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THE POLITICS OF PUBLIC SECTOR WORKFORCE COMPENSATION IN GHANA'S FOURTH REPUBLIC

BY

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DECLARATION

I, **MILLICENT AHORGAH**, declare that this thesis is the result of hard work and dedication on the part of the student, and under the supervision of **Dr. Akpeko Agbevade** and **Dr. Emmanuel Yeboah-Assiamah**. I am of absolute certainty that this work does not contain any material that has been published or submitted by any individual to any institution for the award of any degree. All materials used for this study have been duly referenced by the student.

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ABSTRACT

This study explores the political factors shaping public sector compensation management in Ghana's Fourth Republic, focusing on actors' interests, negotiation strategies, and the subsequent impact on employees. Employing a mixed case study design, the research gathers data through questionnaires administered to key stakeholders, including public sector workers, union leaders, and policymakers, supplemented by an analysis of policy documents and media reports.

The findings identify a multi-actor landscape where government institutions like the Ministry of Finance prioritize fiscal restraint and macroeconomic stability, often in conflict with trade unions who advocate for equitable wages and improved working conditions. These competing interests lead actors to deploy various strategies; unions utilize collective bargaining, industrial strikes, and media advocacy to exert pressure, while the government relies on institutional mechanisms like the National Labour Commission for dispute resolution and budgetary frameworks to manage demands.

The research reveals that the outcomes of these political negotiations significantly impact public sector workers, fostering widespread dissatisfaction, low morale, and poor motivation. Perceptions of inadequate pay, procedural unfairness, and a disconnect between effort and reward are prevalent, undermining job satisfaction and productivity. The study concludes that public sector compensation in Ghana is an intensely politicized process where outcomes are determined by power dynamics rather than purely technical principles. This underscores the urgent need for transparent, institutionalized reforms to create a more sustainable and equitable system that balances fiscal responsibility with the welfare of public sector employees.

DEDICATION

I dedicate this thesis to my husband, Mr. Nelson Amaglo, and my children: Elkan Amaglo and Eliana Amaglo

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LIST OF ABBREVIATIONS/ACRONYMS

Government & Public Institutions

- **CAGD** - Controller and Accountant General's Department
- **FWSC** - Fair Wages and Salaries Commission
- **GUSS** - Ghana Universal Salary Structure
- **MOF / MOFEP** - Ministry of Finance / Ministry of Finance and Economic Planning
- **MPs** - Members of Parliament
- **NLC** - National Labour Commission
- **NPSRS** - National Public Sector Reform Strategy
- **PSC** - Public Services Commission
- **SSSS** - Single Spine Salary Structure

Labour Unions & Associations

- **CLOGSSAG** - Civil and Local Government Services Staff Association of Ghana
- **GEA** - Ghana Employers' Association
- **GMA** - Ghana Medical Association
- **GNAT** - Ghana National Association of Teachers
- **GPRTU** - Ghana Private Road Transport Union
- **GRNMA** - Ghana Registered Nurses and Midwives Association
- **JUSAG** - Judicial Service Staff Association of Ghana
- **MELPWU** - Medical Laboratory Professional Workers' Union
- **NAGRAT** - National Association of Graduate Teachers
- **PEF** - Private Enterprise Federation
- **PSWU** - Public Services Workers' Union
- **TUC** - Trade Union Congress

- **UTAG** - University Teachers Association of Ghana

International Organizations

- **ECF** - Extended Credit Facility
- **IFIs** - International Financial Institutions
- **IMF** - International Monetary Fund

Civil Society Organizations

- **CDD-Ghana** - Centre for Democratic Development-Ghana
- **IDEG** - Institute for Democratic Governance

General & Economic Terms

- **COLA** - Cost of Living Allowance
- **NCPC** - National Compensation Policy Council *(Note: This was proposed in the recommendations section of the document)*

CHAPTER ONE:

INTRODUCTION

1.1 Background to the Study

Public sector workforce compensation is a highly political issue across the world (Calder, 2021). Unlike private sector compensation, which is mostly determined by several market dynamics, public sector workforce compensation is shaped by the agenda and interests of multiple stakeholders such as labour unions and groups, government institutions and officials, public sector employees, and, in some cases, even international organisations, exacerbating the complexity (Calder, 2021). This interconnection of interests and agenda by diverse actors and institutions with conflicting priorities and interests renders public sector compensation inherently a political issue. The process of enacting and implementing public sector workforce compensation structures and packages involves setting fair wages that align with a country's social and economic realities and balancing these with political interests, fiscal constraints, and public expectations and perceptions. The situation is, however, unique in different countries.

In several countries, the politicization of public sector compensation results from the efforts of the stakeholders involved to balance efficiency, equity, and fiscal responsibility (Baig et al., 2021). Ensuring fair wages across the various roles in the public sector of countries has become a top priority for governments aimed at preventing an over-bloated public wage bill and unsustainable expenditure (Baig et al., 2021). However, this is a complex task for governments around the world because certain public sector employees, like those who deliver essential services such as healthcare, law enforcement, education, power, etc., mostly have the leverage of union power to advocate for improved wages and benefits. The demands of such employees sometimes clash with the budgetary constraints of governments. These clashes are even more common in underdeveloped and developing countries such as Ghana, where fiscal resources are severely limited. Ghana's public sector compensation has a history of diverse circumstances.

In Ghana, public sector compensation has been a contentious issue that has attracted so much political interest and attention, especially in the Fourth Republic. With thousands of employees in the public sector, Ghana's government is the largest employer in the country. For this, compensation issues for Ghana's government are crucial for both social and economic stability

(Oppong, Dickson & Asumeng, 2015). Regardless, aligning compensation structures and policies with the principles of affordability, equity, fiscal discipline, and political expediency has been challenging for the various government administrations in the Fourth Republic (Tachie & Potakey, 2020). However, one of the standout policies the government of Ghana has enacted to improve public sector compensation in Ghana is the Single Spine Salary Structure, which was implemented in 2010 (SSSS) (Seniwoliba, 2014; Atintono et al., 2018). However, the execution of the SSSS has revealed the inherent challenges associated with balancing equity as well as fiscal sustainability in a politically charged environment. Successive government administrations have attempted to execute a flagship public sector compensation policy to ensure fairness and equity.

The SSSS policy was aimed at addressing the inequalities in public sector pay by introducing a standardized pay structure that connects compensation to the nature and scope of work of public sector employees. However, in the process of its execution, several interest groups emerged, advocating for tailored compensation packages suited to their unique roles within the public sector, sparking controversial and political debates. For instance, labour unions such as the Ghana National Association of Teachers, the Ghana Medical Association, etc., have argued that the SSSS policy falls short of what they consider fair compensation for their services to the country (Baffoe & Amponsah-Bediako, 2021). They have, therefore, on several occasions, demanded special allowances and benefits. This demand, obviously borne out of the sole interests of these groups, has put undue pressure on the government to negotiate compensation structures that favour these groups, mostly putting fiscal pressure on the government and alerting other labour unions to also agitate for improved compensation and benefits. In this light, public sector compensation in Ghana has become an issue of interrelated interests of the various stakeholders and not the issue of fairness and equity. Over the years, it has been observed that some factors endanger Ghana's public sector compensation through politicization.

Electoral cycles are also another important factor that endangers the politicization of Ghana's public sector compensation (Tachie & Potakey, 2020). Politicians mostly make promises about public sector compensation structures to secure votes, adding more political dynamism to the already existing political nature of public sector compensation in the country. For instance, during election periods, politicians easily agree to increase the wages and the overall compensation packages of many labour unions as a political strategy to win political points and votes. This politicization of public sector compensation in Ghana has led to a situation where public sector compensation decisions and policies are not only based on fiscal or economic factors or productivity parameters but are shaped by the interests of the stakeholders involved. This study aims to contribute to the ongoing discourse on the issue of politics of public sector workforce compensation in Ghana's Fourth Republic by not only examining the actors in public sector compensation management, their interests, and strategies deployed to achieve their interests, but also the effect of the compensation on the public sector workers.

1.2 Research Problem

Irrespective of the efforts made by several governments to reform the public sector compensation structure or system in Ghana, several challenges persist. Employees in the public sector have continued to raise many concerns about delayed salaries, low wages or salaries, delayed salary increments, and the distortion and disparity, as well as the inequality between the pay gap of the private and public sector workforce. These grievances have been aggravated by the seemingly high inflation rates in Ghana, reaching 23% as of November 2024, according to the Ghana Statistical Service. This has made it difficult for the public sector workforce to keep pace with the ever-increasing cost of living. Also, the implementation of the SSSS, even though aimed at improving the public sector workforce compensation system, has faced several setbacks, such as fiscal challenges in maintaining a harmonized compensation structure, as well as a lack of appropriate periodic reviews of the public sector workforce compensation structure. There have also been several instances of political influence over salary negotiations of public sector employees, where several public sector unions have often pressurized the government for better compensation packages, especially during election years. This pressure is characterized by several labour strike actions, civilian demonstrations, etc. This is a clear indication of the fact that issues concerning public sector workforce compensation are highly political. The political aspect of public sector workforce compensation mostly complicates the efforts by all the stakeholders involved to adopt sustainable public sector workforce compensation policies and systems that balance fiscal responsibility and employee welfare. This leads to questions about the sustainability of the current public sector workforce compensation structure in Ghana's Fourth Republic.

Again, the politics around public sector workforce compensation management has led to a huge compensation burden on the government (Ayee, 2016). It has therefore put undue fiscal pressure on the government. The public sector workforce compensation is a strong driving force behind the large fiscal deficits of the country. Stakeholders involved in the decision-making process of adopting and implementing public sector compensation overly politicize the process, leading to an over-bloated government budget, which the government is mostly unable to finance. This explains the inability of the government to meet most of its public sector workforce compensation obligations, leading several government employees to take actions such as demonstrations, strikes, etc. Funding the large public sector compensation bill is problematic for the government of a developing country like Ghana, leading to the government using numerous political 'tricks' in its management of the public sector workforce compensation system.

Some academic studies and institutional reports have been published about how the government of Ghana can adopt and implement sustainable policies to effectively manage the public sector workforce compensation (Ayee, 2016; Boakye, 2019; Baffoe & Amponsah-Bediako, 2021; Oppong et al., 2015; Atintono et al., 2018). For instance, Ayee (2016) explored the politics of pay reforms in Ghana and suggested that the implementation of the SSSS is inherently political and complex because it is not just a technical exercise but a policy which is heavily linked to the political objectives and ambitions of the government, the interests of the unions or groups affected, and the prevailing political and economic environment. Additionally, Boakye (2019) investigated Ghana's large public sector compensation bill, identifying its agitations, policies, implications, and causes, and gave recommendations for its improvements and argued that Ghana's government has, for a long time, complained about the growth of the public sector compensation bill, putting immense fiscal pressure on the government's budget. The author stated that due to the fiscal pressure the bill is putting on the government, considerations for the bill have also taken a political standpoint, considering the government's interest first. The study also pointed out that the interests of the various labour groups have all been catered for in the comprehensive public sector bill. Also, the study by Baffoe & Amponsah-Bediako (2021) used Ghana's system to explore the compensation mix in the pay administration system and suggested that policymakers consider several factors before making decisions and policies about Ghana's public sector compensation structure. One of the factors mentioned is the political interest of the government of the day, the interest of the groups involved, and prevailing economic and social conditions. These studies point to the fact that although Ghana's current public sector compensation seeks to promote and uphold fairness and equity, the policy is also flooded with political objectives from several political actors.

Again, the study by Oppong et al. (2015) identified that the SSSS is a re-creation of what is known as a discontinuous change. This is because changes in government administrations often lead to a deliberate change in the existing framework of not only the SSSS but that of the Ghana Universal Salary Structure (GUSS) as well. According to Oppong et al. (2015), “to the extent that the implementation of SSSS in Ghana’s public sector represents a break with the past and doing things differently, the reform can be said to be an episodic or discontinuous change”. This situation, according to Oppong et al. (2015), is exacerbated by the political ambitions of different government administrations. In this regard, Oppong et al. (2015) describe the implementation of the SSSS in Ghana as “a freeze-rebalance-unfreeze cycle”. When different government administrations come to power, the frameworks for the implementation of public sector compensation change to suit the political ambitions of the new regime. The researchers found that the lack of a national institutionalized framework governing the compensation of public sector workers is a significant reason for the overly politicization of public sector compensation.

Lastly, Atintono et al. (2018) studied the strategies that can be used for pay parity in Ghana. Using the SSSS, Atintono et al (2018) identified the cumbersome negotiations involving the Government and a large number of unions at different times with different interests. Also, the researchers indicated that because the public sector wage bill forms a greater proportion of the government’s overall expenditure, it has become difficult for the government to meet all the requirements and compensation conditions of all the parties in the public sector. This forced successive governments to be strategic about meeting the requirements and conditions of public sector workers, thus politicization the public sector compensation framework.

From the above reviews, it can be inferred that the studies focused on the politics of pay reforms; however, none of the studies were explicit in identifying the actors, their interests, the strategies they employ to achieve their interests, and the effect of the compensation package on public sector workers. This thesis makes a modest contribution by critically examining these issues.

1.3 Research Questions

The study is guided by the following research questions.

1. Who are the actors in public sector compensation management in Ghana, and what are their interests?

2. What strategies do these actors deploy to achieve their interests

3. How has public sector compensation management impacted public sector workers?

1.4 Research Objectives

The overarching objective of the study is to examine the political dynamics that shape public sector compensation management in Ghana. To address this objective, the following three-fold specific objectives will underpin the study:

1. To examine the actors and their interests in Ghana's public sector compensation management.

2. To interrogate the strategies the actors employ in pursuing their interests during the public sector compensation management process.

3. To assess the impact of public sector compensation management on worker motivation and satisfaction.

1.5 Significance of the Study

This study has several significances as it adds to the ongoing discourse about the politicization of public sector compensation in Ghana's Fourth Republic and how governments fashion out appropriate public sector compensation structures for Ghanaian public sector workers. This study contributes to the broader discourse and understanding of public sector workforce compensation in the context of a developing country such as Ghana. Even though several studies have been conducted on public sector workforce compensation structures and reforms in Ghana, there is very little literature that discusses the political intricacies of public sector workforce compensation in Ghana. This study, therefore, seeks to fill that gap by offering an in-depth assessment of the political as well as economic factors that shape the public sector workforce compensation policies and structure in Ghana's Fourth Republic.

Again, this study has practical significance and implications for national policymakers, public sector workers, labour unions, and all other stakeholders involved in the decision-making, policy adoption, and implementation processes of the public sector workforce compensation in Ghana. The study highlights the fiscal as well as the political challenges associated with the public sector workforce compensation, thus offering insights and knowledge that can help decision-makers and policymakers to make informed decisions for future policy reforms. Additionally, this study will be beneficial to the various labour unions in Ghana as the findings of the study offer them a clearer understanding of the political and economic dynamics involved in public sector workforce compensation negotiations and policy-making. Thus, the findings of this study will help them strategize more effectively.

Lastly, this study is also important as it contributes to the ongoing discourse and debate about public sector workforce compensation, such as fiscal sustainability, wage or salary equity, labour market policies, etc., in Ghana. As the Government of Ghana continues to face increased pressures to meet the demands of the public sector workforce while taking responsibility for an ever-increasing wage bill, the findings of this study will provide evidence-based recommendations to help government policymakers to help them balance these competing interests from diverse stakeholders.

1.6 Organisation of the Study

This study is divided into five chapters, each one discussing a specific aspect of the study. Chapter One introduces the study as it provides the background to the study, discusses the research problem, and outlines the research questions and objectives. The chapter also presents the significance of the study as well as how the study is organized.

Chapter Two offers a thorough literature review on public sector workforce compensation. This chapter focuses on both theoretical as well as empirical studies. The chapter also explores the evolution of public sector workforce compensation policies in Ghana and the theoretical framework.

Chapter Three outlines the entire research methodology of the study. This chapter details the philosophical underpinnings, the research approach, the population, sampling technique, and sample size. In addition, the chapter addresses the issues concerning sources of data collection, instruments of data collection, and data analysis. Further, issues of validity, reliability, and ethical concerns will be tackled in this chapter.

Chapter Four presents the findings of the research. It gives a detailed analysis of the data and information gathered by the researcher for the study. The chapter presents an analysis of the data collected using charts, tables, etc. The chapter also discusses the findings of the study within the theoretical, comparative, and empirical literature, thereby highlighting the contributions of the study to knowledge.

Lastly, Chapter Five is the concluding part of the study. The chapter offers a summary of the key findings of the study, the conclusion, and policy recommendations as well as suggestions for future studies.

1.7 Challenges Faced During the Study

Although the study's methodology was well-structured, a number of difficulties arose throughout the data collection stage. The low response rate was a major problem, especially for union leaders and government officials. Due to time constraints and survey fatigue, many participants expressed reluctance to finish the questionnaire. Furthermore, some respondents stated that they were unable to submit thorough written responses because they felt it would be too time-consuming or demanding due to the questionnaire's open-ended, mixed method-style questions. This is in line with Moyo (2017), who points out that participant tiredness and an unwillingness to fully participate are frequent constraints in research conducted in the public sector.

Due to the delicate political nature of the subject, many high-ranking officials were either unavailable or reluctant to participate, which presented another difficulty. The breadth of insights into higher-level decision-making processes might have been impacted by the absence of engagement from important policymakers. Participation was also impacted by ethical considerations, as some prospective responders were reluctant to bring up politically delicate topics even after being promised anonymity (Khan, 2015). The researcher employed a purposive sampling strategy to identify those who were more likely to provide relevant responses, ensured voluntary involvement, and promised confidentiality in order to lessen these difficulties. The constraints, however, continue to draw attention to the challenges of carrying out political-administrative research in developing nations such as Ghana (Gyampo et al., 2017).

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter of the study presents a thorough literature review of related concepts and issues on the topic under study and discusses the theoretical underpinnings of the study.

2.1 Overview of Public Sector Compensation in Ghana

Workforce compensation in the public sector refers to the salary, incentives, and benefits offered to employees by public institutions or the government (Mbaleki, 2021). This system of compensation plays a significant role in ensuring that the public sector of countries attracts, motivates, and retains skilled and experienced individuals who can efficiently and effectively serve the public as well as achieve governmental objectives (Mbaleki, 2021). Unlike the private sector, public sector compensation systems and strategies serve the public and it is shaped by a broader range of national and public objectives such as public service ethics, equity, fiscal responsibility, and political considerations (Mbaleki, 2021; Ofori-Abebrese, Pickson & Azumah, 2017; Salisu, Chinyio & Suresh, 2015). Public sector compensation is a complex issue that consists of wage structures, retirement benefits, performance incentives, and other forms of remuneration structured or instituted to reward and retain talents and skilled employees within government institutions (Salisu, Chinyio & Suresh, 2015; Ofori-Abebrese, Pickson & Azumah, 2017).

Public sector management refers to the process through which governments as well as public institutions formulate, design, implement, and administer compensation structures or systems for their employees (Owusu-Afriyie, Baffour & Baah-Boateng, 2024). Public sector compensation management consists of wages, benefits, salaries, and non-monetary incentives structured to attract and motivate, skilled employees while promoting and ensuring fairness, alignment with public service objectives, and compliance with regulations (Owusu-Afriyie, Baffour & Baah-Boateng, 2024). Therefore, this study explores the mechanisms the government of Ghana and Ghanaian public institutions adopt to shape the compensation structure of Ghana's public workforce. This understanding also helps to explore how the various stakeholders of the public sector influence decisions and policies concerning public sector compensation in Ghana.

Many public institutions and laws or regulations govern Ghana's public compensation structure. Some of the institutions and laws governing Ghana's public sector compensation structure or system include the Public Services Commission, Fair Wages and Salaries Commission (FWSC), the public sector compensation bill, and the Ministry of Employment and Labour Relations (Ofori-Abebrese, Pickson & Azumah, 2017). The institutions act as the government's representative in all compensation negotiations and compensation policy adoption and implementations, whereas the laws and regulations govern policy formulation and implementation regarding public sector compensation structure or system. For instance, the major labour law governing the public sector compensation structure in Ghana is the Labour Act 2003 (Act 651) (Akorsu & Beale, 2010). Together, these institutions, regulations, and laws enable the government to set minimum wage, retirement packages, compensations for occupational hazards, etc., for public sector workers in the country. These institutions, laws, and regulations instituted by the government signal the importance of public sector compensation in providing and delivering public sector goods and services.

From the literature, five main characteristics of public sector compensation can be deduced. These are discussed below. One, public sector compensation is characterised by uniformity and standardisation (Rainey, 2009). Public sector compensation systems or structures are standardised to promote transparency and fairness. Public sector pay scales are mostly decided by government legislation or policy, with little room for negotiations. These structures are put in place by governments to ensure equity among public sector employees with similar roles as well as qualifications. Two, public sector compensation is job security (Juraev, 2024). Juraev (2024) suggests that some of the terms of public sector compensation packages include job security clauses, allowing public sector workers to enjoy high levels of job security in comparison with private sector workers. Again, public sector compensation packages use a series of benefits to retain employees and ensure job security (Juraev, 2024). Thus, public sector compensation structures are characterised by generous benefits such as health insurance, pension packages, and paid leave. These benefits make public sector workers feel secure about their jobs. Three, pay comparability is another feature of public sector compensation (Marcinkowski et al. 2024). Public sector compensation structures are often used as the yardstick against private sector roles; however, they may lag for higher-level positions. Adversely, entry-level roles in the public sector can offer competitive salaries to attract fresh graduates. This means that governments mostly compare public sector compensation structures with the pay structures of the private sector. This is a characteristic of public sector compensation structures used to attract and retain top talent, preventing them from moving to the private sector and depriving the public sector of the needed workforce. Four, public sector compensation is characterised by non-monetary incentives (Juraev, 2024; Rainey, 2009). In most instances, public sector compensation packages include several non-monetary rewards like job stability, opportunities for professional growth, and public service motivation (Rainey, 2009). These factors are essential in attracting and retaining employees, irrespective of the relatively lower base salaries compared to the private sector. Five, Juraev (2024) suggests that public sector compensation is characterised by collective bargaining and the impact of labour unions. In several countries, including Ghana, public sector compensation is heavily influenced by collective bargaining agreements and the interests of labour unions (Juraev, 2024). Trade unions play an important role in negotiating public sector wages, working conditions, and benefits, offering a platform for advocacy for public sector employees. The implementation and management of Ghana's public sector compensation is characterised by politics from all the stakeholders involved. Whereas labour unions push their interests for better remuneration, government administrations push for the prudent use of state funds.

2.2 Importance of Public Sector Compensation

Several studies have explored the importance of public sector compensation and its significance in running countries and delivering public goods and services. Other studies have also mentioned how important public sector compensation is in developing countries.

First, Ofori-Abebrese, Pickson & Azumah (2017) stressed that public sector compensation systems help governments attract and retain skilled talents or employees. According to Ofori-Abebrese, Pickson & Azumah (2017), public sector compensation structures or systems are crucial in enabling governments and government institutions to attract qualified and talented individuals to public positions and offices, especially in competitive job markets or sectors where the private sector mostly provides higher pay and more attractive benefits. Also, Salisu, Chinyio & Suresh (2015) add that offering competitive public sector wages is significant in attracting highly competent and skilled individuals to public service institutions and offices, especially in sectors such as education, health, security services, public housing, postal services, social welfare, environmental protection, mining, public transportation, etc. In several countries, especially in less developed countries, public-sector employment is mostly known to be less financially rewarding compared to private-sector jobs (Salisu, Chinyio & Suresh, 2015; Ofori-Abebrese, Pickson & Azumah, 2017). According to authors like Ofori-Abebrese, Pickson & Azumah (2017) and Salisu, Chinyio & Suresh (2015), this even makes the issue of adequate compensation in the public sector significant in attracting and maintaining a competent public sector workforce. Additionally, sufficient compensation ensures that the public sector gains a competitive advantage to compete with the private sector in employing top talent. For instance, the study by Salisu, Chinyio & Suresh (2015) mentioned that compensation is one of the strongest predictors and moderators of employee attraction as well as retention in the public sectors. In their study, Salisu, Chinyio & Suresh (2015) showed that higher pay or compensation structures significantly influence job and employee satisfaction as well as retention, which are crucial, especially in sectors where continuity and institutional knowledge are significant. The authors say that in the absence of a competitive compensation structure, the public sector risks experiencing high labour turnover rates, which in the long run can disrupt public service delivery, leading to increased recruitment and training costs.

Second, Navarro & Selman (2014) explained that public sector compensation helps to enhance employee performance and motivation. Navarro & Selman (2014) further suggested that compensation plays a significant role in motivating public sector workers, whose jobs often consist of high levels of stress and immense responsibility. Navarro & Selman (2014) say that this is especially important in sectors where employees take on similar responsibilities in the private sector but may not receive similar or higher remuneration for it. The authors further argue that while public sector employees are mostly motivated by intrinsic motivational factors or elements like commitment to serve their country and the public, etc., they also need extrinsic rewards such as fair wages and benefits to sustain their performance and motivation. The researchers argued that balanced and fair compensation structures that consist of intrinsic and extrinsic motivating elements are crucial for the maintenance of high levels of employee engagement and performance. Other studies on public sector motivation favour this argument. For example, Dogbey (2020) argues that public sector employees are most likely to experience job satisfaction and are less likely to quit their positions when they believe there is equity and fairness in compensation relative to the demands of their roles and responsibilities. In the study, Dogbey (2020) found that fair wages not only motivate public sector employees but also instil in them a sense of commitment and value to their roles, which in the long run positively influences their overall performance.

Third, governments use public sector compensation as a tool to promote equity and reduce income inequality in countries (Schiavo-Campo & McFerson, 2014). Schiavo-Campo & McFerson (2014) state that public-sector compensation policies play an important role in the promotion of equitable pay systems as well as reducing income inequalities within the public sector domain and the country itself. In the private sector, compensation can vary greatly, leading to income inequalities; however, public sector compensation is mostly standardised to ensure that there is fairness across the various job roles and responsibilities of public workers (Schiavo-Campo & McFerson, 2014). Public sector compensation structures often show the commitment of governments to promoting equality in a country, as well as the vision to improve the standard of living in a country, mostly using standardised pay grades as well as transparent processes to determine wages.

Fourth, Bach & Bordogna (2016) argued that public sector compensation structures and policies are used to ensure fiscal responsibility and budgetary constraints by governments. Bach & Bordogna (2016) state that "while competitive compensation is significant, public sector compensation policies must also balance the need for fiscal responsibility and budget constraints". Governments mostly have tight budgets, which implies that decision-makers and policymakers must carefully consider policies and decisions such as salary expenditures relating to other public spending. Bach & Bordogna (2016) further discussed how public sector compensation in many countries, especially developing countries like Ghana, is often subjected to strict budgetary limitations and pressure to optimise the use of taxpayers' money. Governments must therefore allocate funds to a wide range of public services, and this makes it challenging to meet all the compensation demands of their public sector employees while maintaining fiscal discipline. Bach & Bordogna (2016) revealed that in some countries, the public sector wage bill takes about 60% of the government budget, placing immense pressure on the fiscal resources of these countries and their governments. Thus, public sector compensation reforms are often implemented to cut costs, sometimes leading to salary freezes, delayed payments, or reduced benefits, which can significantly influence employee morale and productivity.

Last but not least, public sector compensation structures are used to maintain public trust and accountability (Perry, Hondeghem & Wise, 2010). Perry, Hondeghem & Wise (2010) insist that public sector compensation concerns public interests because taxpayers (the public) fund government salaries. Thus, governments use public sector compensation policies and structures to maintain public trust and interest in government activities. The authors also argued that the public sector bears the responsibility of managing its workforce in a manner that is both transparent and accountable to ensure that wages are not excessive or burdensome on governments but fair. The study therefore recommended that it is important for governments to align public sector compensation policies and systems with public expectations, especially during economic hardships when the spending of governments is under greater scrutiny. Perry, Hondeghem & Wise (2010) also stated that public trust is closely related to the perception of fairness as well as accountability. The authors claim that when compensation structures and practices are transparent and rooted in equitable policies, governments use them to reinforce public confidence. On the other hand, discrepancies in public sector compensation, such as delayed salary payments, perceived over-compensation for certain public officers, etc., can lead to public backlash and, in some extreme cases, civil unrest (Perry, Hondeghem & Wise, 2010). The discussion above shows the significance of public sector compensation to both elected political officials and public sector workers, leading to the politicization of the public sector compensation structure.

2.3 Challenges associated with the implementation of public sector compensation structures

Irrespective of the importance of public sector compensation structures in countries, there are challenges associated with the implementation of public sector compensation structures, including economic constraints, political pressure, demands of pressure groups, global competition for talent, etc. (Hood & Dixon, 2015; DeCenzo, Robbins & Verhulst, 2016). Political factors can impact compensation decisions and policies because governments may adjust the pay structures of their countries to appeal to specific voter bases or address public concerns and demands during certain periods, such as elections, national emergencies, outbreaks of pandemics, etc. Hood & Dixon (2015) found that compensation adjustments in the UK public sector were frequently impacted by political factors rather than economic factors, with successive governments implementing salary increases or cuts based on broader political objectives.

Another challenge associated with public sector compensation structures is the increasing complexity of compensation structures in contemporary times. In recent times, public sector compensation structures have taken the form of performance-based incentives as well as non-monetary benefits. For instance, DeCenzo, Robbins & Verhulst (2016) discussed the growth of public sector compensation towards performance-based salaries, showing that while these incentives can improve productivity, they also require an articulate design to align with public service values.

As the literature has discussed, these challenges are not absent in Ghana's public sector management. First and foremost, budgetary constraints have been mentioned as one of the challenges associated with implementing the public sector compensation structure in Ghana (Ministry of Finance, Ghana, 2021; Aryeetey & Kanbur, 2006). The fiscal capacity of the Government of Ghana is limited, hindering its ability to meet the salary demands of the public workforce, particularly during economic downturns (Ministry of Finance, Ghana, 2021). Ghana's public sector salaries take a significant tow on the national budget, leaving very little room for developmental projects. Also, the high wage bill of the government sometimes leads to delays in the payment of salaries and inadequate funding for other crucial government projects.

Second, equity and fairness issues have also been discussed as some of the challenges associated with the implementation of Ghana's public sector compensation structure (Auditor-General, Ghana, 2022; Tachie & Potakey, 2020). There are disparities in the various public services, resulting in dissatisfaction as well as perceived inequalities in the public sector. Some employees, such as those in the education and health sectors, believe they are underpaid in comparison with other employees in the public sector, despite having similar qualifications and experiences. These perceived inequalities and unfair treatment led to several agitations and politicking among the various stakeholders in the public sector.

Thirdly, the literature indicates that corruption and mismanagement also account for some of the challenges associated with implementing Ghana's public sector compensation structure (Kusi, 2015). Ghana's weak governance and ineffective state institutions lead to inefficiencies in the payroll management of the public sector, contributing to issues such as ghost workers, delayed payments, and overpayments. These issues undermine the credibility of Ghana's compensation structure (Younger & Osei-Assibey, 2017).

Last but not least, the lack of data and technological systems poses challenges to implementing Ghana's public sector compensation structure (Ismaila et al., 2024). Ineffective data management and outdated payroll systems in Ghana make it challenging to implement a transparent and efficient public sector compensation structure (Ismaila et al., 2024).

2.4 Determinants of Public Sector Compensation in Ghana

The literature on the public sector compensation structure of Ghana has outlined several factors that influence the implementation and determinants of public sector compensation in the country (Ayee, 2016; Bonsu, 2024; Nsor-Ambala & Asafo-Adjei, 2023).

First, Ayee (2016) states that pay in itself is a divisible benefit that lends itself to patronage and manipulation. According to Ayee (2016), "in a high-patronage country like Ghana, pay has become a form of patronage, which the government was prepared to use either for its survival or to satisfy unions and associations depending on how important they are or how hard they had negotiated". In essence, the political interests of the government, labour unions, and associations involved in the negotiations are crucial factors that determine public sector compensation reforms, policies, and structures as well as their implementations. Ayee (2016) describes this as "a complexity of joint action" because of the multiplicity of actors involved in the public sector compensation management with diverse interests and veto points. This situation has turned negotiations and policy reforms of public sector compensation into a zero-sum game or win-win situation based on the demands and interests of the actors involved. Thus, when the interests of the government and those of the labour union or association involved collide, negotiations mostly come to a standstill, distorting public service delivery and government business.

Secondly, the actions of pressure groups influence public sector compensation in Ghana (Abdulai & Appiah, 2023). With Ghana being a democratic country, there are relatively more organised public sector workers who are mostly active through strikes, agitations, demonstrations, and lobbying (Ayee, 2016). Some of the labour unions in Ghana include the Ghana National Association of Teachers (GNAT), Ghana Private Road Transport Union (GPRTU), Ghana National Association of Teachers (GNAT), Ghana Medical Association (GMA) and the Public Services Workers' Union (PSWU) and these pressure groups have the power and influence to impact public sector compensation structure and system in Ghana because the constitutional provisions of Ghana give individuals and groups the legal and civil rights to fight for their rights including salaries and compensation, through actions such as strikes, demonstrations, lobbying, etc. Additionally, these unions and associations among themselves practice the politics of comparison, equalisation, competition, and rivalry, which pushes them to put more pressure on the government to sway decisions relating to public sector compensation in their favour. According to Ayee (2016), "this involves the bandwagon effect of one association or union being given benefits, including salaries and allowances".

Additionally, Brako (2016) suggests that the 1992 Constitution is also an important determining factor in Ghana's public sector compensation. The 1992 Constitution of Ghana provides a special salary structure for some categories of public office holders, such as Members of Parliament (MPs), Ministers of State, among others. For instance, Article 71 of the 1992 Constitution outlines the processes leading to making decisions about the salaries and benefits of MPs, Ministers of State, etc. The Article instructs the President to appoint an *ad hoc* committee which then determines the salaries and benefits of the President, Vice President, MPs, Ministers of State and their deputies, Members of the Council of State, etc. Thus, the 1992 Constitution is an important determining factor of public sector compensation in Ghana because, aside from prescribing the salaries and benefits of the public officers mentioned above, some labour unions and associations also sometimes use it as a yardstick to negotiate for their salaries and benefits.

Furthermore, Riccucci (2021) and Ayee (2016) are of the view that the policy framework for pay determination contributes to an objective and rational salary and wage determination in Ghana's public sector. According to Ayee (2016), the determination of allowances, benefits, and salaries of public sector workers in Ghana is governed by some national policy frameworks, including the National Public Sector Reform Strategy (NPSRS), 2018 to 2023, National Employment Policy, Ghana Labour Law (Act 651 of 2003), annual leave regulations, laws against discrimination, etc. (Riccucci, 2021). These frameworks lay the foundation for the formulation and implementation of public sector compensation for public workers. Policymakers and decision-makers base their policy decisions on the provisions in these frameworks. Also, public sector workers base their compensation negotiations on the provisions in these policy frameworks, helping to maintain consistency in the formulation of public sector compensation structures. In addition to these policy frameworks, several state institutions supervise and oversee the formulation and implementation of public sector compensation in Ghana. These state institutions include the Ministry of Finance and Economic Planning (MOFEP), Ministry of Employment and Labour Relations, Public Services Commission (PSC), Fair Wages and Salaries Commission (FWSC), Controller and Accountant General's Department (CAGD), Parliament, Presidential Committee on Emolument for Article 71 Office Holders, etc. These state institutions oversee the formulation and implementation of the public sector compensation structure in Ghana. They are therefore crucial in determining public sector compensation in Ghana.

Again, the literature shows that inflation and cost-of-living adjustment are two combined factors that influence public sector compensation in Ghana (Ayee, 2024; Riccucci, 2021). Inflation and cost of living are important economic determinants of public sector compensation in Ghana. Since independence, Ghana has experienced high inflation rates, which consequently erode the real value of wages and diminish the purchasing power of public sector workers. To minimise the effects of inflation, successive governments often incorporate the cost-of-living adjustments (COLAs) into wage and compensation agreements (Ayee, 2024). According to Ayee (2024), inflation-induced wage adjustments are significant for maintaining the standard of living of public sector employees, especially in lower-income sectors where workers are more vulnerable to rising prices. In Ghana's public sector, compensation adjustments in response to inflation are often the result of collective bargaining agreements between governments and labour unions or associations. Riccucci (2021) found that inflation adjustments in public sector compensation are mostly insufficient and fail to match the pace of inflation, resulting in frequent labour agitations, demonstrations, and strikes. These actions distort public service delivery and slow down government projects, programs, and policies.

Inflation therefore, remains a major determining factor for public sector compensation in Ghana.

Lastly, the literature shows that international guidelines and external influences are important determinants of public sector compensation in developing countries such as Ghana (Riccucci, 2021; Botchway, 2019). External influences from international financial institutions such as the World Bank, International Monetary Fund (IMF), etc., play a crucial role in shaping Ghana's public sector compensation policies and structure. Ghana is overly reliant on external financial support like loans, grants, etc., and this often requires the country to adopt and implement fiscal reforms that conform with the regulations of the international financial institutions, including recommendations for controlling public sector wage bills. For instance, in May 2023 when the International Monetary Fund (IMF) approved a 36-month Extended Credit Facility (ECF) for arrangement for Ghana, it came with several conditions and guidelines (International Monetary Fund, IMF, eLibrary, 2024). Some of the policy prescriptions given by the IMF to Ghana in the recent deal include fiscal consolidation (implementing measures to decrease the fiscal deficit by increasing revenue mobilisation and reducing government expenditure including the wage bill; monetary policy tightening (adjusting monetary policies to control inflation and stabilise the currency); and, debt restructuring (engaging in major debt restructuring to bring public debt to sustainable levels. These international guidelines sometimes limit the government's autonomy over its public compensation policies, especially during economic depressions when the government requires external financial assistance. The determining factors that shape the public sector compensation structure in Ghana are many, according to the discussion above. However, the issue of politics cannot be overlooked as it significantly impacts the public sector compensation structure in Ghana.

2.5 Theoretical Framework

This study is underpinned by two theoretical frameworks – the Public Choice Theory and the Agency Theory. This section of the study discusses these theories in relation to how they correlate with the study.

2.5.1 Public Choice Theory

Shaw (2002) reveals that the public choice theory is a branch of economics that stemmed from the study of taxation and public expenditure. The theory began to gain popularity in the 1950s and received widespread public attention in 1986 through the works of James Buchanan, who began the Center for the Study of Public Choice at George Mason University which remains the best-known locus of public choice research. Public choice theory applies the same principles economists use to analyse the actions of individuals in the marketplace to explain the actions of people in collective decision-making. For instance, economists argue that individuals make decisions in the marketplace based on individual preferences and interests. Similarly, proponents of the public choice theory also assume that political actors mainly make decisions based on their personal preferences and interests. According to Shaw (2002), "although people acting in the political marketplace have some concern for others, their main motive, whether they are voters, politicians, lobbyists, or bureaucrats, is self-interest".

Shughart (2023) discusses another assumption of the public choice theory which states that private and public choice processes differ, and this is not because the motivations of public and private actors differ, but because of stark differences in the incentives as well as constraints that underpins the pursuit of self-interest in public and private settings. The theory suggests that whereas private individuals only think about the gains and losses they will make as a result of their decisions, public actors make decisions and policies thinking about both their interests and how their decisions affect the public. Also, the theory suggests that public actors consider the greater good of the public but private individuals only consider their interests, without mostly considering how their actions will affect other people. Additionally, proponents of the public choice theory say that individuals make decisions involuntarily without necessarily having to go through any bureaucratic processes (Shaw, 2002). On the other hand, public actors go through several bureaucratic processes before they can make decisions and policies. For instance, individuals can make impulse purchases, however, public actors need to follow a series of public procurement laws and regulations to make purchases in the interest of the state. These differences in the processes of decision-making shape the different incentives private and public actors have in decision-making and choices.

The public choice theory also assumes that governments are special interest groups (Watkins, 2019). According to Watkins (2019), "Politicians and bureaucrats are supposed to be agents of the general public and act in its interests". Watkins (2019) further explains that public agents are always expected to act in the interest of the public, following what is known as the "Principal-Agent problem". The public or citizens are the principal, and the government is the agent. Thus, the theory suggests citizens vote for politicians to form governments to pursue their interests and not the interests of government officials. However, the public choice theory implies that government officials find ways to pursue their self-interests while at the same time finding ways or incentives to enhance the interests of the principal (Watkins, 2019). These principal-agent interests influence decisions and policies by governments such as decisions such as public sector compensation policies.

The public choice theory is a suitable theory to explore this study because it helps to explain several aspects of the study. For one, the theory explains the self-interest of politicians and decision-makers in influencing public sector compensation structures. The theory asserts that public officials as well as politicians act in their self-interest, mostly prioritizing their political gains over public utility or benefit. In Ghana, public sector compensation is often shaped by political motives. For instance, during electioneering years, politicians use salary increases as a tool to score political points and win political favour from the masses.

Second, the theory also highlights the role and significance of interest groups in shaping public sector compensation structure. In Ghana, this can be seen through the bargaining power of the various stakeholders such as organized labour and other social partners involve who exert pressure on governments to increase salaries and improve service benefits, mostly using the tool of industrial action.

Third, the theory also helps to understand the bureaucratic motivations and rent-seeking inherent in public sector compensation management. The theory identifies bureaucrats as rational actors seeking to maximise their benefits such as compensation and job security.

Lastly, the theory depicts the principal-agent problem in governance. Public choice theory explains the principal-agent problem, where elected officials (agents) sometimes do not act in the best and highest interest of the citizens (principals) who elected them. In Ghana, this shapes the public compensation structure through opaque decision-making due to the lack of transparency in compensation negotiations, resulting in misalignment and misunderstanding between public interest and government actions and decisions.

2.5.1.1 Public Choice Theory and Politics

Public choice theory offers a significant framework that helps to understand and explain the political dynamics of public sector employee compensation, especially in the context of Ghana's Fourth Republic. Public choice theory assesses how public decisions are made by applying basic economic principles to political science to examine the behaviour of government officials, politicians, and voters collectively as self-interested actors.

This theory helps with the understanding of the political incentives in compensation decisions. In public sector compensation, this theory posits that the various stakeholders involved act with their interests in mind and not necessarily the interests of the public, which may include personal status, re-elections, political favour, and an increase in wealth. In Ghana, this shows the tendency of government officials, leaders, and other public sector stakeholders to impact public sector compensation. Also, the theory helps to understand and explain why public sector compensation mostly sees politically motivated wage adjustments, especially during election years, irrespective of the economic conditions of the country.

The theory helps to explain the issue of self-interested bureaucracy and rent-seeking behaviour (Mensah, 2021). The theory also extends to the behaviour of government officials and policymakers, arguing that they may sometimes advocate for increased salaries, benefits, additional allowances, extended paid leaves, and overall improved working conditions based on their self-interests and not necessarily the interests of the public. For instance, in Ghana, leaders of various government institutions and organisations like ministries may use their positions to influence the negotiation of compensation packages that favour more of their political party members or a group of people or electorates who will help them score political points, irrespective of the consequences it will have on national fiscal standings. According to Mensah (2021), this behaviour is akin to the concept of rent-seeking, where groups seek to capture economic benefits for themselves using their political influence rather than through market productivity. Essentially, Ghana's public sector is noted by the presence of strong and active unions like the Trade Union Congress (TUC), Ghana Medical Association (GMA), etc., that mostly negotiate seriously for wage increments and overall improved conditions of work for public sector employees. The public choice theory opines that unions such as these theoretically advocate for fair wages and improved benefits, prioritising the interests of their members. This explains that the motives of these unions go beyond just fairness and improved conditions for the general public to self-interest of the unions.

The public choice theory helps with the explanation and understanding of the role of voter demand and populist pressures (Owusu-Afriyie, Baffour & Baah-Boateng, 2024). Owusu-Afriyie, Baffour & Baah-Boateng (2024) argue that voters play important roles in public sector compensation policies because politicians and policymakers mostly respond to popular requests and demands from electorates to increase or maintain their voter base. In Ghana, the public sector is sizable, giving the public sector groups substantial voting bloc with considerable political sway (Owusu-Afriyie, Baffour & Baah-Boateng, 2024). For example, most national election years in Ghana have seen incumbent governments increase wages, allowances, and other benefits for public sector workers to earn their votes. According to Owusu-Afriyie, Baffour & Baah-Boateng (2024), "research shows that wage increases, or job security promises are frequently used to appease public sector employees and their unions or associations, especially during politically volatile periods". This explains the fact that public officeholders make wages and compensation policies based on their political interests and not necessarily for the public good.

Lastly, public choice theory shows the significance of institutional constraints, or the lack thereof, in checking self-interested decision-making and policy formulation (Mohammed, 2024). Since the beginning of the Fourth Republic, Ghana has established several institutions such as the Ministry of Employment, Fair Wages and Salary Commission (FWSC), etc., aimed at overseeing fair and standardised compensation policies in the country's public sector. However, the political influence over these institutions sometimes hinders their effectiveness and efficiency. Also, governments use these institutions to perpetuate their selfish and political interests instead of the public good.

The choice of this theory for the study is justified by its strengths. One, the theory gives significant insight into bureaucratic behaviour (Shaw, 2002; Shughart, 2023). The theory offers valuable meaning and explanations of how public and elected officials and bureaucrats may act in their self-interest rather than seeking the greater good and welfare of the public. Two, the theory helps to explain how political influence impacts national decision-making (Shughart, 2023). The theory helps to explain how political actors and other stakeholders involved in public decision-making and policies impact public sector compensation to win public support and electoral advantage. Lastly, the theory helps to explore how resources are allocated by nations and, in this regard, Ghana to meet the needs of various stakeholders. It helps to analyse the trade-offs between equity and efficiency, aiding in the understanding of how public resources are meticulously allocated to ensure equity and fairness.

However, the theory also has some weaknesses. One is that it overemphasizes self-interest (Shughart, 2023). The theory assumes that all actors are purely self-interested, overlooking altruistic or service-oriented motivations, particularly in prevalent sectors like education and healthcare. Also, the theory neglects structural factors (Shughart, 2023). It mostly overlooks systematic issues like colonial legacies and institutional inefficiencies, which crucially also influence public sector compensation in Ghana. To minimize the impact of these weaknesses on the study, the study provides contextual analysis for a deeper understanding. The analysis of the study consists of a deep contextual analysis of the political and socio-economic landscape of Ghana. This will help to counter the oversimplification of issues by the theory. Also, the use of qualitative data in the analysis provides a holistic perspective that goes beyond the assumptions of the theory.

2.5.2 Agency Theory

The agency theory is an economic concept that analyzes the correlation between a principal and an agent, and how to best structure the contract between them (Kopp, Brock & Velasquez, 2024). The theory was developed by Jensen and Meckling (1976). The agency theory attempts to explain the relationship between principals and agents, where a principal relies on an agent for the execution of certain policies, ideas, and transactions (Kopp, Brock & Velasquez, 2024). According to Kopp, Brock & Velasquez (2024), some of the common principal-agent relationships include "shareholders and management, financial planners and clients, financial advisors and clients, and lessees and lessors".

The agency theory offers a relevant blueprint for explaining and understanding public sector compensation in Ghana. The theory explores how the agents may not always act in the best interests of the principals, especially when compensations are inadequate. This theoretical framework is highly applicable to understanding the politics of public sector workforce compensation in Ghana, especially since several stakeholders shape public compensation policies with different objectives.

The relevance of the agency theory to public sector workforce compensation in Ghana cannot be overlooked. Firstly, the theory explains the principal-agent relationship in Ghana's public sector compensation structure. In Ghana's public sector, the principal-agent relationship primarily consists of the government as the principal on behalf of the citizens and public sector workers as agents for delivering public services and implementing government businesses. Jensen & Meckling (1976) proposed that agents sometimes pursue self-interested objectives, which may not be in the interest of the principals. In Ghana's public sector, these dynamics play out as political and administrative leaders are sometimes only interested in approving salary increases and better compensation packages to appease and get favour from public sector workers, especially during election cycles. Secondly, the theory helps to explore the issue of goal misalignment and moral hazard in Ghana's public sector compensation structure. The agency theory explains how agents, that is, public sector employees may prioritise their personal benefits like salary increases, allowances, and paid leaves over institutional or organisational efficiency or national productivity, leading to moral hazard. For instance, labour unions mostly negotiate for increased salaries and benefits without necessarily addressing lapses in their performance metrics. Again, the theory is relevant in exploring the political dynamics as a factor in agency conflicts. In Ghana's Fourth Republic, public sector compensation is often shaped by political considerations like campaign promises or pressure from labour unions. Ghanaian politicians act as secondary agents, prioritizing their short-term benefits over the long-term economic sustainability of the country.

In conclusion, the tenets of the agency theory adequately explain public sector compensation in Ghana's Fourth Republic. It offers a framework to explain the different dynamics and intricacies involved in political policy processes such as agenda setting, policy adoption, policy implementation, and monitoring and evaluation.

The strengths of this theory influenced its inclusion in this study. First, it explains principal-agent relationships (Kopp, Brock & Velasquez, 2024). This theory effectively explains the dynamics between principals like the government and agents like public sector employees, highlighting issues such as accountability, delegation, and performance monitoring and evaluation. This theory is therefore relevant in exploring public sector compensation, where ensuring employees behave according to the interests of the public is crucial. Second, the theory emphasises the role of incentives (Kopp, Brock & Velasquez, 2024). The theory explains the importance of aligning the incentives of agents with the goals of principals to curb conflicts of interest and ensure fairness and equity.

Regardless, this theory has some limitations in its applicability. First, the theory assumes rational behaviour for all actors (Kopp, Brock & Velasquez, 2024). The theory assumes that all actors act rationally, which might not always be the case. The theory's assumption that actors are always motivated by financial gains might not be entirely true because actors are sometimes also motivated by non-monetary motivators like public service values, job security, among others. Lastly, the theory ignores the difficulties in monitoring and enforcement (Kopp, Brock & Velasquez, 2024). Effective monitoring and evaluation to address agency issues can be resource-intensive as well as difficult in contexts with limited capacity and resources, like Ghana's public administration system. To minimize the impact of the weaknesses of this theory on the analysis of the study, the study incorporates public sector realities in the discussion. The analysis of the study includes discussions on non-market dynamics such as equity, national development, and social justice to provide a deeper understanding that goes beyond the tenets of the agency theory. The study also uses stakeholder mapping to curb the impact of the weaknesses of the theory. The study expands the scope of the study's analysis by including all relevant stakeholders in public sector compensation, like civil society and unions.

2.6 Conclusion

In conclusion, this literature review has explored the complicated nature of public sector compensation in Ghana, especially in the context of the Fourth Republic. The review discusses how key state institutions, such as the Ministry of Finance and Economic Planning and the Fair Wages and Salaries Commission, impact public sector compensation frameworks in Ghana to ensure consistency as well as fairness in public sector remuneration. Again, the review throws light on the significant influence of economic factors, especially cost-of-living adjustments and inflation, on the public sector, indicating the necessity for timely as well as adequate adjustments to ensure a stable purchasing power of public sector employees. Additionally, the review touches on the discussion on intrinsic and extrinsic motivational elements, which emphasize the significance of balanced compensation structures in promoting high public sector employee retention, increased productivity, and employee engagement. The application of public choice theory and agency theory offers a theoretical lens through which the behaviours of elected and government officials, as well as the implications of political pressures on compensation policies and decisions, can be explored and understood.

CHAPTER THREE: METHODOLOGY

3.0 Introduction

This chapter discusses the details of the methods used to conduct the study. It uncovers the researcher's methods and techniques to illuminate the entire study. The discussions in this chapter center on research type or approach, population of the study, sampling technique and size, sources of data collection, instruments of data collection, instruments of data analysis, and ethical considerations for conducting the study.

3.1 Research Type/Approach

This study adopts a mixed-method approach to explore the political dynamics as well as the implications of public sector compensation policies. This is because the mixed method approach allows for a comprehensive understanding of the perspectives of the stakeholders involved in deciding public policy compensation packages, including policymakers, public servants, and union leaders (Hollstein, 2011). Also, the study design for this study is a case study. Case study design allows the researcher to focus on Ghana’s Fourth Republic, providing a detailed assessment of the political, historical, and economic contexts impacting public sector compensation policies (Hollstein, 2011). A case study approach is suitable for this study because it allows for an in-depth understanding of specific phenomena, such as the politics of public sector workforce compensation. Also, this approach is chosen because it allows for the exploration of complex issues like the politics that surround public sector compensation in Ghana’s Fourth Republic. Lastly, case study offers flexibility in data collection as they allow researchers to use a range of data collection techniques such as interviews, document analysis, observations, and so on (Hollstein, 2011).

The mixed methods employed in this study complement each other by allowing triangulation, where qualitative and quantitative data are used to confirm, cross-check, and enrich findings. Quantitative data provide measurable trends in public sector compensation, while qualitative insights explain the political, historical, and contextual factors behind those trends. This integration strengthens the validity and reliability of the study by ensuring that interpretations are supported by multiple evidence sources. Additionally, the mixed methods help to capture both the breadth and depth of stakeholder perspectives—policymakers, union leaders, and public servants—leading to a more comprehensive and nuanced understanding of the politics surrounding compensation in Ghana's Fourth Republic.

3.2 Population of the Study

The population of a study, also known as the target population, is the entire set of individuals or groups, events, or objects that have the specific characteristics and are of interest to the researcher (Simpson, 2018). The population of this includes public sector employees across various agencies and ministries, policymakers involved in the public sector compensation reforms, union representatives and labour leaders, and academics and experts in public administration and labour economics.

3.3 Sampling Techniques and Size

Sampling techniques refer to the methods, processes, procedures, and skills researchers employ to efficiently gather representative data from a subset of a larger population (Ahmed, 2024). A purposive sampling technique is chosen to gather data for this study. Purposive sampling is mostly employed by researchers where the aim is to collect information and data from a small population, particularly hard-to-find or rare populations (Mazhar et al., 2021). Purposive sampling allows researchers to target specific individuals who possess unique experience or knowledge on the topic of exploration (Mazhar et al., 2021). This technique is chosen because it allows for the collection of data and information from participants with direct knowledge or experience regarding the politics of public sector workforce compensation in Ghana's Fourth Republic. To ensure representativeness in the data collection, the questionnaire was distributed across several facets of public sector workers in Ghana, not limited to any region of Ghana.

The sample size of the study was reached as follows:

- 70 participants from the various public sector employees in the country, like the civil service, education, and health. This size is ideal because public employees were easy to reach to participate in the study.
- 5 participants from government officials or policymakers. It was difficult reaching these participants due to time constraints, both on their part and mine. There was also a lack of willingness to participate in the study from most of them.

- 15 participants from union representatives or members, and labour leaders. Lack of the will to participate, limited access to them, and time constraints influenced the size of this category.
- 10 participants from academics and experts. It was relatively easy to get access to these participants due to their interest and willingness to participate in the study.

3.4 Sources of Data Collection

This uses primary data through a questionnaire for analysis. Questionnaires were sent to public sector employees across various agencies and ministries, policymakers involved in the public sector compensation reforms, union representatives and labour leaders, and academics and experts in public administration and labour economics to collect data and information for the study. the questionnaire was administered through WhatsApp and emails, according to the preference of the participants. The study also uses secondary sources for data collection to complement the primary data. This includes analysis of government reports, academic articles, policy documents, and media coverage related to public sector compensation.

3.5 Instruments of Data Collection

A questionnaire was used as the primary instrument of data collection, featuring open-ended and semi-structured questions. Sixteen (16) questions in total were asked in the questionnaire. The open-ended questions enable participants to offer detailed responses in their own words, and the semi-structured questions provide some form of guidance while allowing flexibility. This instrument was chosen because it is appropriate for collecting personal perspectives from several participants when direct interviews are impractical (Moyo, 2017). Document analysis is used for secondary data collection (Moyo, 2017). This instrument was chosen because it helps to provide background information to compare with the responses of the participants (Moyo, 2017). To ensure the authenticity of the data collection, the questions were piloted among my colleagues in the Greater Accra Region for two weeks. The questions were shared to my colleagues (public sector workers) via WhatsApp group and email to gather their first opinions. Lastly, this instrument was also selected because it helps to validate findings by checking consistency with written records (Moyo, 2017).

3.6 Instruments of Data Analysis

The study adopts two instruments for data analysis. First, thematic analysis is used to categorize data to identify recurring themes and patterns related to the politics of public sector workforce compensation in Ghana's Fourth Republic. This is done using manual coding since the themes were limited in scope. Based on the generated themes, content analysis was used to analyze the findings based on the research objectives and questions that the thesis sought to achieve and answer, respectively.

3.7 Ethical Considerations

Khan (2015) says ethical considerations in research are significant as they ensure academic honesty. Khan (2015) reveals that ethical considerations in academic research are so significant that the major criterion for educational research is that it should be ethical. Thus, researchers are expected to give top priority to ethics when conducting their studies. Ethical considerations in research are a group of guidelines and principles that ensure research is conducted safely and responsibly (Cacciattolo, 2015). In this study, the researcher sought informed consent from all respondents, explaining the study's purpose, voluntary participation, and confidentiality to all participants. Also, individual data were protected through the anonymization of all information and data collected. The information gathered was also securely stored in a cloud account, with only the researcher having access to the password. No information was also given to a third party. Additionally, all the secondary data used in this study were duly and accurately referenced.

3.8 Conclusion

This methodology offers a robust framework for exploring the political dimensions of public sector workforce compensation in Ghana's Fourth Republic. It combines qualitative and quantitative insights with document analysis, enabling the study to provide a comprehensive insight into the interplay between politics and compensation policies.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

The results and analysis of the data gathered from surveys given to Ghanaian public sector employees are presented in this chapter. Examining the political factors influencing public sector compensation management in Ghana's Fourth Republic was the study's main goal. This chapter is organized around the study's three main goals: determining the participants and their interests; evaluating the tactics they use in the compensation process; and assessing how compensation laws affected workers in the public sector.

In developing nations like Ghana, where budgetary constraints and restraints, political factors, and stakeholder expectations frequently disagree, public sector compensation is still a crucial governance concern. Public sector compensation is frequently politicized, reflecting larger conflicts over accountability, public sector reform, and resource distribution (Gyampo et al., 2017). The well-being of employees as well as the effectiveness and integrity of public service delivery are impacted by the consequences of how remuneration is negotiated, allocated, and perceived (Lindert et al., 2020).

The demographic details of the respondents are presented in this chapter using descriptive statistics. Open-ended replies are interpreted using thematic and content analyses, which revealed trends and revelations consistent with the conceptual framework of the study. To confirm results and enhance interpretation, responses are compared with previously published works (Hollstein, 2011). The integrity of the study was guaranteed by the preservation of ethical principles, such as respondents' anonymity and data confidentiality, throughout the data gathering and analysis process. The findings' theoretical and empirical ramifications are highlighted as they are examined in light of Ghana's public administration system's larger political economy.

4.2 Demographic Data

Participants' sex, age, present professional function, years of service in the public sector, and sector of work are among the demographic factors this study looked at. Understanding the context in which compensation policies function and how they impact various groups requires an awareness of these factors. For example, studies indicate that demographic characteristics can have a big impact on how public sector employees see motivation, job satisfaction, and justice in regard to pay (Simpson, 2018; Moyo, 2017). Furthermore, comprehending these traits improves the interpretive depth of the results by shedding light on how policy impacts differ for various workforce sectors (Ahmed, 2024).

4.2.1 Gender Distribution

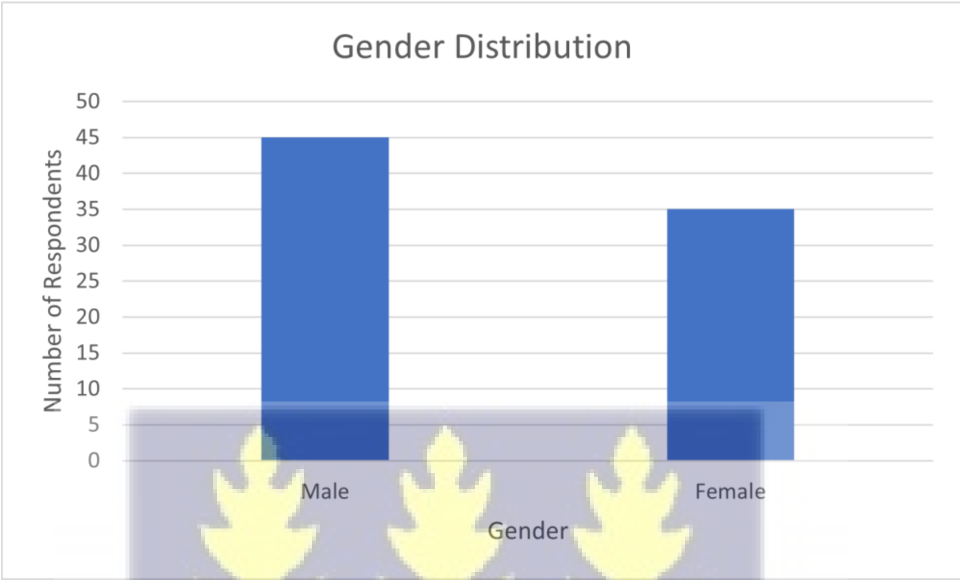

Figure 1: Gender Distribution Source: Field Data from Questionnaire

The gender distribution shown in Figure 1 is based on responses to a questionnaire survey administered to Ghanaian public sector workers in a variety of industries. The findings revealed a slight male majority, with 58.8% of respondents being men and 41.2% being women. The study benefits from this fairly equal participation since it guarantees that both genders' opinions are sufficiently reflected when examining the politics of public sector compensation.

This distribution has important ramifications. Employee perceptions of equity, sufficiency, and fairness in pay arrangements are frequently influenced by gender. Women in the public sector are more likely to voice unhappiness with wage systems, according to prior research, especially when pay structures do not address gender-based disparities such as unequal compensation levels or few prospects for professional advancement (Khan, 2015; Amoako, 2020). On the other hand, although they might not speak out as much about these differences, male employees frequently hold senior positions that have an impact on pay decisions. Therefore, the survey is able to capture these varied opinions because of the near-balanced number of male and female respondents.

The survey's comparatively high percentage of female respondents (41.2%) reflects broader trends of growing gender inclusion in Ghana's public sector, especially in the fields of healthcare and education, where women have historically made up a bigger share of the workforce (Mensah, 2019). The data's inclusion of both genders' perspectives enhances the findings' validity and offers a prism through which to assess whether the public service's present compensation practices solve or maintain gender disparities.

4.2.2 Age Range of Respondents

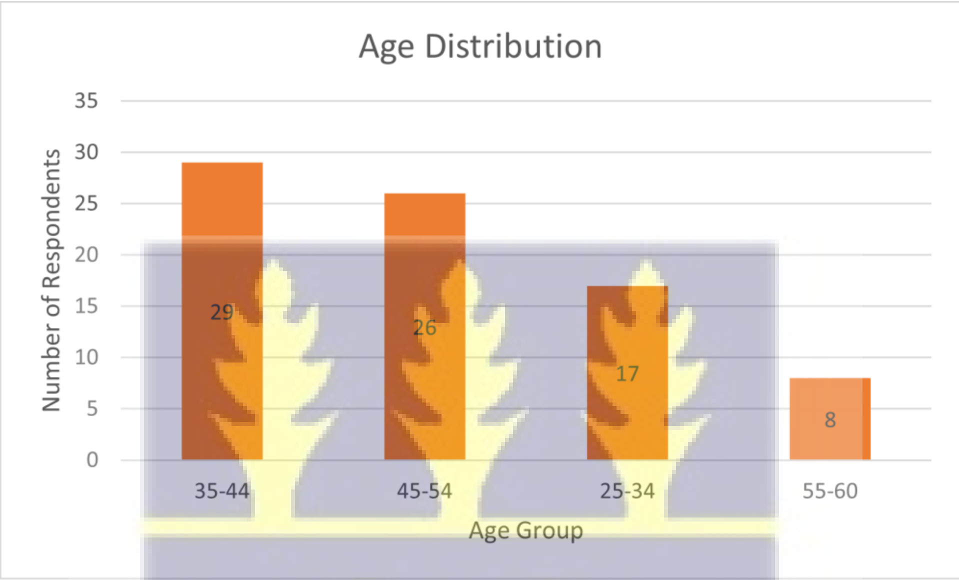

Figure 2: Age Range of Respondents. Source: Field Data from Questionnaire

The respondents' age distribution, shown in Figure 2, is derived from a questionnaire survey given to employees in the public sector. According to the data, the largest group of respondents (36.2%) was in the 35–44 age range, followed by the 45–54 age group (32.5%). 21.2% of respondents were between the ages of 25 and 34, while the smallest percentage (10.0%) was between the ages of 55 and 60.

The preponderance of respondents in the 35–44 and 45–54 age categories indicates that the majority were experienced professionals in the middle of their careers who were actively involved in the Ghanaian public service. Because they combined a wealth of knowledge with active involvement in institutional processes, workers in these groups are very significant to the study. Additionally, their perspectives have a significant impact on organizational culture and expectations of equitable compensation (Simpson, 2018).

Though smaller, the 25–34 age group offers insights on how early-career workers view wage adequacy in relation to cost of living and career advancement. Their opinions are important since they are the public service's future, and low pay may deter retention or increase turnover rates (Ahmed, 2024). The 45–54 age group, on the other hand, offers a viewpoint from senior workers who are getting close to retirement, emphasizing long-term thoughts on promotions, career rewards, and pension sufficiency. Although they make up the smallest percentage, the 55–60 age group provides important information about whether current compensation policies offer stability and assistance to employees who are nearing the end of their careers (Lindert et al., 2020).

The study offers a comprehensive knowledge of how pay policies impact various generational cohorts in the public sector by obtaining viewpoints from a range of age groups. This deepens the study's contribution to discussions of compensation policy in Ghana by contextualizing how views of fairness and adequacy differ throughout life phases (Gyampo et al., 2017).

4.2.3 Role and Sector

Table 1

Sector of Employment	Percentage (%)
Civil	65.0
Local Government Service	17.5
Other Public Service	2.5
Fire Service	1.2
Ghana Health Service	1.2
Ghana Education Service	1.2
Transportation	1.2
International Non-Governmental Organization	1.2

Table 1: Percentage of the Sector of Employment derived from the respondents of the questionnaires.

Source: Field Data from Questionnaire

According to Figure 3, the respondents to the study were drawn from a variety of occupational sectors and hierarchical levels within the Ghanaian public sector. When it came to managerial roles, a majority (38.8%) held supervisory positions, followed by junior employees (30.0%), managers (20.0%), and a lesser percentage at the directorate level (8.8%). Lecturers and teachers made up 1.2% of the total each. According to this distribution, supervisory positions had the highest representation, which is in line with their accessibility and availability during data collection. Because they serve as a link between senior management's directions and subordinate employees' concerns, this group is sometimes seen as the operational backbone of public institutions (Ahmed, 2024; Simpson, 2018).

Regarding the employment sector in Table 1, the civil service accounted for the biggest percentage of respondents (65.0%), with the local government service coming second (17.5%). Other sectors, like the fire service (1.2%) and other public services (2.5%), contributed smaller percentages, while a number of specialized areas, including the Ghana Education Service, Ghana Health Service, and transportation, each contributed 1.2% of the responses. Although Ghana's public sector is dominated by the civil service, the study also includes viewpoints from specialized services, enhancing the range of perspectives. People at these levels are frequently the operational core of public organizations; thus, their viewpoints are crucial for assessing the execution of personnel policies (Ahmed, 2024). Furthermore, their experiences frequently reflect the morale problems of lower-level employees as well as the directive pressures from high management (Simpson, 2018). Because pay and expectations vary widely across departments, the inclusion of diverse sectors further enhanced the analysis. For example, the findings of the study indicate that public employees, such as health and education professionals, confront specific incentive issues due to their public-facing jobs and the significance of the services they provide. Thus, evaluating the roles and sectors of employment helps contextualize the intricacies of remuneration satisfaction and perceptions across the public service spectrum.

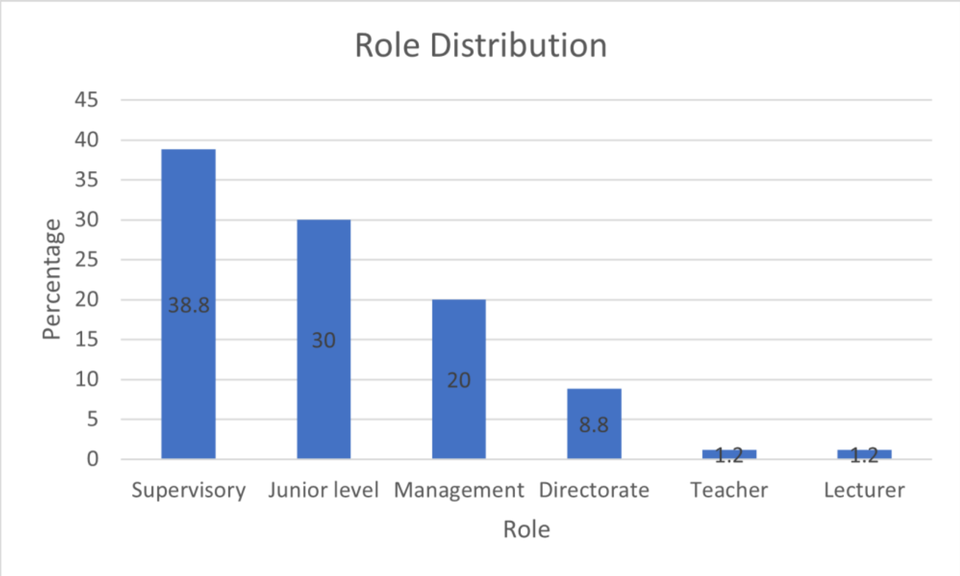

Figure 3: Role Distribution from the respondents of the questionnaires distributed.

Source: Field Data from Questionnaire

4.3 Results of Objectives

4.3.1. Actors and Their Interests

Finding the major players in Ghana's public sector pay management and investigating their interests was the study's initial goal. The Ministry of Finance, the Fair Wages and Salaries Commission (FWSC), trade unions, the Office of the President, and occasionally development partners like the International Monetary Fund (IMF) are the main actors in Ghana's public sector compensation management. These results are consistent with previous research that emphasizes the multi-stakeholder character of public sector compensation politics (Gyampo et al., 2017). A wide range of stakeholders with varying interests are involved in Ghana's public sector compensation administration. These are generally separated into two groups: primary actors, who directly affect compensation policies, and secondary actors, who have a significant but indirect impact.

According to the respondents, each actor-performer has unique interests that occasionally overlap. The Organized Labor and Trade Unions, the Office of the President, the Ministry of Finance, and the Fair Wages and Salaries Commission (FWSC) are the main actors. While the FWSC is required to standardize pay under frameworks like the Single Spine Pay Policy, the Ministry of Finance places a higher priority on budget sustainability and budgetary restraint. Conversely, trade unions advocate for better wages and working conditions, and when talks fail, they may resort to industrial actions (Gyampo et al., 2017). It was determined that the

Office of the President had a political monitoring function, particularly when negotiations turn sour or serve electoral goals. Particularly during wage negotiations and public sector strikes, these actor-specific interests can lead to policy tensions and bargaining dynamics (Amoako, 2020). The Private Enterprise Federation (PEF) is an example of secondary actors that work to prevent wage changes in the public sector from impairing private companies' ability to compete. Civil society organizations also sometimes advocate for accountability and equity in salary negotiations. For instance, in 2021, ADAM-GH co-convened the "Coalition Against the Leadership of TUC and Organised Labour in Favour of Ghanaian Workers," comprising CSOs, local union leaders, and over 20,000 public sector workers. The coalition petitioned President Akufo-Addo to review the government's proposed 4% (for 2021) and 7% (for 2022) salary increments, arguing they were insufficient amid rising taxes and inflation. The petition highlighted that these increases failed to address workers' socio-economic hardships and called for higher adjustments to ensure fair living standards (Modern Ghana, 2021).

International Financial Institutions (IFIs) like the World Bank and International Monetary Fund (IMF) are particularly significant actors. Their involvement has influenced Ghana's compensation system in the past. Wage bill freezes brought forth by structural adjustment programs in the 1980s and 1990s limited the government's capacity to accommodate union requests (Lindert et al., 2020). More recently, pay limits and a decrease in the wage-to-GDP ratio were required by IMF bailout agreements in 2015 and 2023 for the public sector. These policies frequently clash with labor demands for higher wages, giving domestic labor politics a global outlook (Amoako, 2020).

Interactions between key domestic institutions and secondary players, such as foreign partners, result in Ghana's public sector compensation management. The interaction of these factors demonstrates how national wage policies are influenced by political, economic, and international forces.

4.3.2. Strategies Employed by Actors

According to the study, different actors use a variety of tactics to affect Ghana's public sector compensation administration. Collective bargaining, industrial action through strikes, media involvement, using the National Labour Commission (NLC) for legal and administrative proceedings, and policy discussion in tripartite forums are some of these tactics. Recent events in Ghana offer convincing proof of the implementation and effects of each strategy, which is context-specific and frequently influenced by the political economy of the day.

Collective bargaining, especially involving organized labor, the Ministry of Finance, and the Fair Wages and Salaries Commission (FWSC), is one of the most well-known tactics. For instance, after lengthy talks amid growing inflation, organized labor and the government reached an agreement in January 2023 to boost base pay on the Single Spine Salary Structure by 30% (Amoako, 2020). The table below illustrates the trend of collective bargaining over five years in Ghana.

Year	**Key Economic Context**	**Major Demands from Organised Labour**	**Government's Position/Counter-Offer**	**Final Negotiated Agreement (Base Pay Increase)**	**Notable Outcomes and Industrial Actions**	**Sources**
2021	Post-COVID-19 economic slowdown, rising public debt, and implementation of new taxes ("COVID-19 levy"). Initial signs of rising inflation (ended the	Initial demand for a 15% increase, citing the need to cushion workers against the rising cost of living and new taxes.	Citing severe fiscal constraints and the need for economic recovery, the government initially proposed a freeze on pay increases, later offering a modest single-	4% for 2021; 7% for 2022 (Negotiated together in mid-2021).	The agreement was met with widespread dissatisfaction and anger among public sector workers, who felt the increase was paltry given the economic conditions. This fueled	*Citi Newsroom (2021), MyJoyOnline (2021)*

	year at 12.6%).		digit increment.		the popular #FixTheCountry social media movement. Various unions threatened industrial action, though large-scale national strikes were averted.	
2022	Sharply accelerating inflation (starting at 13.9% and ending the year at 54.1%), severe currency depreciation (~50%), and an acute cost-of-living crisis. The government formally begins	A mid-year demand for a 20% Cost of Living Allowance (COLA) to mitigate the harsh economic conditions, which was separate from the 7% base	The government initially resisted the COLA demand, citing its unbudgeted fiscal impact and the precarious state of the economy. It argued that granting the allowance would worsen	15% Cost of Living Allowance (COLA) effective from July 1, 2022.	Several major public sector unions, including the four pre-tertiary teacher unions (GNAT, NAGRAT, CCT-GH, TEWU), declared a nationwide strike in July 2022. The strike action	*Graphic Online (2022), BBC News (2022)*

	negotiations for an IMF bailout.	pay increase already agreed upon for the year.	the economic situation.		crippled public schools and put immense pressure on the government, forcing it back to the negotiating table and leading to the COLA agreement after days of intense talks.	
2023	Hyperinflationary environment (average inflation ~40.3%), ongoing IMF negotiations, and the implementation of a controversial Domestic Debt Exchange Programme (DDEP)	An ambitious initial demand for a 60% increase in base pay to offset the significant erosion of workers' purchasing power and the financial	The government argued that such a high increase was fiscally unsustainable and would jeopardize its fiscal consolidation targets under the impending IMF programme. It called for prudence and a	30%	This was a landmark negotiation. Despite the severe economic crisis and tight fiscal space, Organised Labour secured a historic 30% increase. The negotiation was intense but was	*MyJoyOnline (2023), Trades Union Congress - Ghana (2023*

	which impacted workers' investments and pensions.	uncertainties created by the DDEP.	more modest adjustment.		successfully concluded without major national strikes, as both sides sought to ensure stability during the sensitive DDEP period.	
2024	Gradual disinflation (inflation trending downwards from 23.2% in January), relative currency stability, and the second year of implementing the IMF programme with strict fiscal targets	A demand for an increase that would significantly surpass the projected inflation rate to ensure a positive real wage gain and continue restoring the	The government sought a more moderate increase, consistent with its fiscal consolidation path and the need to control the wage bill to meet IMF programme conditionalities.	23% (effective from January to June); 25% (effective from July to December). The average increase for the year was 24%.	The two-tiered increase was a novel and creative outcome, designed as a compromise to accommodate the government's first-half cash flow constraints while still providing a substantial raise for the	*Citi Newsroom (2023), Ministry of Finance - Ghana (2023)*

	on the wage bill	purchasing power lost in previous negotiations			full year. Negotiations were less adversarial than in previous years, reflecting a more stable economic outlook and a collaborative approach	
2025	Continued economic stabilisation, with inflation projected by the government and IMF to fall below 20% (targeting 15% by year-end). The focus of economic discourse is on sustaining growth and ensuring debt	Demands are expected to focus on achieving significant real wage growth (i.e., an increase well above the inflation rate). There is also a growing emphasis	The government's position will likely be to maintain fiscal discipline as required by the IMF programme while acknowledging the need to fully restore workers' purchasing power. Offers are expected to be modest but aimed at exceeding the	*Negotiations are ongoing as of late 2025.* Projections based on the economic outlook and initial statements from both sides suggest a potential agreement in the	The bargaining climate is anticipated to be focused on long-term sustainability and improving overall welfare. Unions are increasingly tabling demands related to non-wage benefits, signaling a strategic	*GhanaWeb (2024), Trades Union Congress - Ghana (2024*

	sustainability post-DDEP	on non-monetary conditions of service, such as pensions, healthcare benefits, and housing support for public sector workers.	rate of inflation.	15-20% range.	shift from purely survival-focused negotiations to a more holistic approach to improving the conditions of service for their members.	

Table 2: Trends in Public Sector Collective Bargaining in Ghana (2021-2025)

This illustrates how effective collective bargaining can result in systemic changes that impact all types of public sector employees. Respondents underlined that strikes, despite their disruptive nature, frequently succeed in bringing the government to the negotiating table and highlighting worker demands. Actors frequently use industrial action, especially strikes, as a method of pressure when negotiations fail. Strikes have always been a part of Ghana's compensation system. For example, teacher unions such as the National Association of Graduate Teachers (NAGRAT) and the Ghana National Association of Teachers (GNAT) went on strike in July 2022, calling for a Cost-of-Living Allowance (COLA) (MyJoyOnline, 2022). The action demonstrated how strikes can obtain immediate, targeted allowances outside of the regular salary cycle by forcing the government to approve a 15% COLA. Similar to how professional groups used strikes to force concessions. The University Teachers Association of Ghana (UTAG) strike in early 2022 over market premiums and conditions of service paralyzed university activities for weeks until the NLC stepped in to mediate. (GBCGhana Online, 2025). Also, CLOGSAG has initiated multiple strikes, with a notable one occurring in April 2022. The primary demand was for the government to pay a "neutrality allowance" (Ghana News Agency, 2022). This allowance was intended to compensate civil servants for their inability to engage in partisan political activities, a condition of their employment. They argued that since they are barred from politics while other public officials are not, they deserved this compensation. The strike action saw thousands of civil and local government workers across the country lay down their tools, affecting services at ministries, departments, and agencies. Again, the Medical Laboratory Professional Workers' Union (MELPWU) declared a nationwide strike in June 2024 (Ghana Business News, 2024). The strike was a result of the government's prolonged delay in concluding negotiations for its first-ever collective bargaining agreement. After nearly two years of negotiations, the union accused the government and its agencies of stalling, forcing them to use the strike to compel the conclusion of the agreement, which covered their conditions of service. Last but not least, the Judicial Service Staff Association of Ghana (JUSAG) embarked on an indefinite nationwide strike in May 2023 (Ghana News Agency, 2023). The strike was to demand the approval and implementation of revised salaries and allowances for its members, which had been reviewed and approved by the Judicial Council but were pending presidential and governmental approval. The industrial action brought activities at courts across the country to a complete halt.

A number of respondents also brought up the use of public protests and media campaigns as means of evoking public support and applying political pressure. Media involvement is another tactic, in which unions use radio, television, and press conferences to strategically spread their complaints and mobilize the public. Leaders of the 2022 teacher union strike framed the discussion around worker welfare, inflation, and fairness through daily press briefings and widespread radio coverage. These tactics forced decision-makers back to the negotiating table by boosting public sympathy and raising the political cost of government inaction.

The use of legal and administrative recourse through the National Labour Commission (NLC) is another crucial tactic. The NLC enforces the Labour Act and arbitrates disputes, acting as a mediator and regulator. For instance, during the 2022 UTAG strike, the NLC declared the action unlawful and ordered lecturers to return to work while negotiations resumed (MyJoyOnline, 2022; Citi Newsroom, 2022); similarly, during the September 2020 Ghana Registered Nurses and Midwives Association (GRNMA) strike, the NLC's intervention sped up communication with the government and facilitated settlement (Citi Newsroom, 2020; GhanaWeb, 2020). These cases demonstrate that the NLC not only restricts strike actions but also makes sure that disputes are settled within legal frameworks, strengthening its position as a key player in compensation politics.

Apart from these combative tactics, respondents underlined that actors also participate in standing bodies that negotiate the national daily minimum wage, such as the National Tripartite Committee and the Public Services Joint Standing Negotiating Committee, and have policy discussions. While coordinating pay reforms with more general concerns about fiscal sustainability, these forums offer formalized avenues for gradual changes to salaries and benefits (Amoako, 2020). Mobilization for allowances based on issues has also gained prominence. The request for a "neutrality allowance" in 2022 by the Civil and Local Government Services Staff Association of Ghana (CLOGSSAG) is a prime example. The government stepped into negotiations to make room for the allowance following protracted industrial action, extending the compensation structure above base salary. This demonstrates that in order to improve their particular working conditions, actors target sector-specific or specific perks in addition to negotiating for general pay increases.

All things considered, Ghanaian players in public sector pay management use a range of interconnected tactics, including issue-specific mobilization, media campaigning, disruptive strikes, stakeholder dialogue, institutional bargaining, and legal arbitration. However, the study also highlights that dialogue remains a central strategy in resolving pay disputes and advancing negotiations. This was emphasized by key stakeholders. For instance, a senior official from the Fair Wages and Salaries Commission explained that "dialogue is the first line of approach before any industrial action is considered, because agreements reached at the negotiation table are more sustainable than those won through strikes." Similarly, the Secretary of the Ghana National Association of Teachers (GNAT) noted that "although unions may threaten or resort to strikes, the real progress is made when dialogue begins with government representatives." These tactics demonstrate that workers and unions have the power to act and make decisions, while also highlighting the complex interplay between domestic labor policies, financial limitations, and institutional frameworks. They also demonstrate that resolving compensation conflicts frequently necessitates striking a balance between regulatory intervention, negotiation, and confrontation, making compensation administration in Ghana a highly politicized process.

4.3.3. Effects on Public Sector Workers

Assessing the perceived impacts of public sector compensation management on Ghanaian employees' job satisfaction, motivation, and general well-being was the third goal of this study. Respondents' general discontent with the current remuneration schemes is revealed by an analysis of the survey data. The majority of participants gave compensation systems a low satisfaction rating, pointing to low pay, opaqueness, and a poor correlation between work and reward. These opinions are in line with ~~previous~~ research by Lindert et al. (2020), which highlights how inefficient pay schemes can severely lower employee morale and reduce output.

Many respondents stated that the regulations in place do not appropriately reflect their contributions or cost of living, and the majority of respondents indicated a large discrepancy between their expectations and actual pay. There is no motivation, as one respondent put it. I have no motivation at all, even though I enjoy my job. This opinion supports Moyo's (2017) assertion that the public sector's capacity to draw and keep talented workers may be harmed by motivational disparities associated with unequal compensation. Concerns over the compensation processes' lack of justice and openness were also common. Many respondents suspected administrative inefficiency or political partiality in the process of determining wage levels and allowances. Such views of unfairness have the potential to lower morale and increase workplace animosity (Gyampo et al. 2017). Regarding career happiness, a significant 71.2% of respondents rated compensation as ineffective or only moderately effective in enhancing motivation, while only 28.8% of respondents thought that public sector compensation positively influences their job motivation and performance (ratings 4 and 5 on a 5-point scale). This result supports respondents' remarks that their long-term commitment to public service and job performance have suffered as a result of receiving insufficient compensation. These results lend credence to the idea that pay plans are important factors that affect institutional loyalty and morale in addition to being purely financial instruments (Simpson, 2018).

Indicator	**Mean Score (1–5)**
Satisfaction with compensation policies	1.8
Reflection of worker contribution	1.6
Transparency and fairness	1.8

Indicator	Mean Score (1–5)
Influence on job motivation	2.8
The gap between expectations and compensation	4.8
Improvement in welfare through recent changes	2.0

Table 3: Effects of Public Sector Compensation Management on Workers in Ghana

Source: Field Data (Questionnaire, 2025).

It is evident that the majority of respondents acknowledge a significant discrepancy between expectations and reality, but they do not feel content or appropriately compensated.

4.4. Discussion of Objectives

4.4.1. Actors and Interests

According to survey data, several organizations with various goals and motives influence Ghana's compensation management. According to the data, 90.0% of respondents named government departments, 68.8% named trade unions, 57.5% named the Ghana Employers' Association (GEA), and 25.0% named "social partners" (Question 6.0: Key Actors). The Fair Wages and Salaries Commission (FWSC) and the National Labour Commission (NLC) were identified as key statutory actors in compensation management in the literature, even though they were not specifically included in the checkbox menu. This distribution is consistent with earlier research that highlighted Ghana's public sector pay management as part of a multi-actor political economy (Amoako, 2020; Gyampo, Ofori Mensah, & Owusu Mensah, 2017).

Ministry of Finance (MoF).

As the fiscal gatekeeper, MoF projects macro-fiscal space, sets the wage-bill envelope, and indicates affordability boundaries during talks. It frequently conflicts with broad union demands because of its primary focus on fiscal restraint and maintaining the wage-to-GDP ratio within sustainable boundaries, particularly during consolidation programs (Amoako, 2020; Lindert, Skoufias, & Shapiro, 2020). In reality, everything from base-pay percentage offers to allowance phasing is subject to the MoF's ability to set ceilings.

Fair Wages and Salaries Commission (FWSC).

In addition to conducting job evaluations, harmonizing grades, and drafting memoranda of understanding following discussions, FWSC operationalizes policy through the Single Spine Salary Structure. It must strike a compromise between sector-specific demands and the MoF's affordability lens while maintaining internal equity and uniformity across services (Amoako, 2020). FWSC becomes the technical center that converts political agreements into workable pay lines and schedules when inflation or sectoral conflicts increase.

National Labour Commission (NLC).

Under Ghana's labour law, NLC serves as the statutory dispute-resolution body and mediates, arbitrates, and provides compliance directives. It can directly influence the timing, course, and resolution of wage disputes by ordering a return to work during strikes, compelling parties to continue negotiations, and rendering a decision on the legality of industrial actions. Recent high-salience incidents, like the GRNMA action in 2020 and the UTAG dispute in 2022, highlight how crucial NLC is in rerouting conflicts into formal talks, safeguarding public service continuity, and upholding employees' rights to bargain (Gyampo et al., 2017). In their open-ended remarks, the respondents also mentioned "NLC intervention" as a frequent turning point in contentious situations.

Office of the President.

The Presidency exercises decisive political oversight even though it is not a daily negotiator, particularly when disagreements intensify or coincide with election cycles. Executive participation, which reflects the political calculus connecting labor peace, inflation pressures, and electoral incentives, can break deadlocks or approve extraordinary measures (such as temporary allowances) (Amoako, 2020). During the 2025 base salary talks, President John Mahama made public remarks that further highlight the political significance of compensation management. He warned that compromising worker welfare in the name of budgetary restraints affects productivity and public sector morale, underscoring the need for the government to seek transparency and equity in wage-setting (Daily Graphic, 2024). Such statements support the idea that political leaders see pay as a political and economic issue that affects the legitimacy of governance. The negotiations were initially stalled, with the government proposing a range of 6% to 8% increase, while labor unions demanded at least 35%, significantly lower than their initial proposal of 60%. However, after President Mahama's engagement, the parties agreed on the 10% increase (Sankofa Online, 2025).

Trade Unions/Organized Labour.

To raise actual wages, benefits, and working conditions, unions combine worker preferences and use a variety of tactics, including collective bargaining, strikes, media framing, and coalition building. The fact that 68.8% of respondents to the study said that unions are important players reflects their importance in obtaining benefits like base pay adjustments and COLA awards during periods of high inflation.

Ghana Employers' Association (GEA) and Private Enterprise Federation (PEF).

GEA (named by 57.5% of respondents) and PEF are significant of the primary actors in public pay discussions. Their goal is to prevent state wage policies from distorting labor markets or displacing private competition (Amoako, 2020). In order to avoid spillovers that increase production costs across the economy, they frequently support moderation and sequencing in public sector modifications.

Civil Society & Media ("Social Partners").

Twenty-five percent of those surveyed mentioned social companions. By influencing public discourse on affordability, fairness, and transparency, CSOs and the media increase the political cost of inaction or perceived injustice. Prominent CSOs, including the Institute for Democratic Governance (IDEG), Centre for Democratic Development (CDD-Ghana), IMANI Ghana, among others, play an important advocacy and watchdog role in Ghana. According to Gyampo et al. (2017), their supervision function helps ensure accountability in compensation reforms.

International Financial Institutions (IMF/World Bank).

Through budgetary standards and conditionality that give wage-bill containment top priority during stabilization, IFIs exercise programmatic influence. These engagements have historically limited base pay increases, pushed phased implementations, and disciplined allowances (e.g., SAP-era caps; more recently, 2015 and 2023 plans); in high inflation contexts, these engagements frequently conflict with local labor expectations (Lindert et al., 2020; Amoako, 2020). This outside pressure contributes to the explanation of why MoF and FWSC occasionally present incremental offers during discussions as opposed to expansive ones.

4.4.2. Impact on Workers

According to the study's findings, Ghana's compensation management system has a variety of consequences on employees in the public sector, including affecting their morale, retention, productivity, and likelihood of taking industrial action. According to the survey's findings, 65.0% of participants emphasized how compensation policies affect job satisfaction, and 72.5% of respondents said that they directly affect employee motivation. Furthermore, 58.8% of respondents pointed out that low pay results make strikes and other disruptive tactics more likely. These numerical results attest to the key role that pay plays in determining the experiences of workers in the public sector.

Evidence from Ghana's recent labor history lends credence to these views. One example of this is the 2022 teacher union strike over the Cost-of-Living Allowance (COLA), which showed that low pay in the face of increasing inflation leads to work stoppages. Compensation discrepancies lead to mobilization and require ad hoc budgetary solutions, as seen by the government's subsequent approval of a 15% COLA (Gyampo, Ofori-Mensah, & Owusu Mensah, 2017). In a similar vein, members of the University Teachers Association of Ghana (UTAG) claimed that the decline in market premiums diminished their professional value, which prompted the group to go on strike in early 2022. The walkout caused weeks-long disruptions to school schedules, demonstrating how perceived pay disparities have a substantial impact on educational service delivery.

In addition to strikes, the survey and literature show that pay affects morale and long-term retention. According to the respondents, skilled workers are pushed to think about moving or entering the private sector as a result of delayed or insufficient changes that make it difficult to deal with growing living expenses. This is consistent with Amoako's (2020) research, which discovered that attrition in the health and education sectors has been exacerbated by Ghana's Single Spine Salary Structure's incapacity to keep up with inflation. Further weakening organizational cohesion is the unequal distribution of allowances among cadres, which creates feelings of unfairness (Lindert, Skoufias, & Shapiro, 2020). When combined, the documented cases and field data show how Ghana's compensation management system has a significant impact on public service performance and worker wellbeing. When changes are fair and timely, they promote stability and motivation; when pay is out of step with economic reality, they lead to attrition, industrial unrest, and decreased productivity.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The politics of public sector compensation in Ghana's Fourth Republic is an ongoing topic of discussion both in academia and the body politic. The debate since the Fourth Republic has been that the major actors involved in public sector compensation negotiations – the government and trade unions – employ various strategies to achieve their objectives. Again, the politics around public sector workforce compensation management has led to a huge compensation burden on the government. Several academic studies and institutional reports have been published on how the Ghanaian government can adopt and implement sustainable policies to effectively manage public sector workforce compensation, as well as the strategies employed by public employee unions to achieve their compensation goals. The overarching objective of the study is to examine the political dynamics that shape public sector compensation management in Ghana. The study was guided by three specific objectives:

- To examine the actors and their interests in Ghana's public sector compensation management.
- To interrogate the strategies the actors employ in pursuing their interests during the public sector compensation management process.
- To discuss the effect of public sector compensation management on public sector workers in Ghana.

5.2 Summary of the Findings

By focusing on three primary goals, this study investigated the political factors that influence public sector compensation management in Ghana's Fourth Republic. Finding the important players and learning about their interests was the first goal. Results show that the Office of the President, the Ministry of Finance, the Fair Wages and Salaries Commission (FWSC), and trade unions all have a big influence on how much people get paid. These organizations show conflicting interests: unions prioritize equity, livelihood protection, and improved working conditions, whereas government actors prioritize macroeconomic stability and fiscal responsibility.

Actors in Ghana's public sector compensation management employ multiple strategies to influence outcomes. Collective bargaining is the primary approach, involving organized labour, the Ministry of Finance, and the Fair Wages and Salaries Commission. When negotiations stall, unions resort to industrial actions such as strikes. Media campaigns and public petitions are also used to build public pressure. Legal and administrative interventions through the National Labour Commission help resolve disputes, while tripartite committees and joint standing negotiating bodies provide formal dialogue platforms. Issue-specific mobilizations, like demands for allowances (e.g., neutrality allowance), are also pursued, balancing negotiation, confrontation, and policy advocacy.

The findings of the study reveal that Ghana's public sector compensation system significantly shapes worker morale, productivity, and labour relations. Findings show that 65% of respondents linked compensation policies to job satisfaction and 72.5% to motivation, with low pay often triggering strikes and disruptive actions. Delayed or inadequate adjustments worsen attrition, push skilled staff toward the private sector, and strain service delivery, especially in education and health. Conversely, fair and timely reforms improve stability and performance. The chapter highlights the strong influence of political and economic factors on pay negotiations, underscoring the need for balanced, sustainable, and transparent compensation management.

5.3 Conclusion

This study explored the political factors affecting public sector compensation management in Ghana, emphasizing actors' interests, negotiating tactics, and the consequences for public sector employees. The findings show that pay in the public sector is intricately linked to power dynamics, institutional capacity, and the political economy of governance rather than being merely an administrative or economic function.

First, the study comes to the conclusion that conflicting interests influence compensation management. Frequently motivated by national debt restrictions and the demands of foreign donors, government agencies like the Ministry of Finance and the Fair Wages and Salaries Commission place a high priority on macroeconomic stability and fiscal discipline. On the other hand, public sector employees and labor unions call for equitable compensation, cost-of-living adjustments, and acknowledgment of their contributions. Tensions in policy and labor unrest are often caused by these competing interests.

Next, the study confirms that a key component of wage bargaining involves strategic engagement. Particularly during politically delicate times like elections, unions use tactics like strikes, protests, and media advocacy to make their concerns heard. On the other hand, government actors manage or postpone reforms through institutional mechanisms, including fiscal estimates, policy drafts, and bureaucratic consultations. These factors lend credence to the idea that pay talks are frequently sites of unequal power bargaining, with the political environment having just as much of an impact on the results as institutional capability.

Third, motivation, job happiness, and performance are negatively impacted by the remuneration arrangements in place. Issues like inadequate salary, a lack of transparency, and unjust compensation management were frequently mentioned by respondents. Similar worries in other developing nations are echoed by this, which lowers morale and makes it harder for the public sector to retain qualified workers. The results show that urgent, inclusive, and transparent reforms are needed to Ghana's public sector compensation structure. To create a more equitable and efficient public service, sustainable solutions must take into consideration both financial limitations and the lived realities of employees.

5.4 Recommendations

This study set out to examine the actors and their interests in Ghana’s public sector compensation management, the strategies they employ to achieve their objectives, and the effects of compensation management on public sector workers. Based on the findings, the following recommendations are proposed to improve public sector compensation governance and outcomes in Ghana’s Fourth Republic. In line with the study’s objectives and findings, the following recommendations are proposed:

1. Recommendations on Actors and Their Interests

The findings highlighted multiple actors—government institutions (Ministry of Finance, FWSC), trade unions, the Office of the President, and development partners (e.g., IMF)—each with overlapping but often conflicting interests. To address the resulting policy tensions, there is a need to establish a formal, institutionalized framework for stakeholder engagement. This could take the form of a National Compensation Policy Council (NCPC) composed of representatives from government, organized labour, civil society, and private sector actors. Such a body would provide a predictable platform for dialogue and negotiation, reducing the risk of ad hoc decision-making and politically motivated wage increases. The council should also have a legal mandate to regularly review pay structures, ensuring alignment with inflation, cost-of-living adjustments (COLA), and fiscal realities. This institutional approach would balance equity, fiscal sustainability, and political accountability while depoliticizing compensation decisions.

2. Recommendations on Strategies Employed by Actors

Findings revealed that collective bargaining, industrial actions, and political interventions are the most common strategies used, with strikes frequently disrupting service delivery. To reduce the reliance on disruptive methods, strengthening the role of the National Labour Commission (NLC) is recommended. The NLC should be empowered with greater authority and resources to facilitate early dispute resolution and mediate salary negotiations before they escalate into strikes. Furthermore, enhancing transparency in collective bargaining is critical. Publishing negotiation timelines, government fiscal data, and proposed wage adjustments would improve trust among stakeholders and minimize suspicion. The adoption of evidence-based decision-making tools—such as medium-term expenditure frameworks and wage-bill impact assessments—should guide negotiations, ensuring that agreements are realistic and fiscally responsible. Additionally, capacity-building initiatives for union leaders and government negotiators on interest-based bargaining could foster a more collaborative rather than adversarial negotiation environment.

3. Recommendations on the Impact of Compensation Management on Workers

The study revealed that inadequate and delayed salary adjustments undermine morale, increase attrition, and threaten service delivery, particularly in education and healthcare. To mitigate these effects, the government should adopt a predictable compensation adjustment mechanism tied to inflation indices and reviewed annually. This would prevent real wage erosion and minimize recurring agitation. Furthermore, introducing non-monetary incentives—such as career development opportunities, housing schemes, and performance recognition programs—could complement wage increases and enhance employee motivation without excessively burdening the wage bill. The government should also improve payroll efficiency by leveraging digital systems to eliminate ghost names and ensure timely salary payments. Finally, regular impact assessments of compensation reforms should be conducted to measure their effects on employee satisfaction, productivity, and public service delivery, providing evidence for future reforms.

Overall, implementing these recommendations would create a fair, transparent, and sustainable compensation system that balances the interests of all stakeholders, enhances public service motivation, and contributes to national fiscal discipline and economic stability.

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Appendices:

Appendix A: Research Questionnaire

QUESTIONNAIRE

TOPIC: The Politics of Public Sector Workforce Compensation in Ghana's Fourth Republic

Section 1: Introduction and Informed Consent

Dear Participant,

Thank you for agreeing to participate in this study. This questionnaire seeks to explore the politics surrounding public sector workforce compensation in Ghana, focusing on the actors involved, the strategies they use, and the impacts on public sector workers. Your responses are completely confidential and will be used solely for academic research purposes. Please answer the following questions honestly and to the best of your ability.

I appreciate your participation.

Section 2: Demographic Information

1. **Age:**
   - ☐ Under 25
   - ☐ 25–34
   - ☐ 35–44
   - ☐ 45–54
   - ☐ 55 and above
2. **Gender:**
   - ☐ Male
   - ☐ Female
   - ☐ Prefer not to say

3. **Current Position/Role:**
   ☐ Public Sector Worker
   ☐ Manager/Administrator
   ☐ Trade Union Representative
   ☐ Policy Maker/Legislator
   ☐ Other (please specify): ______________________
4. **Years of Service in the Public Sector:**
   ☐ Less than 5 years
   ☐ 5–10 years
   ☐ 11–20 years
   ☐ More than 20 years
5. **Sector of Employment:**
   ☐ Central Government (e.g., Ministries, Parastatals)
   ☐ Local Government (e.g., Municipal/District Assemblies)
   ☐ Other (please specify): ______________________

Section 3: Actors and Interests in Public Sector Compensation Management

1. **Key Actors Identification:**
   Which of the following actors do you believe play a significant role in managing public sector compensation in Ghana? (Select all that apply)
   - ☐ Government Ministries (e.g., Ministry of Finance, Public Sector Reform)
   - ☐ Civil Service Commission
   - ☐ Parliament/Legislative Bodies
   - ☐ Trade Unions
   - ☐ Political Parties
   - ☐ Media
   - ☐ Other (please specify): ______________________
2. **Interests of the Actors:**
   For each actor you selected above, briefly describe what you believe are their main

interests or objectives in the realm of public sector compensation management. (Open-ended response)

....

3. **Prioritization of Interests:** *Please rate the extent to which you believe the following interests are prioritized by the actors involved in compensation management (1 = Not at all, 5 = Very high priority):*
   - Ensuring fiscal discipline and cost control: ☐1 ☐2 ☐3 ☐4 ☐5
   - Enhancing worker welfare: ☐1 ☐2 ☐3 ☐4 ☐5
   - Maintaining political influence: ☐1 ☐2 ☐3 ☐4 ☐5
   - Promoting merit-based or performance-based compensation: ☐1 ☐2 ☐3 ☐4 ☐5
   - Protecting existing benefits and employment conditions: ☐1 ☐2 ☐3 ☐4 ☐5

Section 4: Strategies Employed by Actors

1. **Common Strategies:** *Which of the following strategies do you believe are commonly used by actors in public sector compensation management? (Select all that apply)*
   - ☐ Lobbying and advocacy
   - ☐ Collective bargaining
   - ☐ Political negotiation and compromise
   - ☐ Media campaigns and public relations efforts
   - ☐ Legal challenges and litigation
   - ☐ Policy formulation and amendment
   - ☐ Other (please specify): ________________________
2. **Effectiveness of Strategies:** *For each strategy you selected, please rate its effectiveness in influencing compensation policies (1 = Not effective, 5 = Very effective):*
   - Lobbying and advocacy: ☐1 ☐2 ☐3 ☐4 ☐5

- Collective bargaining: ☐1 ☐2 ☐3 ☐4 ☐5
- Political negotiation: ☐1 ☐2 ☐3 ☐4 ☐5
- Media campaigns: ☐1 ☐2 ☐3 ☐4 ☐5
- Legal challenges: ☐1 ☐2 ☐3 ☐4 ☐5
- Policy formulation/amendment: ☐1 ☐2 ☐3 ☐4 ☐5

3. **Illustrative Example:** *Can you provide a specific example or case where a particular strategy was used to influence public sector compensation? Please describe the situation and its outcome. (Open-ended response)*

....

Section 5: Impact of Public Sector Compensation Management on Workers

1. **Overall Satisfaction:** *How satisfied are you with the current public sector compensation policies in Ghana?*
   ☐ 1 – Very Unsatisfied
   ☐ 2 – Unsatisfied
   ☐ 3 – Neutral
   ☐ 4 – Satisfied
   ☐ 5 – Very Satisfied
2. **Impact on Work and Motivation:** *Please indicate your level of agreement with the following statements (1 = Strongly Disagree, 5 = Strongly Agree):*
   - The current compensation policies adequately reflect the contributions of public sector workers.
     ☐1 ☐2 ☐3 ☐4 ☐5
   - The process of managing compensation is transparent and fair.
     ☐1 ☐2 ☐3 ☐4 ☐5
   - Public sector compensation positively influences my job motivation and performance.
     ☐1 ☐2 ☐3 ☐4 ☐5

- There is a significant gap between worker expectations and actual compensation provided.
  ☐1 ☐2 ☐3 ☐4 ☐5
- Recent changes in compensation policies have improved worker welfare.
  ☐1 ☐2 ☐3 ☐4 ☐5

3. **Personal Impact:**
   In your own words, how has the management of public sector compensation affected your career satisfaction and/or job performance? (Open-ended response)

   ....

4. **Recommendations for Improvement:**
   What recommendations or changes would you suggest to improve public sector compensation management in Ghana? (Open-ended response)

....

Section 6: Additional Comments

Do you have any additional comments or observations regarding the politics of public sector workforce compensation in Ghana? (Open-ended response)

....

Thank you for taking the time to complete this questionnaire. Your insights are invaluable to this research on public sector compensation in Ghana's Fourth Republic.