Master's Thesis of International Studies

GENDER DIFFERENCES IN EMPLOYEE JOB SATISFACTION.
A STUDY OF THE GHANAIAN PUBLIC SECTOR IN THE GREATER ACCRA REGION.

직원 직무 만족도의 성별 차이.
아크라 지역의 가나 공공 부문에 대한 연구

August 2023

Development Cooperation Policy Program
Graduate School of International Studies
Seoul National University
International Cooperation

Reginald Djartei Boye

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GENDER DIFFERENCES IN EMPLOYEE JOB SATISFACTION.
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A thesis presented

By

Reginald Djartei Boye

A dissertation submitted in partial fulfilment

of the requirements for the degree of

Master of International Studies

Graduate School of International Studies

Seoul National University

Seoul, Korea

GENDER DIFFERENCES IN EMPLOYEE JOB SATISFACTION.
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(Professor Yoon Ah OH)

Submitting a master's thesis of
International Cooperation

August 2023

Graduate School of International Studies
Seoul National University
International Cooperation

Reginald Djartei Boye

Confirming the master's thesis written by

Reginald Djartei Boye

August 2023

Chair: Professor Jeong Hun HAN   (Seal)

Vice Chair: Professor Soo Hyung LEE   (Seal)

Examiner: Professor Yoon Ah OH   (Seal)

Abstract

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The study investigates gender differences in overall job satisfaction among Ghanaian government employees, focusing on the importance of extrinsic and intrinsic rewards on public sector employee job satisfaction. The study included a total of one hundred respondents. Employees from Ghana's numerous public entities provided data for the study. In the study's analysis, the Statistical Package for the Social Sciences (SPSS) software was employed. Overall, the data demonstrated that Ghanaian male and female public employees are not dissimilar from each other in terms of the factors that contribute to their job satisfaction. Ghanaian government employees agreed that both extrinsic and intrinsic rewards are vital to their job satisfaction. Under intrinsic rewards, where integration and communication structures arise, the job performance of female Ghanaian public servants appears to be more affected than that of their male counterparts. Findings revealed that the majority of female and male public employees do not want to work in high-risk positions, for organizations that exploit their gender, or in jobs that discriminate against or favour specific people because of their gender. Based on the findings, managers in public-sector firms should aim to instil best practices in motivating and rewarding their staff to improve their efficiency, commitment, and work quality. Employee happiness in the public sector would undoubtedly grow, allowing them to perform more successfully and contribute to the attainment of corporate goals.

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CHAPTER ONE

1.1 Introduction

The need for sustainable global development has resulted in policies relating to the use of the potential of both men and women within organizations. World leaders, professionals, and researchers are concerned about how organizations can efficiently utilize their economic resources through a collaborative effort of men and women. As a result, gender-related issues have become one of the major issues that have gained the concern of stakeholders both in developed and developing nations and have attracted several forms of debate (Onuoha U. D., Samuel T. D., & Ojo A. I., 2014). Among the pertinent gender-related issues are gender differences at work, gender inequality, and gender diversity. These issues are primarily concerned with ensuring that men's and women's potentials are utilized within organizations, as well as the need for active women's participation in leadership positions. Gender differences are concerned with the biological differences between men and women. Gender differences have become prevalent in employment, leadership, and academia, especially within most developing nations (Memon N. Z. & Jena L. K., 2017).

Women are heavily underrepresented in most leadership positions, employment, and other intensive areas (Holman, Stuart-Fox, & Hauser, 2018). Despite the fact that the women's population outweighs their male counterparts in some developing nations like Ghana (Ghana Statistical Services, 2021), women are not privy to some positions. There are also other imbalances against women that are not clear. A probable partial explanation is that varied professional choices result from male and female interests in things and people (Su, Rounds, & Armstrong, Lordan & Pischke, 2016; Lippa, Preston, & Penner, 2014). Gender-related issues and employee job satisfaction are among the topical issues that have attracted policies from the past and present administrations of Ghana. The nation of Ghana is among the developing nations that are faced with gender differences and other unemployment issues. The Ghanaian

culture considers women as those whose potential can be used in the upbringing of children and other domestic issues rather than being in positions that contribute to decision-making. As a result, women suffered some level of discrimination when striving to achieve their potential in society. Some women are faced with some level of discrimination at workplaces as well as other forms of harassment. This tends to affect them psychologically, and they do not get satisfied in their workplaces.

According to the 2021 national census of Ghana, women outnumber men in Ghana. The major cities in Ghana, such as Accra, Kumasi, and Cape Coast, have many women who have migrated from rural areas to seek employment avenues. The nation of Ghana is among other developing nations that are faced with a high unemployment rate, a high dependency rate, and a high cost of living. The labour force, which includes men and women, migrates to the major cities in Ghana to find employment. These individuals desire to find satisfaction after getting job opportunities. However, issues of gender differences make it difficult, especially for some women in employment, to get their desired job satisfaction. Among the policies that have been put in place to resolve dissatisfaction among employees in Ghana is the introduction of the Single Spine Salary (SSP) during the administration of President John Agyekum Kuffour in his second term of office.

According to Ghana Medical Association Secretary Dr Frank Serebour, the Single Spine Salary structure could not resolve other major challenges among Ghanaians, including gender differences. Gender discrimination and dissatisfaction, especially among women employees, tend to have a psychological effect on Ghanaian employees, especially women employees. Policies were developed by policymakers and the Ministry of Gender and Children's Affairs to ensure that women's potential is utilized without discrimination. The past and present administrations would have to, as part of their policies to enhance industrialization, put up an effort to grow the private sector, which is regarded as the engine of growth in the country. This

requires an effort to ensure that employees, both men and women, are satisfied with their jobs. According to Somvir and Kaushik (2012), job satisfaction is an intangible emotional reaction to a workplace circumstance. Job satisfaction is a person's assessment of their position and working environment. It is the result of a person's perception and assessment of their situation, which are influenced by their unique needs, values, and expectations (Sempane, Rieger, & Roodt, 2002). Job satisfaction is a function of how individuals feel about their jobs and various facets of them. Job satisfaction, in the perspective of Hulin and Judge (2003), entails multimodal psychological reactions to one's job that encompass cognitive (evaluative), affective (emotional), and behavioural elements. When employees are satisfied at their workplaces, it enables them to contribute their potential towards the achievement of the objectives of organizations.

Employees play key roles among other stakeholders in corporations. Their contributions to the company influence the products produced or services rendered by the company. Their mindset about the company also extends not only to the immediate environment of the company but to the national and international platforms (Singh S. K., & Tiwari V., 2011). At times of dissatisfaction, employees get involved in demonstrations and other riots that could catch the attention of the international community, especially in this era where we operate in a global village and countries are interdependent. Employees comprise those from the topmost level through the middle level and to the lowest level. Each level plays a key role in achieving a common goal. As a result, there must be a conscious effort to meet the deserving needs of employees based on the contributions rendered at each level. Attention must be given to the entire workforce to avoid discrimination, favouritism and unfairness since the contribution of every level is important towards the achievement of the mission and vision statements of the company and to attain goal congruence (Wong E. S. K. and Heng D. T. N., 2009).

1.2 Problem Statement

Women possess unique characteristics that are needed for the enhanced performance of organizations. Women desire to contribute their potential in social and economic affairs. They are most often found to be relatively happy with their job. According to Kaiser (2007), women's satisfaction with their jobs is significantly higher than men's. According to empirical data, women typically place more value on the intrinsic aspects of a job and work-life balance, whereas men typically place more value on the extrinsic aspects of a job, such as the financial advantages and career chances (Babcock et al., 2003; Bonke et al., 2009). Despite their distinct characteristics, women face unique challenges in the workplace. The need to resolve job satisfaction differences has resulted in policy formulation within some nations. This has resulted in positive changes within nations such as Norway, France, Denmark, Finland, and the Netherlands. There is evidence suggesting that the gender-job satisfaction difference diminishes in the process of modernising the labour market. These countries are fairly advanced in giving equal opportunities to men and women.

According to Kaiser (2007), women's levels of significance placed on work qualities may not be consistently lower than men's levels but rather tend to centre on other workplace dimensions. Women may systematically place less value on a variety of work traits than men, which suggests that women should experience more job satisfaction than men when performing the same tasks. Even with inferior working conditions, women may be just as content as males (Sultana F. & Begum B., 2012). The gender differences in job satisfaction, according to Clark (1997), are not explained by different jobs or valences of work qualities. Studies on employees' job satisfaction and gender differences were mostly conducted in advanced countries, with fewer studies undertaken in developing countries like Ghana. The few studies done in Ghana mostly focus on techniques to motivate employees rather than looking at gender-related issues (Dinler, 2008). Most of the institutions in Ghana do not have human resource departments that

could consider gender-related issues as well as other issues that affect employees psychologically, and this makes it difficult to discover the full potential of employees, which needed to be considered by policymakers to enhance the performance of firms. The collaborative effort of men and women will bring good returns to organizations, especially when gender-related issues are well addressed. Unfortunately, this is rarely the case.

Women in particular may suffer psychologically from the way they are treated in some workplaces. Issues relating to gender differences and employees' job satisfaction and motivation can help a developing country like Ghana achieve its goals of advanced industrialization, producing enough to feed its citizens, and having better means of providing services to mitigate the over-dependence on foreign goods and their associated effects. Unfortunately, most Ghanaian firms are only partially aware of this. This required the selection of this issue to better address this concern and to provide a better working connection between men and women within organizations without any distinctions to get the best results.

1.3 Population and Gender Differences in Ghana

According to the 2021 population census in Ghana, there are 400,000 more women than men. The total population of Ghana is 30.8 million, according to the results of the 2021 Population and Housing Census (PHC). Overall, women make up 50.7% of the population, while men make up 49.3%. There was a ratio of 97 men for every 100 women in 2021, which represented a slight increase over the ratio of 95 recorded in 2010. The Ghanaian population is growing, but at a declining rate as compared with the previous censuses held in Ghana. According to the census, females make up a larger percentage of the population in 2021 PHC, continuing a trend from the previous four censuses. In ten of the sixteen regions, they outnumber men. The total unemployment rate in Ghana shows a higher rate among females (12.5%) than males (11.1%).

This means that women are more likely to be unemployed than their male counterparts. There are currently sixteen (16) regions in Ghana. The statistics reflect the regional unemployment rates, with the Upper East (18.4%) having the highest and Brong Ahafo (8.4%) having the lowest rates. Except for Brong Ahafo (6.8% for women and 10.1% for men) and Greater Accra (13.3% for women and 15.6% for men), where the ratio is the opposite, all areas have a greater rate of female unemployment than male unemployment. The opposite is true in the remaining areas. In Ghana, the average income of those who are currently working is GH₵898, with men (GH₵1,011) earning more than women (GH₵715).

1.4 The World Population and Gender Differences

The world population shows a little over 7.9 billion, with Asian countries such as China and India having a population of more than 1 billion. The world population is increasing by more than 90 million each year. In terms of gender differences, it is showing a sex ratio of about 1.017, which is an indication of having more men than their female counterparts. Gender-related issues are prevalent among world leaders, and some countries such as Norway and France have formulated policies that will allow women to participate in leadership positions without any discrimination. There was policy formulation involving the International Labour Organization (ILO), which requires fairness in gender-related issues. The International Labour Organization (ILO) report for 2008 shows that 50.4% of the participants were men, compared with 48.3% being females. There were other policies relating to the participation of men and women. An example is a national policy in the United Kingdom (UK) that encourages the implementation of gender balance in the boardrooms of all companies operating in the UK and its stability. The European Union also supports gender issues, and the E.U. initiated 40% mandatory female participation in recent negotiations in Brussels.

The severe effects of gender discrimination in the workplace were highlighted by a poll done by Fairygodboss (2015), an online community founded by women to share experiences. Few women believe they are treated equally with their male counterparts. Female employees suffer from a gender-based disadvantage that results in lower compensation and a poorer standing within the company (Cohen-Charash & Spector, 2001). In their research, Eagly and Carli (2007) found that supervisors favour male employees over female colleagues for complicated and hard tasks, hence women in organizations have fewer prospects for employment than men (Glick et al., 2000; King et al., 2012). Women workers have shied away from leadership positions, which has a domino effect on the proportion of women in an organization (Ostroff et al., 2012).

1.5 Research Objectives

The main objective of the study is to identify the level of job satisfaction and evaluate the gender differences in job satisfaction among male and female employees in the public sector institutions of Ghana.

Specifically, the study aimed to:

i.   Examine the gender differences in the overall job satisfaction among public sector employees.

ii.   Evaluate the importance of extrinsic and intrinsic rewards on the level of job satisfaction among public sector employees

iii. Identify the level of job satisfaction between male and female employees within the public sector

1.6 Research Question

i.   What are the gender differences in overall job satisfaction among public sector employees?

ii.   What is the importance of extrinsic and intrinsic rewards on the level of job satisfaction among public sector employees?

iii.   What is the level of job satisfaction between male and female public sector employees?

1.7 Scope of Study

The scope of the current study included the theoretical scope, which is made up of research publications and student papers relating to gender differences and employees' job satisfaction. Geographically, it will be limited to public sector organizations within the Accra Metropolis.

1.8 Significance of Study

The study will be relevant in determining gender differences in employee job satisfaction. Policymakers and heads of the various organizations in Ghana will see the need for effectively formulating policies to address gender differences. Not only will the study add to existing literature regarding gender differences and employees' job satisfaction, but it will also enable knowledge of the subject.

1.9 Methodology

The study will use an inductive research approach and a qualitative research strategy. Johnson et al, (2005) identified the inductive approach as the use of thorough consideration of raw data in deriving concepts and a model through the researcher's interpretation. The primary data will be derived through the administration of questionnaires using a purposive sampling method to employees at selected public sector organizations within the Accra metropolis. The population

of the study includes the staff of the selected public sector organizations. A survey design will be adopted for the study. A semi-structured questionnaire will be used as the main instrument for data collection. The SPSS statistical package for the social sciences will also be used to generate the results. The result will be presented in tables.

1.10 Organization

This research was separated into five major sections. The first chapter discusses the study's introduction, problem statement, research objectives, and research questions, as well as the scope and structuring of the thesis. The second chapter is devoted to a review of the literature. It includes a conceptual review, a theoretical framework, an empirical review, and a conceptual framework for carrying out the study. The third chapter, on research methodology, concentrates on research design through population and sampling methodologies as well as how data was obtained and will be analyzed. The fourth chapter contains the data analysis and discussion of the findings. The fifth chapter provides a summary of the findings, the conclusion, and recommendations. This chapter also included ideas for additional research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This section includes an overview of the study's theoretical and empirical underpinnings as well as a discussion of the study's major concepts. The conceptual review covers the definition and concept of gender differences, employee job satisfaction, levels and facets of job satisfaction, and extrinsic and intrinsic reward, among others. The philosophical environment in which this investigation is being conducted, as well as the consequences of the theories in the study, are examined in the theoretical review. Finally, the empirical research examines related works as well as the research gaps that this study aims to fill.

Conceptual Review

The concepts that are pertinent to a specific study topic are described in a conceptual review. It takes important variables, concepts, and considerations into account that are pertinent to the research. The following is a conceptual review of this study:

2.1 Concept of Gender and Gender Differences

Gender difference remains a concept that is of great concern to stakeholders both in developed and developing nations. It is a concept that has attracted various forms of debate and policy formulation as a means of addressing differences in the engagement of men and women and the need for both parties to contribute their potential to developing societies. Gender differences as a concept are referred to as the biological differences between sexes. According to Osterberg (1996), the concept of gender difference is largely framed as the biological differences between males and females. The concept has been considered in job applications,

supervision, motivation, and extrinsic and intrinsic rewards, among others. Major theories, such as the feminist theory, have influenced the concept of gender differences, particularly when they are considered in the context of supervision (Osterberg, 1996). According to Saad Ahmed Ali Jadoo (2020), the concept of gender difference has a great impact on the labour market and, as such, cannot be underrated as far as the need for development is concerned. Multiculturalism is known to be influenced by factors such as one's gender (Hoffman 1996).

Furthermore, people's preconceived notions about men and women, whether true or not, are shaped and socialised by gendered views. Gender as a concept refers to the range of characteristics that are considered masculine or feminine. Gender also describes the state of being a man, woman, boy, or girl within a particular cultural group at a particular point in time. Gender is completely natural, and it is embedded in human desire, beliefs, and actions. It is connected to the potential and contributions of men and women, their behaviours, roles, values, and opportunities, how their contributions are being valued and how both men and women have access to and control resources. Gender-based concepts such as gender diversity, gender disparity, and gender equality are common in recent literature. These concepts are of great concern to policymakers, researchers, and other stakeholders. The concepts are useful in analysing how commonly shared practices legitimize discrepancies between sexes. They are considered social and cultural constructs to distinguish the differences in the attributes of men and women, as well as girls and boys. They are much more focused on the potential of men and women and how they can carry out their roles efficiently to bring about growth and development within organizations.

Admittedly, gender-based roles and other attributes do change over time and vary with different cultural contexts. This requires attention to the concept of gender, as it will help address expectations that may be held about the aptitudes, characteristics, and behaviours of both men and women. Managers of organisations must consider the concept of gender and gender

differences. According to the research report presented by the Behavioural Insights Team (2022), on gender differences in response to requirements in job ads, men apply for a job when they meet only 60% of the qualifications, but women apply only if they meet 100%. This study concludes that men and women view job criteria differently, which may account for the sex gap in job-seeking behaviour.

2.2 Definition and Concept of Job Satisfaction

Job satisfaction as a concept is considered globally to be the general feelings about a person's job based on specific employment facets such as benefits, salary, opportunities, growth, and co-worker relationships (Mueller & Kim, 2008). The concept of job satisfaction remains relevant for management consideration, just as employee contributions remain relevant to the success of organizations.

The concept of job satisfaction cannot be overemphasized, as this is essential to organisational success. It has been determined that organisational success is directly impacted by job satisfaction, employee commitment and motivation, turnover, performance, and absenteeism (Singh & Tiwari, 2011; Kim, 2001; Hussin, 2011; Medina, 2012; Kehinde, 2011). When a person's employment or work experiences are evaluated, it results in a good emotional state known as "job satisfaction." Job satisfaction is a positive emotional state brought on by an evaluation of one's work, an emotional response to that work, and an attitude toward that work (Marzabadi and Tarkhorani, 2007). It refers to a person's overall attitude about their employment. According to Vecchio (2002), a person's attitude about their work is influenced by their thoughts and feelings about their job satisfaction.

Job satisfaction, according to Marzabadi and Tarkhorani (2007), encompasses more than simply feelings and thoughts because it also refers to people's attitudes, which shape their

beliefs and behaviours. Job satisfaction is, in essence, a function of an employee's attitude and feelings toward their employment. Anyone who works experiences job happiness, regardless of gender. The advent of subjective measurements brought from the field of psychology has led to an increased focus on job satisfaction in recent years in the literature on labour economics (Sloane and Williams, 2000; Long, 2005).

Job satisfaction is essential because it motivates workers to perform to the best of their abilities. Long (2005) asserts that workers who are highly content with their jobs are known to have good attitudes toward their work, whereas workers who are dissatisfied with their jobs are known to have negative attitudes toward their work. Any employee who enjoys their work can be said to be satisfied with their position, as seen by their attitude. Since this problem will have an impact on the productivity and performance of the workforce, public organisations must acknowledge it. Any employee can have job satisfaction, regardless of gender. To maximise the potential of both men and women in organizations, attention must be paid to job happiness (Clark, 1997).

The most commonly examined job attitude and one of the most extensively researched areas of occupational psychology is job satisfaction (Judge and Church, 2000). Job satisfaction is a significant idea that is essential to the socioeconomic advancement of the current world. It is a vital and effective component of workers' lives and a crucial component of any organization's and economy's performance (Laguador et al., 2014). According to Eroğlu (2000), job satisfaction is a holistic experience that a person seeks to obtain from his job, managers, coworkers, and organization. According to Greenberg and Baron (2000), a person's feelings regarding their employment might be either positive or negative. According to Perie and Baker (1997), job satisfaction is an emotional response to one's workplace.

2.3 Levels of Employees' Job Satisfaction

Employee job satisfaction is critical to organisational performance in both developed and developing economies. According to Armstrong et al. (2014), employees who are satisfied with their jobs prefer to stay with their employers. Armstrong et al. (2014) have mentioned three levels of influencing factors that affect job satisfaction. These levels include the intrinsic motivating factors that relate to job content, especially the five dimensions of jobs or the job characteristics model: skill variety, task identity, task significance, autonomy, and feedback. The 2009 Society for Human Resource Management (SHRM) survey report found that job security, benefits, compensation, the opportunity to apply skills, feeling safe in the workplace, and other individual job satisfaction characteristics, such as career development, employee's relationship with management, and work environment, all contribute to overall job satisfaction.

Job satisfaction has several levels (high and low levels), which are determined by many motivators, according to Mehrad A. and Zangeneh M. H. T. (2017). The levels highlight how employees feel about their jobs and display how they behave at work (Mehrad A., Zangeneh M. H. T., 2017). High levels of job happiness would result in high levels of productivity; on the other hand, poor levels of job satisfaction would result in staff turnover and absenteeism (Wan Ahmad & Abdurahman, 2015). Employee behaviour and reactions to their jobs and workplace depend on the effectiveness of organisational motivators. Low levels of job satisfaction, according to Wegge, Schmidt, Parkes, and Dick (2004), are a key indicator of unfavourable behaviours including absence and return intentions. Under these unfavourable conditions, employees attempt to distance themselves from coworkers and the workplace (Khan, Masrek, & Nadzar, 2017; Sultana & Begum, 2012).

For a long time, job satisfaction has been a significant research topic (Clark, 1997; Donohue & Heywood, 2004; Sloane & Williams, 2000). The display of human needs according to

Maslow's theory (Maslow, 1943) shows that, mostly, the lower-level needs, which are indicated as the physiological needs, have to be satisfied before the higher needs. Employees who are in the category of meeting lower-level needs will appreciate any provisions from their company that can help them satisfy this level of need as compared with those who seek to satisfy higher-level needs. This supports the quote that "what serves as motivation for one, may not be for another." The theory clarifies that employees pursue to satisfy needs relating to safety, after which they proceed to seek adoration, affection, and belongingness, which are mostly psychologically related. When expectations are met, employees may become very loyal to the company and report higher levels of satisfaction.

Additionally, job happiness might persuade workers to stick around their company for a very long time (Vrinda et al., 2015). Employee job satisfaction is influenced by both intrinsic variables connected to personal growth and development that lead to increased satisfaction and extrinsic elements related to the security of the work environment known as hygiene factors that induce job discontent (Banyard, 2010; Bradley, 2007). (Hertzberg et al., 1959; Ssesanga and Garett, 2005). Because several factors might affect job satisfaction, the idea has become ill-defined and mythological (Lacy and Sheehan, 1997; Ssesanga and Garett, 2005).

2.4 Facets of Job Satisfaction

Job satisfaction characteristics have been shown to cause a considerable difference between male and female employees (Kiefl and Kler, 2007). Experience, as a personal factor, is thought to boost job satisfaction (Dewar and Werbel, 1979; Parasuraman, 1982). Gender is another factor that influences commitment and job satisfaction. Women are also more dissatisfied with their jobs than men. Low salaries, limited promotion chances, and so forth are some of the key causes. Women also report that many managers fail to operate their organisations effectively. The ability to set goals, make employees feel important, assign fair workloads, and provide

feedback on job performance are some of the specific areas that are criticized. Some of the important factors influencing employee job satisfaction are highlighted below:

Rewards and Motivation of Employees:

Employees comprise those from the topmost level through the middle level and to the lowest level of organizations. Employees play key roles among other stakeholders in organizations. Each level of employee plays a key role in the achievement of organisational goals. Their contributions to organisations have an influence over the products produced or services rendered within those organizations. Their mindset about their organisations extends not only to the immediate environment of their organisations but also to the national and international platforms. Employees become involved in demonstrations and other riots when they are dissatisfied, which may attract the attention of the international community, especially in this era when organisations operate in a global village with countries interdependent. This requires that the management of organisations make a conscious effort to meet the deserving needs of employees based on their contributions to the organisation. Motivation could be explained in many ways.

To get the most out of your staff, though, you need to strike the perfect balance between micromanaging and macromanaging by providing them with the right amount of advice, direction, resources, and rewards to foster a sense of belonging. In order to express thanks to employees, motivation fosters a sense of concern and acknowledgement of the efforts of every contributor to the firm. Motivating people has been shown to enhance productivity and allow a business to achieve higher levels of output. As employees tend to contribute their potential towards the growth of organizations, they have to be motivated and rewarded. Employee motivation and rewards are classified as intrinsic when an individual is motivated by internal desires and extrinsic when an individual is motivated by external desires (Parshetty, S. 2019).

According to Burton (2012), intrinsic motivation focuses on an individual's self-satisfaction. He further stated that such rewards are normally within the control of the employee himself and do not need external factors to influence behaviour. Re'em (2011) differentiates extrinsic motivation from intrinsic motivation with the explanation that, when it comes to extrinsic motivation, the reward is separable from the activity itself of the employee. According to Magee (2015), employee rewards come in the form of extrinsic and intrinsic rewards. These categories of rewards affect the performance of employees in organizations. Ng and Feldman (2010) concluded that employee promotion is an extrinsic variable that has an impact on job satisfaction. However, there are differences by gender, maybe as a result of men being given more opportunities and promotions to top positions than women.

Employees typically have somewhat high job satisfaction in the first few years of employment, which is followed by a fall, although they are rewarded as their contributions to the organisation are realised, according to Ng and Feldman (2010). Regarding the gender gap, job pride is one fundamental trait that contributes to gender variations in job satisfaction. Between middle age and retirement, women report less job satisfaction but greater pride than men do. Women under the age of thirty (30) report higher levels of job satisfaction than men (Magee, 2015). Women may be satisfied with their work in entry-level roles since they anticipate holding these positions early in their careers (Magee, 2015). They (women) are less likely than men to be proud of their jobs when they are younger because they frequently work in entry-level jobs for a longer period of time (Yap and Konrad, 2009; Magee, 2015). They (women) become more proud when they are promoted in their forties (Magee, 2015).On the other hand, it has been demonstrated that job satisfaction—which includes both intrinsic and extrinsic components of a job—increases with age for both genders (Wilks and Neto, 2013).

Organisations and Job Characteristics:

Organisational and job characteristics continue to be hot topics due to their importance in personnel attraction and retention as well as their beneficial impact on organisational commitment (Defourny et al., 2009). Organisational qualities that promote decentralisation and a participative approach to decision-making, according to Mowday et al. (1982), are the most influential in promoting organisational commitment. Commonly examined aspects of organisations include their structure (e.g., size, formalization, number of levels in the hierarchy, and centralization; Suman and Srivastava, 2012), kind of support, job status, annual wages (Giffords, 2009), leadership style, and human resource policies (Nijhof et al., 1998; Peeters and Meijer, 1995; Gallie and White, 1993).

According to Walton (1985), in a flat organisation where governance and organisation are based on shared aims and values rather than rigid procedures and rules, organisational commitment would rise (Suman and Srivastava, 2012). Similarly, Stohr et al. (1994) discovered a highly positive association between participative management and commitment in their study (Lambert et al., 2008). It is hypothesised that higher levels of decentralization, employee participation in decision-making, and organisational commitment all go hand in hand (Suman and Srivastava, 2012; Bateman and Strasser, 1984; Morris and Steers, 1980). Affective commitment to one's organisation is correlated with factors such as fair treatment by superiors, opportunities for advancement, feeling like one belongs in the workplace, and open lines of communication between employees and management (Lambert et al., 2008; Lambert, 2004; Lambert et al., 2002).

Organizational features fluctuate between industries, which may lead to variances in organisational commitment. For-profit firms have become linked to a more frightening and competitive environment, which has resulted in frequent layoffs and growing unemployment rates in certain circumstances. Employee commitment levels in for-profit firms have decreased

as a result of this circumstance, which is characterised by high levels of strain and job instability. In contrast, the culture of non-profits is characterised by decentralisation and a participatory decision-making approach (Defourny et al., 2009), and research has shown that organisations with these characteristics have a lower rate of employee turnover and higher rates of employee performance and engagement (Rhoades and Eisenberger, 2002). However, when organisations grow in size, the procedures for collective decision-making and decentralisation get denser and more sophisticated (Cornforth et al., 1988), which is exacerbated by the dramatic decrease in public funding.

Organizational Climate:

Argyris's (1958) pioneering research laid the groundwork for the concept of "organizational climate." The organizational climate was established and defined by the author in terms of employee wants, values, personalities, and official company regulations. At a later date, Argyris (1964) remarked that experienced workers become dissatisfied with the formal organisational structure, authoritative leadership, and strict management oversight. He continued by saying that companies not only don't use their people to their full capacity but also don't give them enough encouragement to grow professionally. Gilmore and Von (1961) emphasised the differences in individual attitudes regarding the psychological structure of their businesses while discussing the connection between the organisational environment and the attitude and behaviour of individuals.

According to Forehand and Gilmer (1964), the characteristics of organisations can be used to define "organizational climate." There is typically a disparity between the traits that define one organisation and those that define another. Such traits remain consistent over time and play a significant role in moulding the actions of the company's personnel. Both the structure of an organisation and the way it makes its employees feel can be rather different from one to the

next. An organisation has its character, or identity, which shapes the way its workers act, as noted by Insel and Moos (1971). " The notion of "organizational climate" became well known after the publication of Litwin and Stringer's (1966) book on the subject of "organizational climate" (Madhukar and Sharma, 2017). The experimental research not only provides a comprehensive framework on organisational climate but also measures climate using characteristics specifically selected for this purpose. Litwin and Stringer (1968) defined the organisational climate as the interplay between the organization's past, present, leadership, and infrastructure (Madhukar and Sharma, 2017). As a result, it affects how people in an organisation feel and act. While earlier studies by industrial psychologists focused on the organization, more recent studies have shifted their focus to the person. Subsequently, as stated by James and Jones (1978), the significance of one's work to one's personal life became an overt focus in the workplace (Madhukar and Sharma, 2017).

In their work, Tagiuri and Litwin (1968) delved further into the notion and nature of the organisational climate, outlining multiple methods for studying it (Madhukar and Sharma, 2017). In it, they defined "organizational climate" as "a generally persistent feature of the internal environment of a business that is felt by its employees, impacts their conduct, and can be represented in terms of the values of a certain set of traits or attitudes of the enterprise."

Work-Life Balance:

Work-life balance factors may provide another explanation for gender disparities in job satisfaction. Men may prioritise compensation over flexibility, while women may place a larger value on the capacity to balance work and family; yet, when flexibility is taken into account, satisfaction is equal for both sexes (Bender et al., 2005; Andrade et al., 2019). Even though job contentment and life satisfaction are not the same thing, they frequently go together (Tait, Padgett, and Baldwin, 1989). According to a meta-analysis, older women were more satisfied

with their managers and experienced less role overload (having to follow several rules that require significant time commitments) than older men (Ng and Feldman, 2010).

2.5 Conceptual Framework
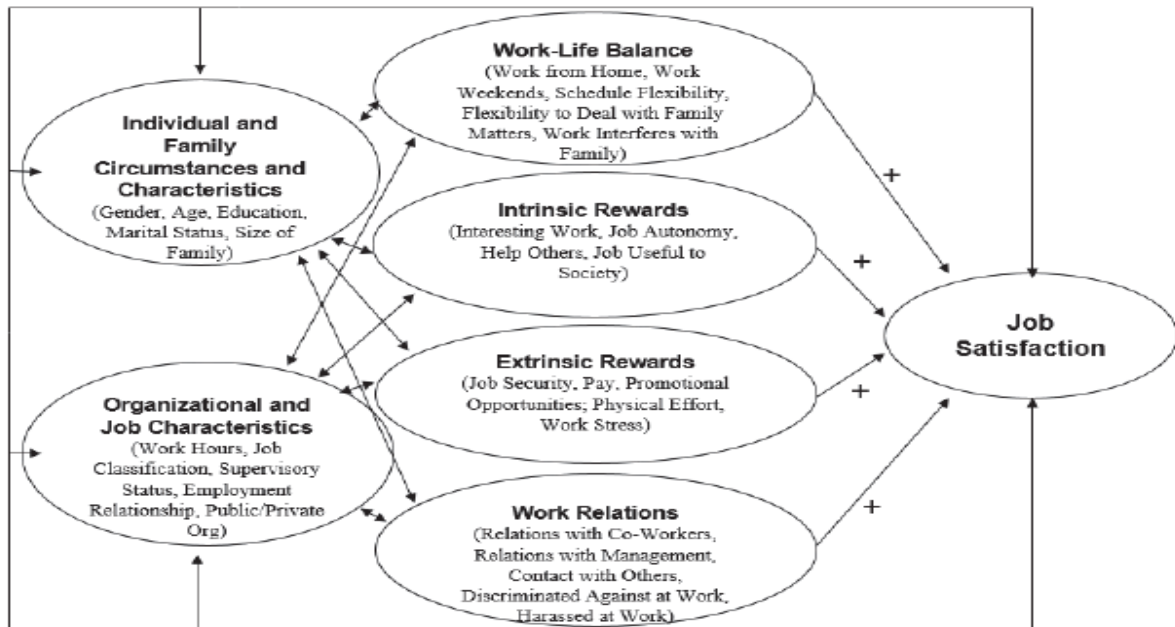
Source: Andrade, M. S., Westover, J. H., & Peterson, J. (2019). Job Satisfaction and Gender. *Journal of Business Diversity*, *19*(3).

2.6 Empirical Review

M.P.L.R. Marasinghe and Anusha Wijayaratne (2018) studied "The Impact of Gender Differences on the Job Satisfaction of University Library Professionals." For their study, a survey design was used, with five parameters taken into account. Work, coworkers, remuneration, advancement, and supervision were among them. The major data-gathering instrument was a semi-structured questionnaire. According to the study, gender differences have a negative impact on job satisfaction. The study's conclusions are beneficial in establishing a motivated and productive workforce for corporate success.

Andrade Maureen Snow, Jonathan Westover, and Jeff Peterson (2019) conducted a "job satisfaction and gender study." The study examined whether gender, country, and work-related characteristics influence employees' degree of job satisfaction using data from the 2015 International Social Survey Programme. Extrinsic and intrinsic rewards, as well as work connections and work-life balance rewards, were investigated. The survey discovered no differences in job satisfaction between men and women.

Roman, M.; Sternad Zabukovek, S.; Bobek, S.; Tominc, P. (2021) conducted a study on "Gender Differences in Work Satisfaction, Work Engagement, and Work Efficiency of Employees during the COVID-19 Pandemic." The purpose of this article is to determine the significance of individual characteristics of job happiness, engagement, and efficiency, as well as gender disparities. The research is based on a survey of 785 Slovenian employees. The research hypotheses were tested using factor analysis and the t-test on two independent samples. The findings reveal that there are significant gender disparities in work satisfaction, engagement, and efficiency among employees working from home during the COVID-19 epidemic.

Zou, M. (2015), investigates gender, work orientations, and job satisfaction. The study analysed data from the 2006 Skills Survey, yielding three significant findings. The first demonstrates that women, whether working full-time or part-time, report much greater levels of job satisfaction than men. Second, work orientations are strongly related to job satisfaction, and their associations differ significantly among men, women, and full-time and part-time workers. Finally, it demonstrates that when job orientations are included, the observed gender satisfaction disparity is erased.

Saad Ahmed Ali Jadoo (2020) conducts a questionnaire survey among doctors to investigate gender variations in job satisfaction domains. The purpose of the study was to look at gender

differences in a 10-item Warr-Cook-Wall (WCW) job satisfaction measure among Iraqi medical doctors. In Iraq, a cross-sectional survey was done between January and June of 2014. To collect data from 20 health institutions, a multistage sampling strategy was used. The data were analysed using the student t-test and the Pearson correlation tests. The results of the student t-test revealed a significant gender difference; women doctors appeared to be more satisfied than men in terms of freedom to choose their working method, satisfaction with their colleagues and coworkers, amount of responsibility given to them, income, opportunity to use their abilities, hours of work, and job variety.

Nurliyana Binti Mohd Shazali and Muhamad Fuad Bin Abdul Karim (2010) conducted a study on work satisfaction among employees. The study focuses on the managerial and professional groups because they act as bridge builders between upper and lower management levels. The Minnesota Satisfaction Questionnaire was used to create the job satisfaction questionnaire. The Statistical Package for Social Science (SPSS) 11.0 is used to process the collected data. To examine the difference between male and female officers in MOSTI, an independent T-test was done. Gender and total job happiness are inextricably linked. The gender difference in overall job satisfaction is not clear, according to the findings, because there is no significant difference obtained from the analysis.

Oladosu Christianah Tinu (Mrs.) and Adeniji, Ajibola Adenike (2015) researched "Gender Influence on Job Satisfaction and Job Commitment among Colleges of Education Lecturers." We used a descriptive survey research design. Thirty male and thirty female lecturers from Osun State College of Education, Ila-Orangun, made up the sample. The instrument used to collect the data was a questionnaire. The result shows that female lecturers have higher job satisfaction than males.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

The research strategies employed in the study are dissected in this chapter. It serves as the foundation for realising the research questions and objectives. The primary goal of the research is to perform systematic and rigorous inquiry and investigation with the goal of increasing knowledge. Research discovers, develops, and verifies knowledge (Kothari, 2007). It ensures that research results can be validated by further studies in the application of general scientific principles in a chosen area of study. This chapter covers the research design, research methods, study population, sampling, sources of data, data processing and analysis, validity, and reliability of the study.

3.1 Research Design

Research design enables the provision of a framework that specifies the type of information or data to be collected. It discusses the data sources and techniques for collecting data, as well as the tools employed by a researcher in a specific study (Mesly, 2015). Information about participant selection, data collection, and all other activities that make up a specific research process are all regarded as part of the research design (Shiyatov et al. 2001). Conclusive research (descriptive and casual research) and exploratory research are the two main categories into which research designs are typically sorted, as stated by Briffa et al. (2001). The method of collecting data or obtaining information in an informal, unstructured, and highly flexible manner is referred to as exploratory research design (Kasim et al., 2010).

According to Corrine (2011), the goals of a research design are to facilitate easy scaling, give a road map for the study, steer the research in the right direction, keep costs low, collect the right kind of data through the right methods, and provide an overview of a particular research

subject. According to Briffa et al. (2001), a good study design should be objective, dependable, valid, and generalizable, as well as give appropriate information. A descriptive and exploratory study will be adopted in this research to enable the population to be described with consideration of the objectives of the study. This will enable the researcher to explore and explain the situations of individual respondents and to describe their characteristics and functions. It will also enable the use of purposive sampling to derive information from individuals who have knowledge of the subject area of the study and could provide reliable information to meet the objectives of the study.

Research Method:

The research method is defined by Kothari (2007) as the kinds of problems that are worth investigating. Research methodology, as defined by Kothari (2007), entails the assumptions, principles, and processes of a certain line of investigation. The procedures and practises that a researcher uses to gather data are included (Bosworth and Loundes, 2002). Kothari (2007) also established that research methods are techniques for doing research.

The qualitative research method will be used in the study. This enables the researcher to derive the primary data using a survey or questionnaire. The researcher will employ the survey strategy to employ when distributing questionnaires to a sample of respondents inside Accra's public sector organizations. The quantitative and mixed research methods are the other research methods, but they will not be used in this study.

Research Population:

The term "research population" refers to the total number of cases that match a specific set of criteria (Murthy and Bhojanna, 2010). It includes the population to which the researcher hopes to apply the findings. According to Marczyk et al. (2005), the population of any research

endeavour consists of all people whom the researcher wishes to include in the investigation. As a result, a description of the population of any study is critical. In qualitative research, the population refers to all of the respondents who can provide information to achieve the stated purpose(s). Employees in an organisation are examples of population elements (Onwuegbuzie & Leech, 2005). Employees of the selected public sector organisations will make up the study's population, and the respondents will be men and women who work for those organisations and are in a position to contribute information useful to the study's goals.

3.2 Sample Size and Sampling Technique

The sample size was determined for this study because the entire population could not be used. It is the portion of the population that serves as the basis for estimating the characteristics of the population as a whole, and it allows for a larger population to be generalised (Mugenda and Mugenda, 2003). The techniques of purposeful and convenience sampling will be used. The researcher will use a sample size of 100 public-sector organizations. The respondent types will include employees in supervisory and middle-level positions and will be both men and women.

Table 3. 1 Sample size and Distribution.

Organizations	Sample Size Distribution	The proportion of the Sample of Distributions
Ministries and Departments	50	50%
Health Service Centres	25	25%
Tertiary Institutions	25	25%
TOTAL		**100%**

Types of Data and Sources of Data:

Corrine (2011) argues that it is important to be transparent about the data being used and to have a deeper comprehension of the information at hand. The two most well-known types of data sources are primary and secondary. The primary source of data will be used in the study. Primary data is collected from new sources such as interviews, fieldwork, and unpublished records (Kothari, 2004). This type of data is considered reliable, objective, and authentic and comes directly from the data source without necessarily going through any other existing data (Diriwachter and Valsiner, 2006). Questionnaires will be administered to the respondents to obtain the primary data. This primary data source will be used solely for the study. The primary data source enables the researcher to generate data that is used to meet the objectives of the study.

3.3 Data Collection Methods

The procedures used to collect the data required to solve a research problem are referred to as "data collection methods." According to Kassim (2010), several data collection strategies exist in academic research dependent on cost, time, and resources. According to Saunders and Lewis (2009), this refers to the tools that enabled the researcher to collect data. Data collection methods refer to the tools, such as questionnaires, that are used to collect data (Neuman, 2006). Research data consists of observed instances, participant responses, and experimental outcomes that have been recorded for use in analysis and interpretation (Saunders et al., 2009). Every research project relies heavily on data. A questionnaire is used to collect data for the study. The surveys will be structured on a 7-point Likert scale by the researcher. It ranges from 1 = strongly disagree to 7 = strongly agree, as shown in the table below:

Table 3. 2 Likert Scale

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Data Analysis Method:

According to Diriwachter and Valsiner (2006), the onus is on the researcher to cull unnecessary information from the data set before analysing it. The collected questionnaires will be checked for errors, coded, and entered into the Statistical Package for the Social Sciences (SPSS) software to get the final result. The results will be displayed in tables, and analysis will be performed on them. Means and standard deviation (SD) will be used as descriptive and inferential statistics. Frequency charts and cross-tabulations were also employed to help readers make sense of the findings and discussions.

Validity and Reliability Tests:

A research study must be both accurate and credible. Data validity refers to how well a procedure measures the variables of interest. Lancaster et al. (2012) emphasised the importance of research accuracy as well as consistency as an assurance that the research is dependable and genuine. The surveys that will be conducted will be cross-checked to detect any errors and ensure that they are in line with the stated objectives. Data is dependable when it allows the researcher to determine the precision of the study methodology. The validity of the research instrument relates to the extent to which the research method measures what it is supposed to

measure (Lancaster et al. 2012). When data is sufficiently complete and error-free, it is said to be reliable. To ensure that the researcher's data collection is as unbiased as possible, data reliability is essential. Data reliability opened the path for data confidentiality. After pre-testing, the questionnaires will be distributed to respondents to increase their relevance to the study.

Ethical Consideration:

Ethical consideration refers to the principles that are considered appropriate in guiding particular research practises and designs. When dealing with other humans, it's important to take into account a set of ideas and ideals known as "ethical considerations." These principles involve confidentiality, communication of results, and informed consent. It is unethical to divulge knowledge in research. The responders were guaranteed the secrecy of the information as part of the procedures to ensure ethics. As a result, responses will be displayed without revealing the respondents' identities. There will be no comment about specific names. If responders are not interested, they will be given the choice to opt out.

3.4 Profile of The Public Sector

The public sector is concerned about government services and public goods. The organisations that operate in the public sector are owned and controlled by the government, and they form part of the central and local governments. These organisations provide essential services that benefit the public. The central government consists of ministries, departments, and agencies, whereas the local government consists of metropolitan, municipal, and district assemblies. The organisations that form part of these categories operate to serve the public and receive financial support from the government. The study will retrieve data from departmental managers and directors of ministries and agencies, health service centers, and tertiary institutions within some

of these organisations in the Accra metropolis for the study. These organisations are chosen as a result of their employee strength and gender consideration. The selection of these study centres is based on the researcher's objectives, for which the respondents working in the organisations will provide data in order to meet the objectives.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS

Introduction

This chapter presents data analysis and interpretation. The objective of the study is to assess **Gender differences on employee's job satisfaction. Evidence of Ghanaian public institutions in the Greater Accra region**. Data were collected from 100 officials of selected public institutions in the Accra metropolis.

4.1 Demographic Characteristics of Respondents

Distribution of Respondents

Table 4. 1   Demographic Characteristic of Respondents.

Variable	Frequency	Percentage
Gender		
Male	70	70%
Female	30	30%
Age Group		
20- 30 years	16	16%
31- 40 years	40	40%
41- 50 years	24	24%
51- 60 years	18	18%
60+	2	2%
Educational Level		
High National Diploma	11	11%
Degree	44	44%
Master's Degree	25	25%
Professional Qual	20	20%

Position Held

Human Resource Manager	41	41%
Assistant Human Resource Man.	11	11%
Head of Operations	8	8%
Head of Research & Dev.	7	7%
Administration Officer	10	10%
Finance Manager	23	23%

Department

Human resource	33	33%
Operations	7	7%
Records	22	22%
Finance	24	24%
Audit	14	14%

Years of Experience

Less than 1 year	12	12%
1-3 years	18	18%
4-6 years	40	40%
7-9 years	21	21%
Above 10 years	9	9%

Source: Field Survey, August 2022

According to Table 4. 1 above, 70% (70) of the respondents were males whiles the remaining 30% (30) of the respondents were females. The results show high male dominance in Ghanaian public institutions in the Greater Accra region. According to Table 4. 1, 16% (16) of the respondents were between the ages of 20 and 30. 40% (40) of those polled were between the ages of 31 and 40. 24% (24) of those polled were between the ages of 41 and 50. 18%

(representing 18 respondents) were between the ages of 51 and 60. The remaining 2% (2) were over the age of 60. A sizable proportion of those who participated was middle-aged, according to the findings.

According to Table 4. 1, 11% (11) of all respondents had a higher National Diploma, whereas 44% (44) held a university degree. 25% (25) of those polled had a master's degree. The remaining 20% (20) were educated professionally. This suggests that all respondents received some type of education, implying that they had an awareness and comprehension of gender issues within Ghanaian governmental institutions in the Greater Accra region.

According to Table 4. 1, 41% (41) of all respondents held the post of Human resource manager, 11%(11) were Assistant human resource managers, 8%(8) reported being Operation managers, whereas 23 (23%) reported being finance managers. The other 7% (7) of responders were Research managers and lastly, 10%(10) were Administration officers. This means that the respondents held positions of authority and had a thorough understanding of gender issues.

According to table 4.1, 33% (33) of the respondents worked in the human resources department. 7% (7) of respondents worked in operations, while 22% (22) worked in records. The finance section accounted for 24% (24). The remaining 14% (14) of respondents worked in the audit division.

According to Table 4. 1, approximately 12% (12) of the respondents had less than one year of experience. Around 18% (18) had 1 to 3 years of experience. 40% (40) of those polled had between 4 and 6 years of experience. 21% (21) of those polled had 7 to 9 years of experience. 9% (9 respondents) had more than 10 years of experience.

4.2 Gender difference on employee's job satisfaction

Responses on gender differences on employee's job satisfaction are presented in table 4.2.

Table 4. 2   Gender difference in employee's job satisfaction

Variables	N		Min	Max	Mean		Std. Deviation	
Part 1: Motivation and reward	Male	Female			Male	Female	Male	Female
Affects employee efficiency	70	30	1	7	6.09	5.77	1.164	1.851
Affects commitment and dedication	70	30	1	7	6.21	6.16	0.946	1.020
Intention to resign from tenure and change positions	70	30	1	7	5.29	5.63	1.803	1.956
The difference in rewards affects my participation in teams	70	30	1	7	5.31	4.8	1.399	1.883
Sense of rejection and non-belonging	70	30	1	7	6.10	5.67	0.965	1.446
Part 2: Job application behaviour								
The difference in experience affects performance	70	30	1	7	4.27	4.90	1.596	1.493
Affects the quality of work	70	30	1	7	4.61	5.46	1.644	1.279
Part 3: Supervision								
Different experiences after supervision by the opposite gender	70	30	1	7	5.04	4.63	1.715	1.5
Different experience after supervising the opposite gender	70	30	1	7	3.80	5.10	1.5	1.689
Difficulty in receiving training from the opposite gender	70	30	1	7	3.14	3.87	1.457	1.717
The difference in supervision affects the contribution	70	30	1	7	5.34	5.10	1.361	1.749

 Source: Field Survey, 2022.

According to Table 4. 2 above, motivations that affect employee efficiency ranged from 1 to 7,

with 1 representing strongly disagree and 7 representing strongly agree. Men scored on average

6.09, with a standard deviation of 1.164, while women scored 5.77, with a standard deviation of 1.851. The vast majority of respondents believed that motives affect employees' productivity in their firms.

According to Table 4. 2, rewards affect my commitment and dedication to duties in our organization, ranging from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. Results showed that respondents agreed that incentives affect how dedicated they are to their jobs, with a mean score of 6.21 (SD = 0.946) for males and a mean score of 6.16 (SD = 1.020) for women.

According to Table 4. 2, the intention to resign from tenure and change posts ranged from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. With a mean of 5.29 and a standard deviation of 1.803 for males and a 5.63 mean score and a standard deviation of 1.956 for females, the respondents looked to be in general agreement that when they are motivated differently because of their gender, it causes them to have the intention of leaving their jobs in their organizations.

From Table 4. 2 above, the difference in rewards affects my participation in teams ranged from 1 to 7 with 1 representing strongly disagree and 7 representing strongly agree. Men scored a mean of 5.31, with a standard deviation of 1.399, while women scored 4.80, with a standard deviation of 1.883. The vast majority of respondents believed that the difference in rewards due to their gender does affect their participation in teams.

Table 4. 2 shows that feelings of rejection and non-belonging ranged from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. Results show that most respondents believe that encountering discrimination based on gender leaves them feeling unwelcome and alienated at work, with a mean of 6.10 and a standard deviation of 0.965 for males and a mean value of 5.67 and a standard deviation of 1.446 for females.

According to Table 4. 2, the difference in experience as a result of gender differences in job application which influences performance ranged from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. It shows that most respondents are at least partly in agreement that when women and men have different experiences as a result of gender differences in a job application, it tends to impair their performance (mean = 4.27, standard deviation = 1.596 for men and (mean = 4.90, standard deviation = 1.493 for women).

According to Table 4. 2, when there are differences in a job application, the quality of work is affected, ranging from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. Those polled were mostly in agreement that having differences in job application affects their quality of work, as indicated by a mean score of 4.61 (SD = 1.644) for males and a mean score of 5.46 (SD = 1.279) for women.

From Table 4. 2 and under the part for supervision, the first variable which talks about having a different experience after supervision from the opposite sex ranged from 1 (strongly disagree) to 7 (strongly agree). Respondents generally agreed of having a different experience after supervision by the opposite sex, as indicated by a mean score of 5.04 with a standard deviation of 1.715 for males and a mean value of 4.63 with a standard deviation of 1.5 for women.

Table 4. 2 indicates that different experiences after supervising the opposite sex raged from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. It shows that majority of the women were in agreement that the experience is different after supervising the opposite sex (mean = 5.10, standard deviation = 1.689 for women). While the men were mostly in disagreement about that experience felt, is different after supervising the opposite sex (mean = 3.8, standard deviation = 1.5 for men)

Difficulty in receiving training from the opposite sex varied from 1 to 7, with 1 signifying strongly disagree and 7 representing strongly agree. The majority of the respondents

concurrently disagree with the view that they find it difficult to receive training from the opposite sex in their organization, as shown by the mean score of 3.14(SD = 1.457) for males and a mean score of 3.87 (SD = 1.717) for females.

According to Table 4. 2, the difference in supervision affects contributions ranged from 1 (strongly disagree) to 7 (strongly agree). Respondents generally agreed that being supervised differently impacts their contributions to the job, as indicated by a mean score of 5.34 with a standard deviation of 1.361 for males and a mean value of 5.10 with a standard deviation of 1.749 for women.

4.3 Importance of extrinsic and intrinsic rewards on the level of job satisfaction among public sector employees.

The importance of extrinsic and intrinsic rewards on the level of job satisfaction among public sector employees is presented in table 4.3 below.

Table 4. 3 Responses on the importance of the extrinsic and intrinsic rewards on the level of job satisfaction among public sector employees

Variables	N		Min	Max	Mean		Std. Deviation	
Part 1: Intrinsic rewards	Male	Female			Male	Female	Male	Female
Job security and recognition	70	30	1	7	4.61	5.87	1.458	0.973
Integration and communication affect performance	70	30	1	7	3.77	5.47	1.754	1.224
Promotion opportunities	70	30	1	7	5.73	4.10	1.062	2.295
Flexible working term	70	30	1	7	5.54	5.87	0.896	0.819
Part 2: Extrinsic rewards								
Base pay, allowance and Commission	70	30	1	7	5.86	5.33	0.936	1.807
Monetary rewards make me proud of my job	70	30	1	7	5.26	5.47	1.359	1.306

Commission and a flexible term of salary	70	30	1	7	5.51	5.53	1.316	1.252

Source: Field Survey, 2022

According to Table 4. 3 above, job security, communication, and recognition all have an impact on employee commitment levels in organizations, ranging from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. Respondents agreed that intrinsic motivations such as job security, open lines of communication, and recognition play a role in shaping how committed they are to their respective employers (mean value 4.61, standard deviation 1.458 for males, and mean value 5.87, standard deviation 0.973 for women).

Intrinsic rewards, such as integration and communication affect my performance in our organization, ranging from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. The male respondents were generally in disagreement that integration and communication affect their performance, as shown with a mean of 3.77 and a standard deviation of 1.754. Whereas the female respondents, generally are of the view that integration and communication do affect their job performance, as indicated by a mean score of 5.47 (SD = 1.224).

According to Table 4. 3, promotional opportunities varied from 1 to 7, with 1 signifying strongly disagree and 7 representing strongly agree. Respondents in organizations agreed that the perception of opportunities for advancement contributed to their sense of job satisfaction, as indicated by a mean score of 5.73 (SD = 1.062) and 4.10 (SD = 2.295) for men and women, respectively.

According to Table 4. 3, the flexible working term ranged from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. With a mean of 5.54 and a standard deviation of 0.896 for males and 5.87 and a standard deviation of 0.819 for women,

respectively, it's clear that respondents agree that participation and a flexible work schedule led to increased involvement in the organizations.

Base pay and allowances affect job satisfaction in organizations varied from 1 to 7, with 1 signifying strongly disagree and 7 representing strongly agree. Base pay and allowances, which are considered extrinsic benefits, appear to have an impact on the respondents' level of job satisfaction inside their firms, as demonstrated by a mean value of 5.86 and a standard deviation of 0.936 for males, and a mean value of 5.33 and a standard deviation of 1.807 for women.

Monetary rewards make me proud of my job, varied from 1 to 7, with 1 signifying strongly disagree and 7 representing strongly agree. The mean value of 5.26 and the standard deviation of 1.359 for males and 5.47 and 1.306 for females suggest that the respondents appear to have generally agreed that monetary benefits like commissions make them proud of their jobs, which are considered to be extrinsic rewards, have an impact on their job satisfaction inside their firms.

Commission and a flexible term of salary ranged from 1 (strongly disagree) to 7 (strongly agree) in table 4.3 above. Job satisfaction was reported to be affected by extrinsic rewards such as commission and flexible terms of salary by a mean of 5.51 and a standard deviation of 1.316 for men and a mean of 5.53 and a standard deviation of 1.252 for women.

4.4 Level of Job satisfaction between male and female public sector employees.

The responses on the level of job satisfaction between male and female employees within the public sector are shown in table 4.4 below.

Table 4. 4 Responses on the level of job satisfaction between male and female employees within the public sector

Variables	N		Min	Max	Mean		Std. Deviation	
	Male	Female			Male	Female	Male	Female
A job that requires skills of men and women	70	30	1	7	5.67	6.07	1.411	0.980
A job with safety and protection	70	30	1	7	5.50	5.93	1.401	1.202
Job without many risks	70	30	1	7	5.19	5.53	1.679	1.592
A job that abuses my gender	70	30	1	7	5.74	5.33	1.017	1.647

Source: Field Survey, 2022.

I get satisfied with the jobs that demand my skills in our organization, as indicated by the values in Table 4. 4 above, which ranged from 1, signifying a strong disagreement, to 7, signifying a strong agreement. The respondents appear to be in broad agreement that they are happy with work opportunities in their company that make use of their skills, with a mean score of 5.67 and a standard deviation of 1.411 for males and a mean score of 6.07 and a standard deviation of 0.980 for women.

According to Table 4. 4 above, I get satisfaction with a job that ensures my safety and protection ranging from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree. The mean value of 5.50 and the standard deviation of 1.401 for males, and the mean value of 5.93 and the standard deviation of 1.202 for females, suggest that the respondents generally agree that they are content with occupations that assure their safety and protection in their organization.

According to Table 4. 4 above, my endurance in jobs without a high risk in our organization ranged from 1 to 7, with 1 representing strongly disagree and 7 representing strongly agree.

According to the mean value of 5.19 and standard deviation of 1.679 for males, and 5.53 mean and 1.592 standard deviations for women, respondents appeared to agree in general that they do not endure work with a substantial risk in their firm.

According to Table 4. 4, when my gender is mistreated, I am affected in our company. ranged from 1 to 7, with 1 strongly disagreed and 7 strongly agreeing. The mean value of 5.74 and the standard deviation of 1.017 for males, and the mean value of 5.33 and the standard deviation of 1.647 for women, indicate that the respondents appear to agree, on average, that when their gender is mistreated, it an influence on them in their workplaces.

CHAPTER FIVE

SUMMARY OF THE STUDY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

The chapter presents a summary of the findings of the study, as well as conclusions and recommendations based on the findings. It specifically takes into account the responses to the various research questions tested and analyzed.

5.1 Summary of the Findings

5.1.1 Gender differences in the overall job satisfaction among public sector employees.

The study identified gender differences in job satisfaction among employees using these factors below: Rewards and motivation affect employees' efficiency, commitment, dedication, and intention to resign from their tenure, creating a sense of rejection and non-belonging. Differences in supervision and job application create differences in experience that affect the performance, commitment, and quality of work of employees in organizations.

Twenty-five (25) of the women stated that motivations influence their performance in their organizations. Furthermore, 29 of the 30 women polled believe that remuneration influences their commitment and dedication to their professional obligations. And 24 (80%) of the women agreed that being motivated and treated differently because of their gender makes them want to quit their jobs. Twenty-three (23) of the studied women agree that inequalities in rewards have an impact on their participation in teams. When they are treated differently because of their gender, the majority of women (93.33%) feel rejected and unwelcome at work. Twenty-two (22) of the women believe their performance is influenced, while twenty-six (26) believe their work quality is impacted due to inequalities in job application within their organizations.

Fourteen (14) of the thirty (30) women polled agreed that receiving training from the opposite sex is challenging.

Finally, 73.33% of the women polled agreed that disparities in supervision by their superiors have an impact on their contributions to their colleagues and other workers in the organization. The majority of men (66.75%) agreed that the aforementioned criteria influenced their performance, commitment, work quality, contributions to their colleagues, and experience inside their organizations. However, several male respondents (33.25%) disagreed or were undecided about these aspects in their comments.

Overall, the data indicate that the majority of respondents (both men and women) felt that being treated differently in terms of rewards, motivation, job application, and supervision impacts their level of job satisfaction in organizations. This also highlights that there are no significant gender differences in overall Ghanaian employees' job satisfaction.

5.1.2. Importance of extrinsic and intrinsic rewards on the level of job satisfaction among public sector employees.

The study identified extrinsic and intrinsic rewards such as job security and recognition, promotion opportunities, flexible working terms, base pay, allowance, and commission, job pride from monetary rewards, and lastly, commission and a flexible term of salary.

According to the responses gathered from the sampled female population, 28 out of 30 agree that they feel committed to their organisations when they feel recognised and have job security. Eighty percent (80%) of the sampled women are in agreement that integration and communication do affect their performance in their organizations. Sixty percent (60%) of the female population strongly agrees that they are more satisfied with their jobs when they see opportunities for advancement.93.33% (28 out of 30) of women agree that having a flexible working term would impact their commitment to their organizations. Twenty-three (23) of the

43

sampled women responded in agreement that base pay and allowances do affect their job satisfaction in their organizations. Additionally, out of the 30 women sampled, 25 are in agreement that monetary rewards such as commissions give them a sense of pride in their jobs. About 86.67% (26 out of 30) of the sampled women are in agreement that flexible terms of salary within a specified tenure of office do affect their job satisfaction.

Of the seventy (70) men in the sampled population, forty-one (41) are in agreement that job security and recognition influence their commitment level within their organizations, and twenty-eight (28) agree that integration and communication do affect their performance in their organizations. Sixty-one (61) feel a sense of job satisfaction when they perceive promotional opportunities, sixty-three (63) highly agree that having a flexible working term impacts their commitment to their organizations, sixty-seven (67) believe that base pay and allowances do affect their job satisfaction, fifty-six (56) agree that monetary rewards such as commissions give them pride in their jobs, and finally sixty-two (62) generally agree that having a flexible term of salary and a specific term in office impacts their job satisfaction.

Overall, the data imply that both extrinsic and intrinsic rewards are important to an employee's job satisfaction, and on average, these factors influence both men and women in the same manner. However, the only considerable difference was in how integration and communication affect the performance of male and female public personnel in Ghana. Whereas the majority of men (60%) were in agreement that their job performance is unaffected by the extent or form of integration and communication, the majority of Ghanaian female public servants (80%) felt that integration and communication affect their job performance.

Women were largely consistent in their agreement with both intrinsic and extrinsic rewards and how they affected their level of job satisfaction (81.67% and 82.22%), whereas men were more aligned in agreement with extrinsic rewards (88.10%) than intrinsic rewards (68.93%).

5.1.3. Level of job satisfaction between male and female employees within the public sector.

The level of job satisfaction between male and female employees in the study was based upon the following: A job that requires the skills of men and women, a job with safety and protection, a job with many risks, and a job that abuses gender

According to the female responses (30), around 89.17% of them were content with occupations that required their abilities, guaranteed their safety, were low-risk, and did not exploit their gender. In other words, most women were unwilling to work in jobs that were hazardous to their health and exploited their gender. They have expressed their dissatisfaction with a job that discriminates against or favours certain groups of people based on their gender. They prefer employment that requires them to use their skills and that provides a high level of safety and protection for the employee's health. Ninety percent (90%) of the sampled female population is not satisfied with jobs that are of a risky nature.

The majority of male respondents (88.57% and 82.56%, respectively) concurred that they find happiness in employment that requires the use of their skills and those that are safe for their health. Approximately 72.86% (51 out of 70) agree to be satisfied with employment that involves little or no risk, whereas 27.14% (19 out of 70) appear to be comfortable with risky jobs. When their gender is abused, the majority of the sampled men (65 out of 70) do not prefer to be okay.

This suggests that the majority of respondents desire to work in professions that employ their abilities and are safe for their health in their respective organizations. Although insignificant, overall the women (89.17%) had a slightly higher level of job satisfaction than the men (84.29%). The majority of the sampled population had no desire to work in hazardous jobs.

5.2 Conclusions

Finally, the study's research objective focuses on examining the gender differences in overall employee job satisfaction, the value of intrinsic and extrinsic rewards on employees' job satisfaction, and the level of job satisfaction between Ghanaian male and female public employees. The broad factors that were emphasised include motivation and rewards, job application behaviour, supervision, extrinsic rewards, and intrinsic rewards. Results suggest that Ghanaian public employees are of the view that the above-mentioned factors play an important role in their efficiency, commitment, feelings of rejection, performance, job quality, and contributions to the work of other employees. Under the intrinsic reward variable of integration and communication, the job performance of Ghanaian female public employees seems to be affected as compared to their male counterparts. In terms of importance to their level of job satisfaction, Ghanaian male public employees appear to be more aligned with extrinsic rewards than intrinsic rewards, whereas their female counterparts valued both extrinsic and intrinsic rewards.

Overall, the data appear to imply that Ghanaian male and female public sector workers do not differ in the aspects that they consider crucial to their overall job satisfaction, which is consistent with previous research, including that of Mohd Shazali, N., and M. F. Abdul Karim (2010). "Gender differences in job satisfaction: a case study at MOSTI.", Andrade, M. S., J. H. Westover, and J. Peterson (2019). "Job Satisfaction and Gender," Journal of Business Diversity 19(3), and Abosede, S. C. (2014). "Gender differences in job satisfaction of academic and non-academic staff of Olabisi Onabanjo University, Ago Iwoye, Ogun State, Nigeria." Journal of Education and Practice 5(22): 34-41.

5.3 Recommendations

Based on the findings and conclusions of the study, the following recommendations are made:

1. Policies that address gender differences in working conditions in organisations can be considered.

Organizations should try and develop guidelines that foster an environment where men and women can live in harmony and not feel unwelcome, especially when relating to the other sex. This can help address the issue of male and female hostility in workplaces, where men and women have distinct experiences.

Policies drafted to solve problems related to employees' working conditions can consider the findings of this study and take into account that Ghanaian public employees regard rewards, motivation, and supervisory experiences as integral factors in their job satisfaction. When the aforementioned is effectively implemented, it will allow workers to become much more dedicated and exert more effort in completing their jobs, which will have an impact on their overall job performance.

2. Management should consider motivating employees accordingly and rewarding their contributions.

The management of public-sector businesses should try to instil the best practises when rewarding or motivating their staff, as the study indicates that these factors were seen as important to the job satisfaction of Ghanaian employees. This will help prevent tension or division among male and female employees.

When properly applied, this will allow the personnel to complete their responsibilities and fulfil any other goals for which they were hired. To effectively contribute to the fulfilment of the entity's overall objectives, human resource managers must be devoted to the organization's needs for people management.

3. A system to know employees' job satisfaction can be established after their hiring.

Public-sector organisations can try and set up a system that would assess the level of job satisfaction of their employees on a quarterly or annual basis, most likely through a survey. Given that public institutions must hire employees with the technical know-how and abilities to carry out their given tasks, it could be beneficial to ascertain the level of job satisfaction, particularly between male and female employees, after the recruitment process. In this way, any problem that is slowing down workers may be pinpointed and fixed before it starts affecting productivity on the job.

5.4 Suggestions for Further Research

The sample size for the study was 100 due to time and money restrictions. This does not show the true reflection of the entire population of Ghanaian public employees; hence, for future studies, a larger sample size would be ideal. Additionally, to determine whether there are regional disparities in the level of job satisfaction between genders (men and women), more research could be done to collect data from Ghana's sixteen regions.

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ABSTRACT IN KOREAN

직원 직무 만족도의 성별 차이.
아크라 지역의 가나 공공 부문에 대한 연구

레지널드 다르타이 보예
국제 협력
국제대학원
서울대학교

본 연구는 가나 공무원의 전반적인 직무만족도에 대한 성별 차이를 조사하였으며, 공공부문 직원의 직무만족도에 대한 외적, 내재적 보상의 중요성을 중심으로 분석하였다. 그 연구에는 총 100명의 응답자가 포함되어 있었다. 가나의 수많은 공공 기관의 직원들이 연구를 위한 데이터를 제공했다. 이 연구의 분석에는 사회과학을 위한 통계 패키지(SPSS) 소프트웨어가 사용되었다. 전반적으로, 자료는 가나의 남성과 여성 공무원이 직무만족에 기여하는 요인들이 서로 다르지 않음을 보여주었다. 가나 정부 직원들은 외적 보상과 내재적 보상 모두 그들의 직업 만족에 필수적이라는 것에 동의했다. 통합과 소통 구조가 발생하는 내재적 보상 하에서 가나 여성 공무원의 직무 성과는 남성 공무원보다 더 큰 영향을 받는 것으로 보인다. 조사결과, 여성과 남성 공무원의 대다수는 자신의 성별을 악용하는 조직이나 성별을 이유로 특정인을 차별하거나 선호하는 직업에서 위험이 높은 직위에서 일하기를 원하지 않는 것으로 나타났다. 조사 결과를 바탕으로 공공 부문 기업의 관리자들은 직원들이 효율성, 헌신 및 업무 품질을 개선하도록 동기를 부여하고 보상하는 모범 사례를 주입하는 것을 목표로 해야 한다. 공공 부문의 직원 행복은 의심할 여지 없이 증가하여 그들이 더 성공적으로 수행하고 기업 목표 달성에 기여할 수 있다.

APPENDIX 1

GENDER DIFFERENCES IN EMPLOYEE JOB SATISFACTION. AN EVIDENCE OF THE GHANAIAN PUBLIC SECTOR IN THE GREATER ACCRA REGION

SURVEY QUESTIONNAIRE

I am a graduate student at Seoul National University in Korea studying for a Master's Degree in International Studies. A thesis is a requirement for this program and my topic is: **'Gender differences in employee job satisfaction. Evidence of the Ghanaian public sector in the Greater Accra region."** In order to help me research the subject, this survey tool has been created.

The information you provide will be kept **STRICTLY CONFIDENTIAL** and used only for academic research.

Please indicate your answers to the following questions by checking (✓) the appropriate boxes.

SECTION A: RESPONDENT DEMOGRAPHICS

1. What is your gender?
    (a) Female [   ]   (b) Male [   ]

2. What is your age?
    (a) Below 20 [   ]   (b) 20 – 30 years [   ]   (c) 31 – 40 years [   ]

    (d) 41 – 50 years [   ]   (e) 51 and above [   ]
3. What is your marital status?

(a) Single [   ] (b) Married [   ]   (c) Divorced [   ]

4. What is your educational background?
    (a) JHS/SHS [   ]   (b) HND/Equivalents [   ]   (c) First Degree [   ]

    (d) Master's Degree [   ]   (e) Professional certificate [   ]

    [   ] Other, please specify……………………………………………………….

5. Please specify your role with the organization.
    (a) Human Resource Manager[   ]   (b) Assistant Human Resource Manager[   ]

(c) Head of Operations[   ]   (d) Head of Research and Development[   ]

(e) Welfare Committee chairman[   ]   (f) Administration Officer[   ]

(g) Other, please specify ………………………………...……………………….

6. Which category of employee are you?
        (a) Lower level [   ]   (b) Middle level [   ]   (c) Upper level [   ]

7. Which Department or Organizational Unit do you work in?
        (a) Human Resource [   ]   (b) Operations and Projects [   ]   (c) Records [   ]
        (d) Finance [   ]   (e) Research and development [   ]
        Other, please specify ……………………………………………………………

8. How long have you been an employee of this organization?
        (a) Less than 1 year [   ]   (b) 1 – 3 years [   ]   (c) 4 – 6 years [   ]

        (d) 7 – 9 years [   ]   (d) 10 years and above [   ]

SECTION B: GENDER DIFFERENCES IN JOB SATISFACTION AMONG PUBLIC SECTOR EMPLOYEES.

On a scale from **1 (strongly disagree)** to **7 (strongly agree),** how would you rate the effect of these factors on your job satisfaction in your organization as shown in the table below:

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree		Strongly Agree
1	2	3	4	5	6		7

Please check [√] to indicate your level of agreement with the following as it pertains to your organization:

PART 1: Motivation and reward.	1	2	3	4	5	6	7
9. Motivations affect my efficiency in our organization.							
10. Rewards affect my commitment and dedication to duties in our organization.							
11. When I am motivated differently because of my gender, it makes me have the intention of resigning from my position in our organization.							
12. When I am rewarded differently because of my gender, it affects my participation in teams in our organization.							
13. When I am treated differently because of my gender, it creates in me a sense of rejection and non-belongingness in our organization.							
PART 2: Job application behaviour.							
14. My performance is affected as a result of gender differences in application in our organization.							

	1	2	3	4	5	6	7
15. Quality of work performed by me is based upon differences in job applications in our organization.							
16. I have been separated from other employees in a job application in my organization because of gender differences.							
PART 3: Supervision.							
17. When I was supervised by different gender, the experience was different.							
18. When I supervised a different gender, the experience was different.							
19. It becomes difficult for me to receive training from a different gender in our organization							
20. When I am supervised by different gender, it affects my contributions to other employees' work.							

21. Please indicate some other areas where differences in your gender have an impact on your job satisfaction in your organization.

……………………………………………………………………………………….

SECTION C: IMPORTANCE OF EXTRINSIC AND INTRINSIC REWARDS ON THE LEVEL OF JOB SATISFACTION AMONG PUBLIC SECTOR EMPLOYEES

On a scale from **1 (strongly disagree)** to **7 (strongly agree),** indicate how important Extrinsic and Intrinsic rewards are to your level of job satisfaction in your organization by using the indicators below:

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree		Strongly Agree
1	**2**	**3**	**4**	**5**	**6**		**7**

Please check [√] *to indicate your level of agreement with the following as it pertains to your organization:*

	1	2	3	4	5	6	7
PART 1: Intrinsic rewards (Internal Desires)							
22. Job security and recognition influence my commitment level in our organization.							
23. Integration and communication affect my performance in our organization.							
24. When I perceived promotional opportunities, it contributes to my job satisfaction in our organization.							
25. When I participate and have a flexible working term, it results in my commitment to our organization.							
PART 2: Extrinsic rewards (External desires)							
26. Base pay and allowances affect my satisfaction in our organization.							

	1	2	3	4	5	6	7
27. Monetary rewards such as commissions make me proud of my job in our organization.							
28. Flexible terms of salary within a specified tenure of office affect my satisfaction with a job in our organization.							

29. Please indicate some other extrinsic and intrinsic rewards that have an impact on the level of your job satisfaction in your organization

………………………………………………………………………………………………..

SECTION D: LEVEL OF JOB SATISFACTION BETWEEN MALE AND FEMALE EMPLOYEES WITHIN THE PUBLIC SECTOR

On a scale from **1 (strongly disagree)** to **7 (strongly agree),** indicate your level of satisfaction in this organization using the indicators below**:**

Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1	**2**	**3**	**4**	**5**	**6**	**7**

Please check [√] to indicate your level of agreement with the following as it pertains to your organization:

|	1	2	3	4	5	6	7
JOB SATISFACTION BETWEEN MALE AND FEMALE							
30. I get satisfied with jobs that require my skills in our organization.							
31. I get satisfied with a job that makes me safe and protected in our organization.							
32. I don't endure a job with many risks in our organization.							
33. When my gender is abused, I get affected in our organization.							

34. Please indicate some other areas of your job satisfaction in your organization

………………………………………………………………………………………………..

Thank you for your participation in the survey.

APPENDIX 2

The framework is conceptualized to cover the variables as presented below:
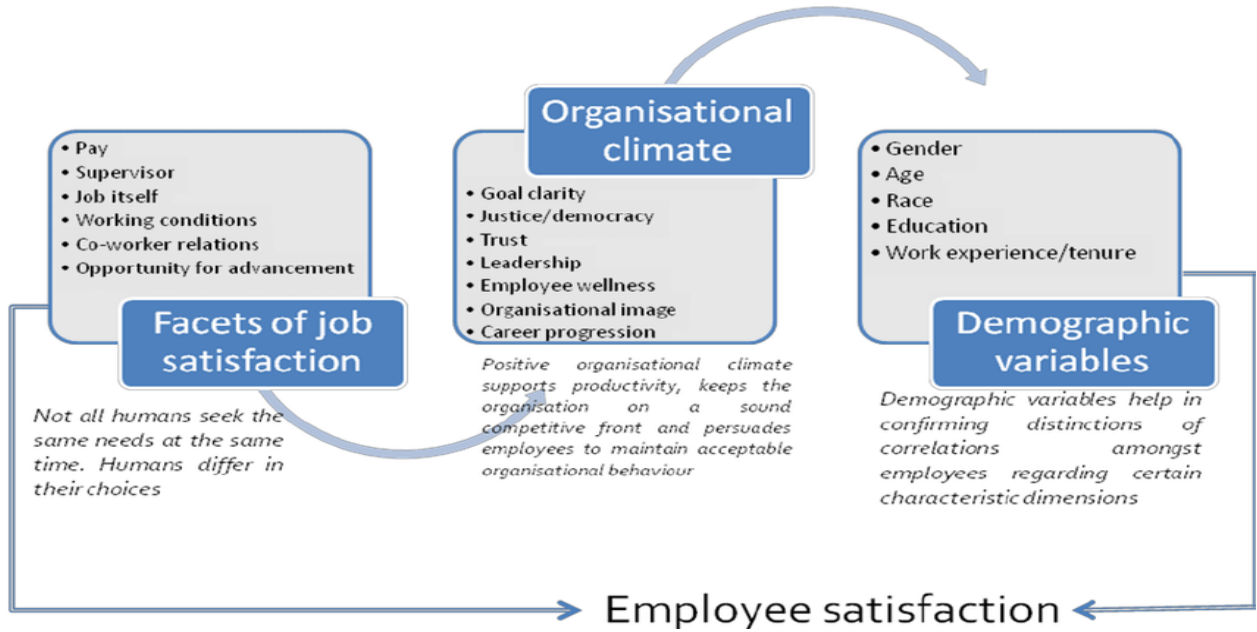
Source: Iwu, C., Allen-Ile, C., & Ukpere, W. (2012). A model of employee satisfaction amongst health-related professionals in South Africa: The case of Western Cape Province. *6*, 9658-9670. https://doi.org/10.5897/AJBM12.1111.