of ineffective communication among the twelve units dispersed around the nation (Aborisade & Ariyo, 2021).

An additional problem facing Nigerian police is the recent identifying advancement in criminal investigations. The discovery of DNA profiling and fingerprinting has been one of the most important developments in criminal investigation. While this has been successfully arresting and convicting millions of criminal suspects in developed nations like the United States and Great Britain, the situation in Nigeria is appalling. Despite having received training to this scientific degree, the Nigerian police have a hurdle in that the Federal Government does not provide the necessary equipment for them to demonstrate their work (Ojo, 2014). Language barriers between ethnic nationalities, particularly among the illiterate, which hampered police investigations, recruiting educated men and women, appropriate funding and budgetary allocation, and many other issues are among the challenges facing Nigerian police (Chinedu, 2023). The Nigerian Police Force is confronted with a number of difficulties in the context of this study, including a lack of legitimacy, financial limitations, corruption, inadequate training, strained community relations, legal restrictions, organizational problems, and security issues. These difficulties are further compounded by societal problems like disinformation, issues with privacy, and public resistance.

But frequently, the procedures and practices of reward management are employed to punish, intimidate, oppress, and repress certain people while also favouring those who are able and willing to follow the lead of the Nigerian Police Force, even when they are not deserving of rewards, promotions, or appointments to key positions. Because of this, the police officers who genuinely deserve their jobs and who wish to contribute their all to the advancement and achievement of the Nigerian Police Force's goals and objectives may become discouraged (Nwankwo & Oginyi, 2015). Affected employees may think they have no obligation to give their all because the Nigerian Police Force's reward system is built on nepotism, favouritism, and partiality. In the long term, this results in internal strife, interference with the Nigerian Police Force's programs running smoothly, police officers not cooperating with one another, soldiering, dishonest inclinations, and attempts to take advantage of and scam the system (Adekannbi & Bello, 2021). In the opinion of Armstrong (2019), this is not consistent with the concepts of objectivity, egalitarianism, fairness, equality, or equity.

Factors Impacting Employee Commitment and Reward System in Public Organization

Numerous factors influence employee commitment and reward systems in the workplace. Ahuga, Padhy, and Strivastava (2018) state that perceived structure, process and climate, job satisfaction, organizational culture, person-organization fit, and organizational socialization are examples of organizational factors. Personal variables include ages, sex, academic achievement, job options, sense of competence, and controls within the organization. Saha (2016) noted that in order for organizations to guarantee the psychological and social well-being of their workforce, variables influencing workers' dedication need to be taken into consideration. Changing organizational culture, organizational structure, diversity in the workforce, employer management style, job-related influences, positive working relationships within the organization, employee personal traits, improved employment opportunities, and the working environment are a few of these factors. We provide an outline of a few of the components in this study:

management Style of Employers

Employee commitment to an organization is significantly impacted by the leadership style that the top leadership of that organization uses to plan its workers' actions. A good "management style helps to demand organizational commitment and goals, aspirations, and objectives by encouraging employees' involvement in organizational activities" (Dalkrani & Dimitriadis, 2018). Similar to this, Saha (2016) noted that managers need to demonstrate specific leadership traits that would inspire and motivate staff members to put in more effort if they want to grow their commitment, loyalty, morale, and attachment to the organization.

Changing Organizational Culture

Anindita and Seda (2018) state that downsizing, mergers and acquisitions, and leadership changes frequently result in changes to an organization's culture, making it more difficult to hold onto valuable personnel. Sustaining an affective commitment is the most evident problem associated with such changes, since they may elicit certain unpleasant emotions that diminish an employee's emotional relationship to the organization. Maintaining normative organizational commitment in the face of a shifting organizational culture is difficult since downsizing undermines the belief that employees ought to stick with their firm (Saha, 2016; Okolie, Mukoro & Otite, 2023; Okolie, Mukoro & Otite, 2024).

Personal Characteristics of Employees

Suryani (2018) posits that individual with greater experience and a higher degree of satisfaction with their work performance, together with those who are older and less experienced, are more likely to demonstrate a higher level of organizational commitment. This suggests that senior workers have a tendency to be more devoted to a company than do younger workers. Employee personal traits like age, sex, education, experience, and race might also have an impact on organizational commitment (Dalkrani & Dimitriadis, 2018).

Job-Related Influence

Amanita and Seda (2018) posit that work roles that lack clarity might result in a deficiency of commitment, and that opportunities for advancement can either increase or decrease organizational commitment. Organizational commitment is generally adequately influenced by a number of work-related factors, including job effort, possibilities for advancement, absenteeism, amount of responsibility, accountability, withdrawal behaviours, turnover, performance, and job position. Dalkrani and Dimitriadis (2018) make the following argument in favour of the aforementioned: a job gets less repetitive and more fascinating as its level of responsibility increases, and the employee's level of devotion to the job also increases. In order to provide workers with any kind of motivation, willingness, and desire to dedicate themselves to the organization they work for, it is crucial that they are held accountable and responsible for the work they do and the productivity level they deliver (Saha, 2016).

Organizational Structure
According to Anindita and Seda (2018), organizational commitment is significantly influenced by an organization's structure. For example, organizational dedication is typically negatively impacted by bureaucratic organizations. Organizational commitment is more likely to be improved in terms of employee loyalty and attachment to the company when bureaucratic hurdles are removed and more adaptable structures are created within the organization (Okolie & Ochei, 2020).

Better Employment Opportunities
In the words of Suryani (2018), workers who think they have a possibility to land a better job tend to be less dedicated to the company they work for. However, there is a high level of organizational dedication when there are no alternative employment opportunities. The number of employment options might affect organizational commitment in the workplace.

the Working Environment
The structure of the workplace, job design, working conditions, and how employees are handled by managers and other employees are all parts of the work environment (Armstrong, 2019). Some factors that may affect an organization's working environment are organizational ownership and human resource practices, such as recruiting and selection (Okolie & Airhunmwunde, 2018; Okolie, 2018). Employers and workers feel more valued and a part of the organization when they are recognized as stakeholders. Workers who are given the opportunity to participate in organizational decision-making processes typically exhibit higher levels of organizational commitment than workers who do not (Suryani, 2018).

Workplace Diversity
It is necessary not merely to tolerate all sorts of differences but, supporting, fostering and leveraging distinctions to the organization's advantage is referred to as diversity management (Dalkrani & Dimitriadis, 2018). According to Suryani (2018), the growing diversity of the workforce is one of the most obvious trends impacting the workplace. there is a risk that older or minority workers will become marginalized in these networks as work groups become more varied in terms of age, gender, race, and origin, which could lower their affective organizational commitment. Similarly, foreign-born workers could feel less

a part of their occupations, have fewer connections to the workplace, and be less a good fit for the local communities. This could make them feel less committed to the organization going forward (Dalkrani & Dimitriadis, 2018).

Good Working Relations in Organization
People carry out their tasks inside the intricate framework known as an organization. According to Armstrong (2019), an organization is a thing that exists to accomplish a goal through the combined efforts of the people who work for or within it. As they collaborate, the individuals' employers and employees often form specific working connections. Groups, teams, and supervisory connections are a few examples of these kinds of relationships. Positive working relationships among employees in an organization foster a sense of mutual respect that enables them to dedicate themselves fully to the organization they work for (Anindita & Seda, 2018).

Conclusion
For law enforcement agencies and other government entities, the evaluation of commitment is a contemporary and significant issue. Despite their critical role in upholding law and order, police officers frequently work in stressful and frustrating environments. For instance, police officers must devote a great deal of their time to a number of optional activities. However, there aren't many opportunities in the public sector for offering staff incentives above and above base pay. As a result, public organizations typically are not able to provide bonuses or other financial incentives. Consequently, in order to foster a healthy work ethic in their staff, public managers must rely on emotive factors like pride, obligation, and devotion. In theory, this study adds to the body of knowledge about how rewards affect police officers' commitment in Nigeria.

The financial award policies and packages should be carefully reviewed, revised, and re-examined by the Nigeria Police Force. The majority of reward programs and packages are antiquated and out of step with Nigeria's present economic conditions, which are marked by price increases, inflation, and rising interest rates. This is due to the possibility that using the current compensation systems indefinitely could demoralize staff members and cause them to become less devoted to providing these institutions with high-quality services.

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