

Motivation as an Instrument for Achievement of Performance in an Organization: A Case Study of Federal Ministry of Information, Abuja-Nigeria

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ABSTRACT: Poor and inconsistent pay has been identified as a source of frustration to employees and can cause dissatisfaction and consequently lead to decline in performance which eventually can endanger the survival of the organization, dissatisfaction with pay could lead to decrease job satisfaction, decrease motivation, decrease performance, increased absenteeism, and grievance and turnover tensions in the ministry. The broad objective of this study is to examine motivation as an instrument for achievement of performance in an organization: case study of Federal Ministry of Information, Abuja, Nigeria. The study adopted survey research design; the total population of the study is 510, while sample size was 222 determined using Tero Yemani formula. The instrument used for collecting data from the respondents is the questionnaire, and the data collected from the respondent was analyzed using percentage analysis. Hypotheses were tested using regression analysis at 0.05 level of significance. The results revealed that incentive packages, salaries and wage, and fringe benefits has significant impact on achievement of performance in Federal Ministry of Information, Abuja since ($r = 0.844, 0.593, 0.777$ and $P < 0.05$). Findings revealed that Federal Ministry of Information, Abuja didn't provides its employee with sufficient financial incentives even when discharge their duties professionally, no fair and adequate compensation on retirement, the payment given to them didn't meet the requirements of life, bonuses were not given in accordance to their level and consistent with their The study therefore, recommends that the management of Federal Ministry of Information, Abuja should not underestimate the power of incentives on performance, sufficient incentives should be made available for employees, most especially when they discharge their duties professionally, there is need also for management to provide adequate compensation for staff retirement

Keywords: Achievement, instrument, motivation, organization and performance.

I. INTRODUCTION

In many organizations worldwide, motivational instruments consist of a range of payment methods and accompanying benefits which can be used as motivators by modern companies and are all part of the human resource management philosophy prevalent in many organizations. In UK, employees that work for modern companies and other organizations receive a range of money based and other rewards ranging from discounts on company products, to subsidized company pension schemes (Shields, 2007). In Nigeria, declined levels of performance and high rate of employees' turnover have been found to be influenced by employees' dissatisfaction with the employed motivational instruments, increased cases of industrial strikes have been reported in public sector and this has affected delivery of public services (Hanif, 2009). Also in Nigeria, lack of effective employees' motivational instruments have been blamed for the increased cases of industrial strikes amongst the public workers in health, education and mining sectors, these have resulted to increases rates of employees' turnover due to job dissatisfaction and employees quest for better paying jobs in other countries (Oshagbemi, 2010).

For the past years, the cost of living has risen and there has been enormous pressure on employers to raise wages and salaries, incentive packages, fringe benefits by the rate of inflation and change the motivational instruments in place so that they can link the systems with performance. It is important for the organization to consider the salary system as a mechanism by which an organization could attract, motivate and retain its employees in order to enhance its performance through performance (Onyancha, 2014).

A stimulating motivational instruments and a wide and more diverse range of employee benefits provide organizations with a competitive advantage over the others in the labour market. Held (2016) also agrees with the preceding statement and indicates that an interesting system of employee benefits together with a right motivational instruments improves the name and competitiveness of the organization in the labour market. Where motivational instruments are attractive, an organization tend to save cost on recruitment since the retention rate is very low, employer employee relations is enhanced, employees are very committed with their work and their performance is maximized which enables an organization to achieve its objectives (Stuart, 2011).

Bol (2015), further stress the importance of setting a fair motivational instruments and its link to the performance. The motivational instruments include both financial components (wages or salaries) and non-financial components (fringe benefits). The importance of non-financial components has been increasing. Rue and Byaes (2003) in Aziri (2011) include motivation and benefits in the factors influencing job satisfaction. It may be stated that fair motivation has a positive impact on both job satisfaction and employee motivation (Bol, 2015; Maas, 2012; Kelly, 2013; Marai, 2010). Providing fringe benefits associated with flexibility is currently the trend. Implementing the possibility of time flexibility regarding working hours, as well as fringe benefits related to leisure activities, can help employees in achieving the balance between work and personal life (Mansour, Tremblay, 2016).

Performance plays a crucial factor in determining an organisation output (June and Mahmood, 2011). Performance is defined as it focuses directly on performance by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period (Ambrose, Geoffrey, Nehemiah & Augustine, 2013). Performance is what the organization hires one to do, and do well (Campbell, 1990, as in June, and Mahmood, 2011).

Performance can be viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully, subject to the normal constraints of reasonable utilization of the available resources (Dar, Akmal, Akram & Khan, 2011). In relation to motivation influence on performance, Luthans (2011) states that performance can affect organizational achievement in the work. Meanwhile, Lindgren and Sanna (2008), Vosloo, Fouche, and Bernard (2014) and Naji (2014), have consistently claimed that the

motivation affect performance significantly, this means that the higher the motivation given to employees, the higher the performance will be.

Motivation is one of the strategies used in organizations to improve performance. Researchers, practitioners and scholars have established that there is a positive link between motivation and desired job performance. Motivational instruments provided in an organization should aim at motivating, attracting and retaining employees in an organization to enhance better performance. However, in many public institutions in Nigeria, motivational instruments continues to be a major problem resulting to divined performance due to lack incentives packages, ineffective system of wages and salaries and low attention to fringe benefits.

The present economic situation in Nigeria has changed drastically in recent times such that cost of living has shut up drastically, cost of operation has increased and competition has become more intense, and workers are more sensitive to the value they create and the reward they get in form of wages and salaries (Agba & Ushie, 2010). Thus, a study by Grace and Khalsa (2003) reveal that salary packages are of great importance when it comes to increasing job satisfaction. Equally, Sweet et al., (2006) postulate that pay satisfaction influence job satisfaction with a spill-over effect on employees' attitude toward their jobs. Agburu (2012) also agrees that in Nigeria, employees' wages and salaries are highly critical issues as they are decisive because without them in sufficient amounts, life becomes extremely difficult and dangerous for the worker and members of his/her family.

Hence, Ramms (2007) in emphasizing the importance of money posits that it is a good motivator on all levels of employment, basically because of its economic value. However, on the part of Federal Ministry of Information, Abuja, poor and inconsistent pay has been identified as a source of frustration to employees and can cause dissatisfaction and consequently lead to decline in performance which eventually can endangers the survival of the organization, dissatisfaction with pay could lead to decrease job satisfaction, decrease motivation, decrease performance, increased absenteeism, and grievance and turnover tensions in the ministry.

Several studies (Bol, 2015; Maas, 2012; Kelly, 2013; Marai, 2010)) have identified how various motivation packages like bonus and ineffective wages administration affected employees' job satisfaction positively and negatively. This study tend to bridge this gap by

identifying the effect of each factor on the employees job satisfaction i.e. (effect of incentives, salaries & wages, fringe benefits on performance) with reference to Federal Ministry of Information, Abuja.

This study is guided by the following hypotheses
H₀:Incentives packages do not have any significant impact on performance of Federal Ministry of Information, Abuja
H₀:Salaries and wages do not have any significant impact on performance of Federal Ministry of Information, Abuja
H₀:Fringe benefits do not have any significant impact on performance of Federal Ministry of Information, Abuja

II. CONCEPTUAL CLARIFICATIONS

Concept of Motivation

Armstrong (2001) opined that motivation is concerned with the factors that influenced people to behave in certain ways. To motivate an individual, is to make individual, move in the direction you want him or her to go in order to achieve a result. Motivation refers to the forces within or beyond a person that arouse and sustain their commitment to a course of action (Boddy, 2008). According to Robbins & Decenzo (2008) motivation is the willingness to exert high levels of effort to reach organisational goals, conditioned by the efforts and ability to satisfy. They further asserted, that motivation is a function of three key elements thus; effort, organisational goals and needs. Maicibi (2005), defined motivation as pay or reward given to individuals for work done. He further identified the indicators of motivation include: basic salary, wages, health schemes, pension schemes, transport allowances overtime allowances and responsibility allowances.

Motivational Instruments

Effective motivational instruments refer to the method used to reward or compensate employees for their work and services rendered to an organization. Motivational instruments should provide basic attraction to employees to perform job efficiently and effectively. Salaries affect the performance and work performance. Thus the amount and method of motivation are very important for both management and employees (Armstrong, 2008).

Motivational instruments can also be referred to as monetary or financial benefits in form of salaries, wages, bonuses, incentives, allowances and benefits that is accrued or given to an employee or group of employees by the employer

(firm) as a result services rendered by the employee(s), commitment to the organization or reward for employment (Braton & Gold, 2003). Motivational instruments refer to the compensation systems used to reward employees for their work and services in an organization. Human capital being the most valuable asset of an organization, they are the ones that determine the success or failure of organizations' programs and activities in the organization (Armstrong, 2008).

Concept of Performance

Performance is quantity and or quality of the result of the individual work in the organization in doing the main task and function which is guided by norm, standard, procedure operational, criteria, and proposition that already assigned or applied in the organization (Moeherino, 2012).

According to Beirut (2003), performance is referred to as being about doing the work, as well as being about the results achieved. It can be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of an organization, customer satisfaction and economic contributions. Jain, Apple and Ellis (2015), defines performance is an act or process of carrying out actions and activities to accomplish an intended outcome. We live in a performance-based culture whether in our personal or professional lives. To achieve improvement in any given performance however, one must first know what defines a quality performance.

Ahmad, Abbas and Hussain (2015), performance was not only the outcome it was continuous process of different activities. Capabilities were the effort to do activities, which were the processes that lead to the performance. Al-Jammal, Al-Khasawneh and Hamadat (2015), defined performance as the level of efforts and achievements exerted by employees. To Okunribido (2015), performance can be defined in terms of quantifiable outcomes of work behaviour and in terms of behavioural dimensions (e.g., work related communication, decision-making, attention to detail) that are less quantifiable. Performance is defined as the attained outcome of actions with the skills of employees who perform in some situation (Prasetya & Kato, 2011).

Concept of Incentives Packages

By definition, incentives packages are an external persuading factor that encourages the motive which positively directs the individual into working harder, matching the required performance

in the institution, as to get the incentive. Incentives are also defined both as methods used by institutions to encourage employees to work with high spirits and also as concrete and moral methods of satisfying the individuals' moral and material desires. Palmer (2012), defines incentives packages as the external temptations and encouraging factors that lead the individual to work harder; they are given due to the individual's excellent performance since he will work harder and produce more effectively when he feels satisfied in the institution. In addition to this, incentives can also be defined as the consideration of the excellent performance, assuming that the salary is enough to make the worker appreciate the value of the job that also satisfies his basic needs in life (Palmer, 2012).

Concept of Salaries and Wages

Different definitions have been advanced on salaries and wages usually to show the differences that exist between both terms. Braton & Gold (2003), basic salary is a fixed periodical payment for non-manual employees usually expressed in annual terms, paid per month with generally no additions for performance. Wage refers to payment to manual workers, always calculated on hourly or piece rates.

Surbhi (2015), also defined salary as a fixed amount paid to the employees at regular intervals for their performance and performance whereas wages are the hourly- based payment given to the labor for the amount of work finished in a day. He further argued that while Salaried persons are generally said to be doing “white collar office jobs” which implies that an individual is well educated, skilled and is employed with some firm and holds a good position in the society, whereas the waged person are said to be doing “blue collar labour job” which implies that an individual is engaged in the unskilled or semi-skilled job and is drawing wages on a daily basis.

Concept of Fringe Benefits

Fringe benefits are those types of rewards other than salary that constitute an important part of the motivation package of most employees in Nigeria. Fringe benefit is an addition to other forms of cash payment like wages and salaries that are intended to improve the quality of work life for employees and increase their cooperation and performance (Amah, et al., 2013). Employee's benefits represent virtually any form of compensation other than direct wages and paid for in whole or in part by the employer, or even provided by a third party (Marsh & Kleiner, 1998).

Similarly, Ju, Kong, Hussin and Jusoff (2008), view benefits as any form of compensation provided by an organization other than wages or salaries that is paid for in whole or in part by the employer. Yousaf, Latif, Aslam, and Saddiqui (2014), simply define fringe benefit as that incentive that is given to employee in addition to pay, and has the ability to motivate employees and enhances their job satisfaction and performance. Recent studies showed that employee benefit packages are important part of total rewards of organizational expenses (Tessema, Ready & Embaye, 2013).

III. THEORETICAL FRAMEWORK

Theoretical review focuses on the theories that explain rewards and job satisfaction as it relates to this study. Numerous theories have been propounded to give explanations to the importance of rewarding employees in job satisfaction. The theories that the study adopted are both job satisfaction and reward theories. The job satisfaction theories include the following; affective event theory, Maslow's Hierarchy of needs theory, the needs and fulfilment theory and Herzberg Two Factor theory. The reward theories include the Equity theory and Expectancy theories.

These study tend to focused on only two theories i.e. affective event theory and need and fulfilment theory which are espoused as follows:

Affective Event Theory

Affective event theory according to Locke (1976), is the most famous job satisfaction model. Affective event theory was developed by Psychologists Weiss and Cropanzano (1996), to explain linkages between employees' internal influences- emotions and moods and how they influence job satisfaction (Thompson & Phua, 2001). Furthermore, the theory explains human behaviour and the relationship between employees' internal influences - cognitions, emotions, mental states and their reactions to incidents that occur in their work environment. These incidents can affect their performance, organizational commitment, and job satisfaction in the work place (Wegge, van Dick, Fisher, West & Dawson, 2006). Similarly, positive-inducing and negative-inducing emotional incidents cases at work that are obvious have a significant psychological impact on workers' job satisfaction and organizational commitment and could result in long lasting internal and external affective reactions (emotions) among employees.

This impact can lead to tension in the organization (Dugguh & Ayaga, 2014).

In other words, the type of feedback provided by managers often affect performance and job satisfaction (Fisher & Ashkanasy, 2000). The main argument of this theory is that, satisfaction is determined by the difference between what one wants in a job and what one has in a job (Thompson & Phua, 2001). Furthermore, the theory states how much is values in a given facet of work (e.g. pay, benefits and or promotion) can affect how satisfied or dissatisfied one becomes when expectations are or are not met. This theory presents a practical explanation of how employees tend to be satisfied or dissatisfied when a given facet of rewards (for example, degree of recognition for performing a task, the amount of pay received etcetera) meet their expectations. It further states the relationship between employee's expectations and what they obtain after performing a task (Spector, 1997).

Need and Fulfillment Theory

Need/fulfillment theory was propounded by Lawler (1973), where he stated that the basic happiness of workers is in satisfying their needs and demands (Celik, 2011). Need/Fulfillment theorists believed that employee's satisfaction is a function of how much of a reward or outcome they are receiving for their work (Chepkwony & Oloko, 2014). This suggests that the supporters of this theory measure satisfaction in terms of rewards that a person receives or the extent to which his/her needs are met. The concern of this theory is that satisfaction is depended on how much of a given outcome or group of outcomes an employee receives (Lawler, 1994).

Hence, Lawler (1994), argues that satisfaction is determined by the differences between the actual outcome a person receives (for example, rewards) and some other outcomes levels. In other words, employees become dissatisfied when what they receive as compensation is low compared to other outcome levels. The weakness of this theory is that the theorists fail to take into account the individual-difference factors of a person. According to Lawler (1994) the individualdifference factor has to do with how people feel about what they receive and what outcomes they feel they should receive for the work done. For example, an employee who expects to be paid more for his/her job is more likely to be dissatisfied than someone who feels that he is paid adequately for his work. Individual-difference

factors suggest that the fulfillment-theory approach to job satisfaction is not effective; since this approach fails to take into account differences in people's feelings about the outcomes they should receive (Lawler, 1994). Thus, the inadequacy of this theory is that job satisfaction is not only a function of what an employee receives, but in addition what he feels he should receive as there could be a variance in the actual and expectations of employees.

This theory is clearly evident in outsourced service provider's salaries because what they need and expect in a job is not always what they get as compensation (Mutiat et al., 2013). Mutiat et al., 2013 further state that employees who feel that their rewards (salaries or benefits) do not meet their basic needs tend to become dissatisfied with their employers which often lowers their performance and vice versa. Hence, the theory helps managers to identify the needs of their workers with the view of meeting those needs.

IV. EMPIRICAL REVIEW

Fapohunda (2012), conducted a study on pay disparity and pay satisfaction in public and private universities in Nigeria. The study employed the survey research design, and the sample size used in the study was 200 academic staff consisting of 50 respondents randomly selected from each of the two public and two private universities in Nigeria selected for the study. The results showed disparity in pay between public and private sector academic staff, with the private universities paying better than the public universities.

Ali and Ahmed (2009), examined the relationship between recognition programs on employees' motivation and job satisfaction of UNILIVER. The result showed a significant relationship between benefits and job satisfaction ($r = 0.65, p < 0.01$), this was supporting the hypothesis that benefits are significant in explaining motivation and job satisfaction.

A similar study by Daljeet, Manoj and Dalvinder (2011), on factors influencing performance: A study in cement industry of Chhattisgarh, India revealed that three variables that were environmental (work conditions), organizational (salary) and behavioral (promotion) have positive significant impacts on job satisfaction. Furthermore, organizational factors which are salaries were found to be the most important aspects for job satisfaction of the employees in the company.

Sajuyigbe et al., (2013), investigated the impact of reward on performance with special reference to selected manufacturing companies in Ibadan, Oyo State, Nigeria. Structured questionnaire was used to collect data from one hundred (100) participants through purposive sampling method and data were analyzed by multiple regression analysis with the aid of statistical package for social science (SPSS) version 16. The findings of the reward dimensions revealed in order of preference, ranked pay, and recognition to be jointly predictors of performance, which accounted for 71% variance of performance.

V. METHODOLOGY

The study adopted survey research design; the population is made up of the entire staff of Federal Ministry of Information, Abuja which is made up of 510 staff. The study sample 222 from the entire population through the use of Taro Yemani formula. The study adopted the closed-ended type of questionnaires, the questionnaires were designed on five point likert scale ranging from strongly agreed (5) to strongly disagreed (1). While hypotheses was tested using Spearman correlation analysis at 0.05 level of significance.

VI. ANALYSIS AND FINDINGS

A questionnaire is the primary data that was used in this presentation and analysis of the data collected.

Out of 222 questionnaires distributed;

$$\text{Returned} \quad \frac{197}{222} \times 100 = 88.7\%$$

$$\text{Unreturned} \quad \frac{25}{222} \times 100 = 11.3\%$$

197 were successfully returned and valid, representing 88.7%, while 25 were not returned, representing 11.3%.

Hypotheses Testing

Hypothesis I: Incentives packages do not have any significant impact on performance of Federal Ministry of Information, Abuja

Correlations

		IP	EP
IP	Pearson Correlation	1	.844**
	Sig. (2-tailed)		.000
	N	197	197
EP	Pearson Correlation	.844**	1
	Sig. (2-tailed)	.000	
	N	197	197

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson's correlation analysis was conducted to examine the relationship incentives packages and performance. The result of correlation revealed that significant and positive relationships exist between them, a correlation of 0.844 and significant at 0.00, which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept the alternate hypothesis.

Which state that incentives packages have a significant impact on performance of Federal Ministry of Information, Abuja.

Hypothesis II: Salaries and wages do not have any significant impact on performance of Federal Ministry of Information, Abuja

Correlations

		SW	EP
SW	Pearson Correlation	1	.593**
	Sig. (2-tailed)		.000
	N	197	197
EP	Pearson Correlation	.593**	1

Sig. (2-tailed)	.000	
N	197	197

** . Correlation is significant at the 0.01 level (2-tailed).

A Pearson’s correlation analysis was conducted to examine the relationship salaries and wages and performance. The result of correlation revealed that significant and negatives relationships exist between them, a correlation of 0.593 and significant at 0.00, which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept the alternate hypothesis. Which state

that salaries and wages have significant and positive impact on performance of Federal Ministry of Information, Abuja.

Hypothesis III: Fringe benefits do not have any significant impact on performance of Federal Ministry of Information, Abuja

Correlations

Correlations		FB	EP
FB	Pearson Correlation	1	.777
	Sig. (2-tailed)		.000
	N	197	197
EP	Pearson Correlation	.777	1
	Sig. (2-tailed)	.000	
	N	197	197

A Pearson’s correlation analysis was conducted to examine the relationship fringe benefits and performance. The result of correlation revealed that significant and positive relationships exist between them, a correlation of 0.777 and significant at 0.00, which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept the alternate hypothesis. Which state that fringe benefits have a significant impact on performance of Federal Ministry of Information, Abuja.

performance and ministry also didn’t provides overtime payment to employees even when they work after working hours. More, Employees of Federal Ministry of Information, Abuja are not given housing, medical and health insurance allowances.

Where:

- IP = Incentive packages
- SW = Salaries and Wages
- FB = Fringe benefits
- EP = Performance

- ii. The above analysis shows that salary paid by the ministry didn’t in any ways encourages staff to put more energy to accomplish their task, the ministry paid poor attention to maintain performance, the staff are not adequately rewarded for their efforts in the ministry, though they are satisfied with the ministry’s basic salary because it is reasonable. Moreso retaining the services of employees is not as a result of proper wages administration in Federal Ministry of Information, Abuja.
- iii. Findings also shows that the ministry didn’t provides benefits like pension and annual leave allowance to its staff, even the little benefits of employees are not awarded according to their job status, because of sentiments and corruption among some senior staff, and the ministry most a time don’t motivate employee to perform the work better because there is no recognition and rewards for outstanding performance in the ministry. Vehicles are not given to employees of Federal Ministry of Information, Abuja as incentives.

VII. SUMMARY OF FINDINGS

The major findings of this study have been derived from the data presentation and analysis of the study:

- i. Findings revealed that Federal Ministry of Information, Abuja didn’t provide its employee with sufficient financial incentives even when discharge their duties professionally, no fair and adequate compensation on retirement, the payment given to them didn’t meet the requirements of life, bonuses were not given in accordance to their level and consistent with their

VIII. CONCLUSION

This study has been an attempt to examine the effect of motivational instruments on performance with reference to Federal Ministry of Information, Abuja Nigeria. Having gone through the whole length of data analysis hypothesis testing and summary, the following conclusions are hereby drawn most of the varied problem encountered, have been unvested since most of these problem are; Federal Ministry of Information, Abuja didn't provides its employee with sufficient financial incentives even when discharge their duties professionally, no fair and adequate compensation on retirement, the payment given to them didn't meet the requirements of life, bonuses were not given in accordance to their level and consistent with their performance and ministry also didn't provides overtime payment to employees even when they work after working hours.

From the finding of the study, it concludes that salaries and wages have significant impact on performance of Federal Ministry of Information, Abuja. Despite that fact that salary paid by the ministry didn't in any ways encourage the staff to put in their best to accomplish task, there is also poor attention to maintain performance on the part of the management. Their staffs is not well adequately rewarded for their best efforts put in the ministry.

The results support the hypothesis that fringe benefits have significant effect on performance of Federal Ministry of Information, Abuja. In addition, the result also revealed some problems encountered by the staff because the ministry didn't provides benefits like pension and annual leave allowance to its staff, even the little benefits employees enjoyed are not rewarded according to their job status, because of sentiments and corruption among some senior staff, and the ministry most a time don't motivate employee to perform the work better because there is no recognition and rewards for outstanding performance in the ministry.

IX. RECOMMENDATIONS

The following recommendations are therefore recommended:

- i. The management of Federal Ministry of Information, Abuja should not underestimate the power of incentives on performance, sufficient incentives should be made available for employees, most especially when they discharge their duties in professionally, there is need also for management to provide adequate

compensation for staff retirement. Also employees should be provided with bonuses in consistent to their level and performance and overtime should also be given to employees whenever they work after working hours, this will go a long way to ensure that employee are satisfied with their work.

- ii. Management of Federal Ministry of Information, Abuja should increase the salaries paid to their staff in order to encourage them to put more effort towards accomplishing a specific task, there is also need for management to pay more attention to performance in order to adequately reward the employee for their maximum efforts put into the ministry to ensure that the ministry achieve its goals and objectives.
- iii. Management of Federal Ministry of Information, Abuja should with immediate effect try as much as possible to pension and annual leave allowance to her staff, also benefit should be base on job status or performance, without any for of favouritism or sentiment attached, there is need for the management to provide any kind of motivation that will trigger employee to be more committed to the ministerial goals and objectives and lastly there is great need for recognition and rewards for outstanding performance in the ministry.

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