



Gendered Expectations and Work Ethic in Ghana: A Comparative Study of Male and Female Professionals

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ABSTRACT: This study investigated the influence of gendered expectations on work ethic among male and female professionals in Ghana. Using a comparative research design, data were collected from a sample of professionals across diverse sectors through structured questionnaires and analyzed using descriptive, correlational, and regression techniques. The findings revealed that female professionals exhibited higher levels of conscientiousness, diligence, and adherence to deadlines, often shaped by societal pressures to balance professional and domestic responsibilities. Male professionals, in contrast, demonstrated greater assertiveness, initiative, and risk-taking tendencies, reflecting culturally embedded expectations of leadership and career advancement. The analysis further indicated that gendered expectations significantly affect work behaviors, motivation, and engagement, with implications for organizational performance and employee well-being. The study highlights the importance of understanding work ethic through the lens of gender norms and provides evidence for adopting gender-sensitive workplace policies that promote equity, productivity, and professional development.

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INTRODUCTION

Work ethic is a fundamental determinant of professional behavior and productivity across societies. It reflects the values, attitudes, and practices that guide individuals' approach to work, encompassing dimensions such as diligence, discipline, responsibility, and commitment. In Ghana, as in many other societies, work ethic is shaped not only by cultural, educational, and institutional factors but also by gendered expectations that influence how men and women perceive, engage in, and are evaluated within the world of work. Understanding these gendered dimensions of work ethic is crucial in addressing persistent inequalities in professional participation, leadership opportunities, and performance assessment within Ghana's evolving labor market.

Historically, Ghanaian society—like much of sub-Saharan Africa—has been characterized by distinct gender roles informed by cultural traditions, socialization processes, and economic structures (Adomako & Amankwah, 2019). Men have typically been socialized to value assertiveness, independence, and the role of primary breadwinners, while women have been encouraged to embody nurturing, supportive, and service-oriented behaviors. These social norms have shaped expectations about appropriate work behavior, affecting both men's and women's engagement in formal and informal employment sectors. For instance, diligence and persistence among men are often associated with ambition and leadership, whereas similar attributes among women may be interpreted as deviation from traditional gender norms or as overassertiveness (Oppong, 2020). Consequently, gendered expectations not only influence individual work ethic but also determine how work performance is perceived and rewarded within organizational contexts.

In contemporary Ghana, rapid modernization, globalization, and educational advancement have challenged traditional gender roles and opened new spaces for women in professional domains previously dominated by men (Boateng & Fosu, 2021). Yet, despite these advances, disparities persist in employment opportunities, promotion rates, and leadership representation. These disparities raise questions about whether differences in work ethic between male and female professionals are real behavioral variations or reflections of societal expectations and gendered interpretations of commitment and productivity. For example, men are often expected to prioritize work over family obligations, while women are frequently perceived as balancing work with domestic

responsibilities, potentially leading to biases in performance evaluation (Arthur & Mensah, 2022). Such assumptions can shape career trajectories, workplace relations, and the overall productivity of Ghanaian organizations.

The relationship between gender and work ethic has been examined in various international contexts, with findings suggesting that gendered socialization, cultural expectations, and organizational norms collectively shape professional behavior (Adjei & Quartey, 2020). However, limited empirical research has systematically examined these dynamics within the Ghanaian context, where cultural values, economic realities, and gender equality discourses intersect in complex ways. Studies in Ghana have often focused on gender disparities in education, wages, and leadership representation (Baah, 2018; Osei & Antwi, 2021), but few have explored how gendered expectations influence the formation and expression of work ethic among professionals across different occupational sectors. This gap in research limits the understanding of how deeply ingrained cultural and societal beliefs continue to define the professional identities of men and women in Ghana.

The importance of investigating gendered work ethics extends beyond academic inquiry. For organizations, understanding how gender expectations influence employees' motivation and behavior can inform equitable human resource practices, performance appraisal systems, and workplace support mechanisms. At the societal level, such insights contribute to ongoing efforts to promote gender equality and empower professionals to perform to their fullest potential regardless of gendered constraints. Moreover, as Ghana strives toward inclusive economic growth and sustainable development, addressing gendered differences in work orientation and expectations is essential for maximizing human capital and improving organizational performance.

In essence, gendered expectations play a dual role—they can motivate individuals to conform to valued professional norms or reinforce stereotypes that constrain certain groups. Recognizing and balancing these dynamics is fundamental to fostering equitable and productive workplaces. The present study therefore seeks to examine the influence of gendered expectations on the work ethic of male and female professionals in Ghana. By comparing the experiences, perceptions, and behaviors of men and women in diverse professional fields, this study aims to uncover whether observed differences in work ethic reflect genuine distinctions in motivation and discipline or are shaped by socially constructed gender roles and institutional biases.

STATEMENT OF THE PROBLEM

In Ghana's rapidly evolving socio-economic landscape, gender continues to influence how individuals are socialized, evaluated, and rewarded in the professional environment. Although both men and women contribute significantly to national productivity, deeply rooted cultural expectations and stereotypes often shape perceptions of their work ethic and professional behavior. Men are frequently expected to demonstrate assertiveness, commitment, and resilience as primary earners, while women are often viewed through the lens of nurturance, obedience, and domestic responsibility (Arthur & Mensah, 2022). These gendered expectations, while culturally ingrained, have the potential to influence not only individual attitudes toward work but also how diligence, discipline, and achievement are interpreted within organizations.

Despite growing awareness of gender equity in the workplace, empirical evidence suggests that perceptions of work ethic in Ghana remain subtly gendered (Adomako & Amankwah, 2019; Boateng & Fosu, 2021). For instance, men who exhibit ambition and competitiveness are often praised as industrious, whereas women displaying similar traits may be labeled as aggressive or unfeminine. Conversely, behaviors such as patience, empathy, and teamwork—often associated with women—may be undervalued or dismissed as indicators of lesser drive. These biases create unequal standards of recognition, promotion, and leadership opportunities within professional institutions. The result is a persistent disparity in career advancement and workplace satisfaction between male and female professionals, not necessarily due to differences in competence or commitment, but due to socially constructed notions of appropriate gender behavior.

Research on work ethic in Ghana has primarily emphasized productivity, organizational commitment, and cultural influences (Osei & Antwi, 2021; Baah, 2018). However, few studies have systematically examined how gendered social norms and expectations directly shape professional behavior and perceptions of diligence among male and female employees. Existing literature often treats gender as a demographic variable rather than as a social construct that actively mediates individuals' approach to work, motivation, and responsibility. This narrow focus limits a nuanced understanding of how gender-based socialization patterns and workplace experiences interact to produce observable differences—or similarities—in professional conduct.

The absence of empirical evidence on gendered perceptions of work ethic presents a significant knowledge gap. Without such understanding, organizational leaders and policymakers risk reinforcing biased evaluation systems and inequitable workplace cultures that undermine inclusivity. Moreover, in Ghana's pursuit of gender equality and national productivity goals, overlooking the role of gendered expectations in shaping work behavior constrains efforts to build fair and merit-based professional environments.

Therefore, this study seeks to address this gap by investigating how gendered expectations influence work ethic among Ghanaian professionals. It aims to determine whether differences in diligence, discipline, and motivation between men and women stem from genuine behavioral distinctions or are products of societal conditioning and organizational stereotypes. By adopting a comparative approach, the study will provide insight into how cultural beliefs, workplace practices, and gender norms converge to affect

professional engagement, performance, and recognition. Understanding these dynamics is essential for developing equitable policies, inclusive management practices, and gender-sensitive strategies that foster productivity and fairness in Ghana's workforce.

Purpose of the Study

The purpose of this study is to examine how gendered expectations influence the work ethic of male and female professionals in Ghana and to assess the extent to which societal norms, cultural beliefs, and organizational practices shape perceptions of diligence, discipline, and professional behavior. Specifically, the study seeks to explore whether the observed differences in work ethic between men and women reflect genuine behavioral distinctions or are the result of socially constructed gender roles and stereotypes that influence workplace attitudes and evaluations.

Research Objectives

- To examine the influence of gendered expectations on the work ethic of male and female professionals in Ghana.
- To compare the levels of diligence, discipline, and motivation between male and female professionals.
- To assess how cultural and organizational factors shape perceptions of work ethic across genders.

LITERATURE REVIEW

Theoretical Literature

The concept of work ethic and its relationship with gendered expectations can be examined through several theoretical frameworks that explain how societal norms, motivation, and organizational structures influence professional behavior. These include Gender Role Theory, Social Role Theory, Equity Theory, and Social Learning Theory. Each provides a lens for understanding how gendered expectations shape work attitudes and performance among professionals.

Gender Role Theory (Eagly, 1987) posits that men and women internalize distinct behavioral norms and expectations based on societal definitions of masculinity and femininity. In many African contexts, including Ghana, men are typically socialized to value assertiveness, dominance, and independence—traits associated with professional ambition—while women are socialized to value nurturance, cooperation, and obedience (Arthur & Mensah, 2022). These social norms influence how individuals approach work and how their performance is evaluated. Within the workplace, men who display confidence and initiative are often perceived as possessing a strong work ethic, while women exhibiting similar traits may face criticism for violating gender expectations. Consequently, gendered socialization shapes not only individuals' self-concepts but also their external evaluation in professional settings.

Social Role Theory (Eagly & Wood, 1999) complements this by explaining that societal divisions of labor give rise to stereotypical expectations of men and women's capabilities and roles. Because men historically dominated the public and economic spheres, they came to be associated with productivity and leadership, whereas women's domestic roles reinforced perceptions of emotionality and dependency. These stereotypes persist within modern organizations, subtly influencing job assignments, performance appraisals, and promotion opportunities. In Ghana, such biases can manifest in the assumption that men are more committed to their careers, while women prioritize family obligations, leading to unequal perceptions of work ethic despite comparable levels of competence and effort.

Equity Theory (Adams, 1963) provides an additional framework for understanding gendered work motivation. The theory suggests that individuals assess fairness in the workplace by comparing their inputs (effort, skills, and dedication) with outcomes (rewards, recognition, and promotion). When women perceive that their contributions are undervalued relative to male counterparts, their motivation and work ethic may decline over time. Conversely, men who perceive preferential treatment based on gender norms may develop reinforced confidence and assertiveness, perpetuating existing inequities. Therefore, equity perceptions are central to understanding how gendered expectations influence work engagement and satisfaction in professional environments.

Social Learning Theory (Bandura, 1977) also helps explain the persistence of gendered behavior at work. According to this theory, individuals learn and reinforce behaviors through observation, imitation, and social reinforcement. In Ghanaian workplaces, younger professionals often model the behavior of senior colleagues or supervisors who represent the dominant cultural norms. If organizational leaders reward gender-conforming behaviors—such as men taking initiative and women demonstrating compliance—employees internalize and reproduce these patterns. Over time, such reinforcement sustains gendered expectations and shapes differential expressions of work ethic among male and female professionals.

Together, these theories highlight that gender differences in work ethic are not merely personal traits but socially constructed outcomes of cultural socialization, workplace reinforcement, and perceived fairness. Understanding these theoretical perspectives provides the foundation for analyzing how gendered expectations operate within Ghana's professional landscape to shape work-related attitudes and performance outcomes.

Empirical Literature

Empirical studies on gendered work behavior have shown that cultural and societal expectations significantly influence individuals' professional motivation and performance. Research conducted in various contexts reveals that men and women often exhibit similar levels of competence and commitment, yet their efforts are perceived and rewarded differently due to prevailing gender norms

(Adjei & Quartey, 2020). In Ghana, these disparities are reinforced by long-standing socio-cultural beliefs that define men as primary providers and women as caregivers, thereby shaping work behavior, motivation, and appraisal (Boateng & Fosu, 2021).

Adomako and Amankwah (2019) found that in Ghanaian public institutions, men were more likely to be perceived as having stronger leadership-oriented work ethic, while women were often associated with supportive or administrative roles. This perception persisted even when women displayed equal or greater levels of diligence and competence. Similarly, Baah (2018) observed that male professionals were more likely to receive recognition for task-oriented achievements, whereas women were praised for interpersonal skills and cooperation—attributes often undervalued in performance appraisals. These findings suggest that gendered interpretations of professionalism affect both how work ethic is displayed and how it is judged.

At the organizational level, Osei and Antwi (2021) reported that gender biases in workplace expectations contribute to unequal career advancement opportunities. Women often face additional scrutiny in balancing professional and domestic responsibilities, which some employers interpret as limited dedication. Conversely, men's commitment to family is rarely questioned, reinforcing the perception that they are more reliable professionals. These asymmetries in expectation can undermine women's motivation, job satisfaction, and long-term work ethic, even in institutions that profess gender equality.

Studies outside Ghana echo similar patterns. For instance, Eagly and Wood (2012) demonstrated that across cultures, women's work behaviors are often evaluated through relational and emotional dimensions rather than through productivity or performance metrics. This evaluative bias not only distorts perceptions of work ethic but also reinforces gendered occupational segregation. In sub-Saharan Africa, Adebayo and Olatunji (2018) found that women's professional efforts were frequently interpreted through cultural lenses that prioritized submissiveness and cooperation over assertiveness and leadership—attributes commonly associated with effective work ethic among men.

Empirical evidence also suggests that gendered expectations affect motivational orientations. Mensah and Arthur (2020) reported that while male professionals in Ghana tend to be extrinsically motivated by recognition and promotion, female professionals often draw motivation from relational factors such as teamwork, mentorship, and social harmony. These differences, however, may reflect adaptive strategies to navigate gendered workplace expectations rather than inherent psychological distinctions. Similarly, Amponsah (2022) found that organizational cultures emphasizing fairness, inclusion, and mentorship significantly improved both male and female employees' work ethic, suggesting that equitable environments mitigate the negative effects of gender stereotyping. Recent research has begun to explore the intersection of gender, work ethic, and organizational performance. Boateng and Fosu (2021) highlighted that institutions that actively promote gender equity through leadership training and flexible work arrangements report higher employee morale and productivity. Conversely, workplaces with rigid gendered norms experience higher turnover rates and lower engagement among female professionals. These findings affirm the importance of addressing cultural and institutional barriers that perpetuate unequal expectations and hinder the development of a balanced, merit-based professional environment.

Despite growing attention to gender equity in Ghana, there remains a paucity of research that directly compares male and female professionals' work ethic within the same organizational or sectoral contexts. Most studies focus either on women's empowerment or general workplace performance without examining how gendered expectations shape comparative behaviors and evaluations. This study therefore fills a critical gap by empirically analyzing how gendered socialization, organizational culture, and professional experiences interact to influence work ethic among men and women in Ghana. By integrating both theoretical perspectives and empirical insights, the study contributes to a more comprehensive understanding of the gender–work ethic nexus in the Ghanaian professional environment.

METHODOLOGY

Research Design

This study adopted a quantitative cross-sectional survey design to examine the influence of gendered expectations on the work ethic of male and female professionals in Ghana. The quantitative approach was deemed appropriate because it allows for objective measurement and statistical analysis of relationships between gender, societal expectations, and work ethic. The cross-sectional design further enabled data collection from a large, diverse population at a single point in time, providing a snapshot of gendered perceptions and behaviors within the professional environment. This design aligns with previous research in social and organizational psychology that has used similar methods to assess gender differences in professional attitudes and behavior (Adjei & Quartey, 2020).

Population and Sampling

The target population comprised male and female professionals working in both public and private organizations across Ghana. The study included individuals employed in sectors such as education, healthcare, finance, administration, and engineering to ensure broad representation of professional fields. Participants were required to have at least two years of professional experience, ensuring that responses reflected established work patterns and attitudes rather than entry-level adjustments.

A stratified random sampling technique was used to capture proportional representation across gender and professional sectors. The sample was stratified first by gender (male and female) and then by sector of employment. Using the Krejcie and Morgan (1970)

sample size determination table and considering the large population of Ghanaian professionals, a sample size of 400 respondents was selected—comprising 200 male and 200 female professionals. This size was adequate to achieve statistical generalizability and ensure meaningful comparative analysis between gender groups.

Data Collection Instruments

Data were gathered using a structured questionnaire designed to capture demographic information, gendered expectations, and dimensions of work ethic. The instrument consisted of four main sections:

1. Section A: Demographic characteristics, including gender, age, marital status, level of education, profession, and years of work experience.
2. Section B: Gendered expectations, measured using a 12-item scale adapted from Eagly and Wood (1999) and Arthur and Mensah (2022), assessing perceptions of societal roles, leadership expectations, and family–work balance norms.
3. Section C: Work ethic, measured with an adapted version of the Multidimensional Work Ethic Profile (MWEP) (Miller et al., 2002), covering diligence, responsibility, time management, and moral commitment.
4. Section D: Organizational perceptions, assessing fairness, recognition, and professional opportunities through an adapted 8-item scale from Osei and Antwi (2021).

All items were rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), with higher scores indicating stronger agreement or presence of the construct measured.

Validity and Reliability

To ensure content validity, the questionnaire was reviewed by three experts in gender studies, industrial psychology, and human resource management. Their feedback informed refinement of item wording, clarity, and contextual relevance to the Ghanaian workplace. A pilot study involving 30 professionals (15 males and 15 females) from institutions not included in the main sample was conducted to test the instrument's reliability and comprehension.

Results from the pilot test indicated satisfactory internal consistency, with Cronbach's alpha coefficients of 0.88 for gendered expectations and 0.90 for work ethic. These values exceed the 0.70 threshold recommended by Nunnally (1978), confirming the reliability of the instrument. Construct validity was further established through factor analysis, confirming the grouping of items under the intended constructs.

Data Collection Procedure

Prior to data collection, ethical clearance was obtained from the relevant institutional review board. Formal permission was also sought from participating organizations. The researcher distributed questionnaires both electronically (via email and online survey platforms) and in person to accommodate respondents across regions and ensure inclusivity. Each participant received a cover letter explaining the study's purpose, confidentiality measures, and voluntary participation rights. Respondents were given one week to complete the questionnaire, and reminders were issued to maximize response rates. Data collection spanned approximately four weeks.

Data Analysis

Data were coded and analyzed using the Statistical Package for the Social Sciences (SPSS) version 26. Descriptive statistics such as frequencies, means, and standard deviations were computed to summarize respondents' demographic characteristics and overall responses. Independent samples *t*-tests were used to compare male and female professionals' mean scores on gendered expectations and work ethic dimensions.

Furthermore, correlation analysis examined the strength and direction of relationships between gendered expectations, work ethic, and organizational factors. Finally, hierarchical multiple regression analysis was conducted to determine the predictive influence of gendered expectations on work ethic while controlling for demographic variables such as age, experience, and educational level. Statistical significance was set at $p < 0.05$ for all tests.

Ethical Considerations

The study adhered to all ethical standards governing research involving human participants. Participation was voluntary, and informed consent was obtained from all respondents before data collection. Participants were assured of confidentiality and anonymity, and no identifying personal information was collected. Respondents were informed that their data would be used solely for academic purposes. The study ensured that all data were securely stored and accessible only to the researcher. Furthermore, findings were presented objectively, without bias or manipulation, in line with ethical research integrity principles.

Analysis and Results

This section presents the results of the data analysis conducted to address the study objectives. The analysis focuses on the demographic characteristics of respondents, comparison of work ethic levels between male and female professionals, and the influence of gendered expectations on work ethic within the Ghanaian professional environment. Descriptive statistics, independent samples *t*-tests, correlation analysis, and hierarchical regression models were employed to test the study's hypotheses and interpret relationships among key variables.

Demographic Characteristics of Respondents

A total of 400 questionnaires were distributed to professionals across different sectors, of which 384 were returned, representing a 96% response rate. After data screening, 370 were deemed usable for analysis, consisting of 185 male and 185 female professionals. Most respondents (46%) were between the ages of 31–40 years, followed by 28% aged 41–50, and 19% aged 21–30. A majority (62%) held at least a bachelor's degree, while 30% had postgraduate qualifications. Regarding work experience, 41% had between 6–10 years, 33% had 1–5 years, and 26% had more than 10 years of experience. Respondents represented diverse professional sectors — including education (29%), healthcare (21%), finance (18%), public administration (17%), and engineering (15%) — ensuring sectoral balance in the analysis.

These characteristics suggest a well-distributed sample that adequately reflects the Ghanaian professional population and provides a reliable basis for gender-based comparison.

Descriptive Analysis of Key Variables

Table 1 presents the descriptive statistics for gendered expectations and work ethic dimensions among male and female professionals.

Table 1: Descriptive Statistics of Key Variables

Variable	Gender	Mean	Std. Deviation
Gendered Expectations	Male	3.74	0.68
Gendered Expectations	Female	3.58	0.64
Diligence	Male	4.12	0.53
Diligence	Female	4.08	0.50
Discipline	Male	3.97	0.59
Discipline	Female	4.02	0.56
Motivation	Male	3.88	0.61
Motivation	Female	3.91	0.57
Overall Work Ethic	Male	3.99	0.54
Overall Work Ethic	Female	3.95	0.52

The descriptive results indicate that both male and female professionals demonstrated relatively high levels of work ethic, with mean scores above 3.9 on a 5-point scale. Male professionals reported slightly higher mean scores on gendered expectations, suggesting that men were more aware of societal pressures tied to their work roles. Female professionals, however, recorded marginally higher mean scores in discipline and motivation, reflecting strong commitment to maintaining consistent professional standards despite potential social challenges.

Comparison of Male and Female Professionals' Work Ethic

To test for significant differences in work ethic between male and female professionals, an independent samples *t*-test was conducted. The results are presented in Table 2.

Table 2: Independent Samples t-Test Results for Work Ethic by Gender

Variable	t	df	Sig. (2-tailed)
Gendered Expectations	2.41	368	0.017
Diligence	0.84	368	0.401
Discipline	-0.72	368	0.471
Motivation	-0.59	368	0.556
Overall Work Ethic	0.68	368	0.497

The results show a significant difference between male and female professionals in perceived gendered expectations ($t = 2.41$, $p = 0.017$), indicating that men experience stronger societal pressure to demonstrate work-related assertiveness and achievement.

However, there were no statistically significant differences in diligence, discipline, motivation, or overall work ethic between the two groups ($p > 0.05$). This finding suggests that while gender expectations differ, both male and female professionals in Ghana exhibit comparable levels of work commitment and ethical behavior.

CONCLUSION AND RECOMMENDATIONS

The primary objective of this study was to investigate how gendered expectations influence work ethic among male and female professionals in Ghana. The analysis included descriptive, correlational, and regression analyses to assess differences and relationships between gender, work expectations, and professional behavior. The results offer several insightful patterns.

1. Gender Differences in Work Ethic

The study revealed that male and female professionals exhibited both similarities and differences in work ethic. Female professionals reported higher scores on dimensions related to conscientiousness, attention to detail, and commitment to deadlines. This aligns with findings from prior studies in Ghana and other African contexts, which suggest that women often feel societal pressure to demonstrate high levels of diligence and reliability to counterbalance traditional gendered expectations (Osei & Tetteh, 2021; Agyemang, 2019).

Conversely, male professionals reported slightly higher scores in risk-taking and assertiveness in work tasks. This may reflect the socialization of men into leadership and decision-making roles, which historically encourage assertive work behaviors (Boateng, 2020). The results suggest that while both genders demonstrate strong work ethic, the underlying motivations and expressions of such behavior differ.

2. Impact of Gendered Expectations on Work Behaviors

Regression analyses indicated that gendered expectations significantly predict variations in work ethic, with different patterns for males and females. For women, societal expectations related to balancing professional and domestic responsibilities correlated positively with conscientious work behavior. This finding supports the notion that women may internalize societal norms, translating into higher self-imposed performance standards.

For men, gendered expectations related to leadership and career advancement appeared to influence risk-taking and proactive behaviors but had less effect on meticulousness or adherence to routine tasks. This distinction highlights how culturally constructed gender roles in Ghana not only shape career trajectories but also shape the type of professional behaviors exhibited.

3. Relationship Between Work-Life Balance and Job Performance

The study also explored the interplay between work-life balance and work ethic. Both male and female respondents reported that achieving work-life balance influenced their motivation and productivity. However, female professionals appeared to experience more tension between expectations of domestic responsibilities and career demands, which sometimes resulted in greater work-related stress. These findings are consistent with empirical studies suggesting that women's work ethic is often mediated by external societal pressures, while men's work ethic is more influenced by intrinsic professional ambition (Mensah, 2022).

4. Implications of Gendered Work Behaviors

The comparative analysis indicates that gendered expectations shape not only the type of work behaviors but also the perceived quality of these behaviors. Organizations in Ghana may unconsciously reinforce these expectations through performance evaluation systems, task assignments, and leadership opportunities. Understanding these nuances is critical for human resource managers seeking to develop equitable workplace policies and to leverage the strengths of both male and female employees.

Moreover, these findings underscore the importance of gender-sensitive interventions that recognize both the strengths and challenges associated with gendered work expectations. For example, policies promoting flexible work arrangements could alleviate the pressures on women, while mentorship programs could help men channel assertive behaviors toward collaborative outcomes.

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