



The Effects of Salary Differences on Public Employees' Job Satisfaction Level

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Abstract: The study's goal is to investigate empirically the effects of salary differences on employee job satisfaction in Palestinian public sector organizations. Data was collected from various job categories of the general personnel council, the judiciary, and diplomats using the stratified random sampling technique. A quantitative method for answering the central question of the effect of salary differences in the public sector on job satisfaction levels. Adams, Maslow, Herzberg, the Job Characteristics Model (JCM), and the dispositional approach theory were proposed as traditional theories of job satisfaction. A total of 180 questionnaires were distributed in addition to a comprehensive review of the literature. The questions regarding the characteristics of salary differences inquired about fairness, regular pay and structure, benefits, and salary increases. To answer the questions about overall job satisfaction, respondents had to rate how much they liked or disliked their jobs. With categorized features, ANOVA or a t-test was used, and the model is significant. Job satisfaction increases as salary gaps close, according to a linear regression analysis, which explains about 68 percent of the variations. The workers with the highest salary were the happiest. These results can be used as baseline information for pay and job satisfaction to ensure efficient management of public administration. According to the research, there are differences in job satisfaction and salary satisfaction that are positively correlated. Increased efforts should be made in the public sector to improve job satisfaction. Salary disparities should be reduced by the government. It should be considered to create a unified salary system for all employees, with the job as the primary criterion rather than scientific specialization. As a result, it is possible to conclude that this study is valuable for salary structure governance.

Keywords: Salary Differences; Salary System; Job Satisfaction; Public Sector; Palestine

I. INTRODUCTION

The World Bank (2014, 2022) surveys indicated that the public sector employs roughly one-third of the global workforce and nearly half of all formal sector workers in low-income countries. However, governments face numerous strikes by labour unions, demanding salaries paying equity with others. However, good managers and leaders want their team members to be their happiest, healthiest, most productive persons, wherever they work. Cases of developing countries were characterized by high variance in compensation for similar jobs based on a variety of employer-related and personal factors. Pay inequity and lack of transparency in compensation were ubiquitous. The survey revealed very strong perceptions of unfairness within the public sector salaries in developing countries, with more than 75 percent of respondents agreeing or strongly agreeing that pay in their organizations is unfair compared with others doing the same job.

Furthermore, there is variation in the research on salary differences. The report added that studies have largely focused on advanced countries—in the review, 127 studies are in OECD countries compared with only 26 in developing countries. However, this study discusses the effect of salary differences in the public sector on employees' job satisfaction. The salary was defined as a form of compensation from a firm to its worker, which is completely stated in an employment contract. It is weighed with quantity wages, where each job, period of job, or other unit is paid distinctly, rather than periodically. Salary is perhaps striking good to most individuals because it offers them an equivalent level of purchasing power. Salary is considered a significant reward to motivate workers' behaviour toward the goals of the employer (Oshagbemi 2003).

Besides salary, all other social factors are important for enhancing and making jobs satisfactory for employees are significant, but satisfaction from salary is a must. Salary satisfaction is liable to the adjustment between real pay and the amount of pay, a person received from his/her employer. Salary satisfaction is an abundant narrower construct than job satisfaction. The pleasure from pay satisfaction is also an important thing that is linked to some administrative outcomes and success (Robbins 2010). For example, some indications suggest that payment dissatisfaction could lead employees to decreased job satisfaction, decreased interest in working and decreased learning level of employees, motivation, and performance, increased absenteeism and turnover, and more pay-related complaints. It has also been extensively studied that pay satisfaction positively influences overall job happiness, motivation, and acting, performance, and leads to less absenteeism and turnover behaviour of employees (Blinder, 2011). As critically examined the level of employee satisfaction has little relationship to the working environment with job satisfaction and salary satisfaction (Chaudhry, Sabir, et al. 2011).

Results of the salary problem, and reports of frequent protests by teachers, doctors, nurses, accountants, and engineers were carried out in the West Bank and Gaza. Though, in the public sector as the large employer of one-third of total employees in Palestine, concerns have increased about the unexplained gap in fiscal affordability of the wage bill and the salary gap difference

among government employees (World Bank, 2019). Authorized frameworks and references controlling and defining the compensation scale in each government sector, on the other hand, were not given adequate attention and did not fulfill their right to research, analysis, and study (Aman, 2017). However, their wage bills account for almost sixty percent of the government budget. The government pays salaries and quasi-salaries to more than 245,000 (209000 employees). However, the Palestinian economy creates only 574, 000 jobs out of 821000 jobs needed to absorb new entrants into the labour force. The government monthly average bill for public employees is \$290 million, which currently constitutes approximately 19.3 percent of GDP (Wafa, 2022).

The World Bank (2019) clearly stated that there is a gap in the salary scale, whether in the Palestinian public sector or the private sector, and this gap is not explained in the public sector. It also indicated that the salary bill is not sustainable, lacks transparency, and is ineffective. Aman (2017) reported that the salary differences in the Palestinian public sector consist of different scales and estimated values. This study will focus on the three major differences. The security and other commissions scale in the public sector employees is excluded. The three major differences are (GPC), judicial and diplomatic jobs. The normal civil servants' jobs are affiliated with the General Personnel Council scale (GPC) which differs from the scale of the judicial job that belongs to the Supreme Judicial Council, and the diplomatic job scale that belongs to the Ministry of Foreign Affairs and Expatriates. Salaries also vary in the currency used and the estimated value.

This study demonstrates the salary differences and overall job satisfaction that could lead to a better job. The main question is, to what extent do salary differences in the public sector affect job satisfaction? The sub-questions are: How satisfied an employee is at work? How do employees feel about the job they have now? Or do higher-paid employees satisfy with the pay system? Due to the importance of the issue, whether the payment system contributes to changing the working environment and relationships to the job in ways that have a positive impact on job satisfaction and outputs and outcomes. This study looks at salary disparities in the public sector in developing countries and their impact on job satisfaction. It is a new framework for applying governance concepts and developing leadership skills in the public sector.

The main objective of the research is to show how much salaries are different, then to examine the effects on salary satisfaction, then examine the effect of salary satisfaction on job satisfaction in the public sector. In this paper, firstly literature review of salary and job satisfaction was discussed. Then the model of salary differences relationship was established based on empirical studies and underpinning theories. It is followed by salary differences in the Palestinian context.

II. LITERATURE REVIEW: SALARY AND JOB SATISFACTION ACROSS THE PUBLIC SECTOR

Different definitions were suggested. The salary is a reward, and compensation received by the staff in the form of money in the position of contributions from the work that has been done (Ali and Anwar 2021). A salary is a form of wage or continuous feedback from the industry given to workers to fulfill agreed work agreements. Employee salaries are related to the work done so each employee gets a different salary (Chaudhry, Kaur, et al. 2022). As a result, the responses of the salary system were significantly impacted by earning performance-based benefits, such as pay raises and bonuses (Fulmer & Shaw 2018). The most active method to promote pay satisfaction, they advised, may thus be to establish a salary structure. Another crucial factor is the link between pay satisfaction and performance. Pay satisfaction was correlated with clear performance, managerial acumen, and development of opportunity, benefits package, and both internal and external pay equity.

The joy of incentive policies is confidently related to professed distributive justice (Fulmer & Shaw 2018). It was discovered that distributive justice, instead of technical justice, continues to be a more important analyzer of pay-level happiness (Javad, & Premarajan, 2011). In comparison, Markova and Jones (2003) found that perceived fairness of pay determination policies and procedures was the most powerful predictor of pay satisfaction. According to scientists, seniority, age, and salary satisfaction are all related. There are significant connections between compensation and position and other demographic characteristics (Pouliakas and Theodossiou 2010).

i. SALARY SATISFACTION AND JOB SATISFACTION

Due to the popularity of job satisfaction within the field of occupational and organizational psychology, various definitions of what job satisfaction is. However, the most common theories demonstrate the definition of "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs", Spector (1997, p2). In general, most definitions cover the affective feeling an employee has towards their job. This could be the job in general or their attitudes towards specific aspects of pay, or working conditions (Lu, While, & Barriball, 2005). This study demonstrates the pay or salary differences and overall job satisfaction, which could lead to a better job. The single question asked is how satisfied an employee is at work. This is commonly found in large surveys, such as the US National Longitudinal Survey. The survey asks 'How do you feel about the job you have now?', and requires respondents to answer on a scale (like it very much, like it fairly well, dislike it somewhat, dislike it) (Mitchell, Levine, & Pozzebon, 2013).

The normal validation for not relating financial rewards with satisfaction is lessening. Chaudhry, Sabir, et al. (2011) have critically discussed that monetary rewards have little meaning in happiness. They think that people considerations are not related to income in most, and are more often due to factors such as social and pleasure relationships in the work environment. But it has been observed that paying reliability in terms of receiving monthly payments is much desired by the personnel compared to adjustable salary packages. Judge, Piccolo, et al. (2010) think that salary level is marginally related to satisfaction. In a broader logic, it might be conceivable that pay satisfaction and job satisfaction usually balance each other.

Separately, satisfaction connected to pay can be well explained considering an individual's thinking style (Judge, Piccolo, et al. 2010). They work to increase their income. Formerly, it was found that job satisfaction situations related to salary satisfaction (Alexy & Leitner 2011). Most importantly, salary satisfaction is being proven as a substance for enhancing the job satisfaction level of employees (Sharma & Bajpai, 2011). Economically, it has a positive effect on work efficiency (Ogbonnaya, Daniels, & Nielsen, 2017). Attitudes around and about work remain formed by the rewards produced by the performance and enactment of employees, which are valued consequences in themselves. This study raises differences in salary satisfaction among public organizations in the relationship to job satisfaction among employees in the public sector.

From (Maharjan 2019), job satisfaction is the enjoyable feeling that results from the assessment of the jobs or the job facilities. Job satisfaction is the level of pleasure a person feels concerning his or her job. This feeling is based on an individual's awareness

of satisfaction. Job satisfaction can influence how to complete the required tasks. Ganguli (1957) suggested that higher-paid employees are well satisfied with the pay received them. In other words, employees' job satisfaction describes an attitudinal component of employees toward their job by expressing job satisfaction as the degree to which they like or dislike the job. Furthermore, the concept of satisfaction has been described as a positive feeling of pleasure that individuals obtain from their job (Ezeja et al., 2010). The moment people like and enjoy their work, they are observed to be fulfilled, productive and, such employees tend to have a high level of job satisfaction, while employees who are dissatisfied with their work will have low satisfaction with such jobs and may experience stress at work, burnout and psychological health disorders (Coker et al., 2011). Job satisfaction of employees has several positive outcomes at work. It brings about productive work behaviour, enables employees to satisfy customers/people, and reduces employee turnover intention.

ii. THE SALARY DIFFERENCES IN THE PALESTINIAN CONTEXT

To connect the literature to the research context, a systematic literature review was conducted (Aman, 2017, Farraj & Dana, 2021; the Judicial Authority Law, 2005; the Diplomatic Law, 2005 and the Law on Salary Compensation for Legislative Council Members, Government Members, and Governors, 2004; World Bank, 2019). They agree that the Palestinian public salary system is in the same government but they are different. In the **Table 1**, the general personnel council, the judiciary, and diplomatic positions are among those where compensation varies. In Palestine, the Civil Service Law has regulated the General Personnel Council (GPC). There are six different groups of GPC employees. The unique classification of the head of the organization. Then, the high category that employees are appointed according to a presidential decree and upon the recommendation of the council of ministers. Judicial authority employees are subject to the provisions of Judicial Authority Law No. (15) 2005. The salary scale is up to 11 degrees, starting with the President of the Supreme Court and ending with the public prosecutor's assistants. The diplomatic job salary is different from other categories. According to the Diplomatic Law No. (13) 2005, the salary scale is divided into seven ranks, beginning with the ambassador with \$3198 and ending with the diplomatic attached with a salary of \$1198.

Table 1: The salaries differences between the highest jobs in different groups

The law	Job	Salary \$US	Job level
Diplomatic	Ambassador	3173	Highest
Judicial law	Chief of the supreme court	3550	Highest
Civil servant	General manager A1	1735	Highest
Diplomatic	Diplomatic officer attached	1197	Lowest
Judicial law	General prosecutor's assistant	1224	Lowest
Civil servant	Grade 5	312	Lowest

III. THEORETICAL FRAMEWORK

Job satisfaction theories have a strong overlap with theories explaining human motivation. Adams (1965) proposed the equity theory and mentioned the job satisfaction of an organization's members. The most common and prominent theories in this area include Maslow's needs hierarchy theory (Maslow,1995); Herzberg's motivator-hygiene theory (Herzberg, 1966.); the Job Characteristics Model (JCM) (Hackman, & Oldham,1975); and the dispositional approach (Judge, & Lanen, 2001). Wallace and Fay (1988) suggested equity as an important issue and the relationship between the equity compensation system, and the need for incentives and rewards obtained from work. And demonstrated the fair considerations between inputs and rewards. Despite the past popularity of these theories, it is unfortunate that there is little empirical support for the hierarchy of needs and motivator-hygiene approaches (Maher, 2013). On the other hand, the dispositional approach and JCM continue to grow in empirical support (Judge, & Bono, 2001). Consequently, Furnham and colleagues (Furnham, Eracleous, & Chamorro-Premuzic, 2009) integrated Herzberg's motivator-hygiene approach alongside personality to better understand the combined impact on job satisfaction. Findings revealed that demographic variables and scores on the five commonly used personality traits together accounted for a significant portion of job satisfaction.

i. THE FRAMEWORK & THE HYPOTHESIZED MODEL

Considering that job satisfaction impacts every employee across the globe it is hardly surprising that it has received a lot of attention in the research literature. However, this has led to a large number of definitions, theories, and measures. At a European level, the focus has been less on these traditional theories of job satisfaction (EU-OSHA, 2012). Instead, job satisfaction is typically examined as a consequence of workplace stress and the job demand-control model. Despite they are important in providing not only a better understanding of this concept but as a resource where job satisfaction can be best understood and measured in different situations. Depending on the study Fig. 1 proposed the following model hypothesized job satisfaction.

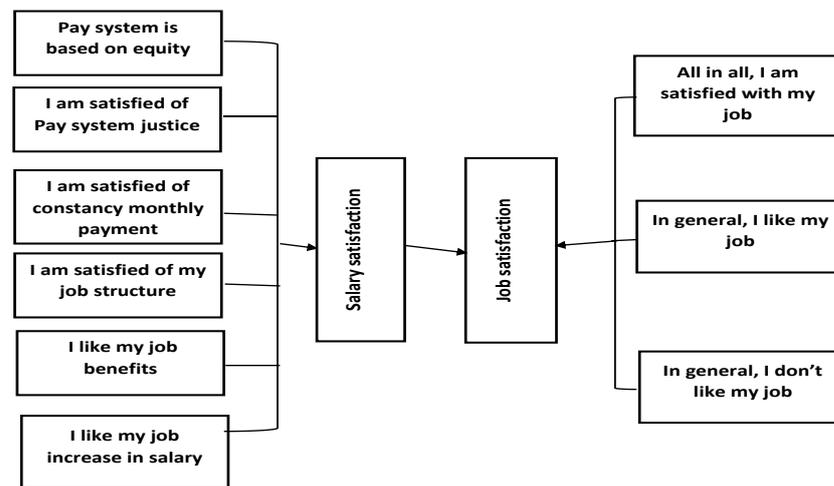


Figure 1: The hypothesized model of job satisfaction

This study demonstrates the pay or salary differences and overall job satisfaction that could lead to a better job. The single question asked is how satisfied an employee is at work. This is commonly found in large surveys, such as the US National Longitudinal Survey. The survey asks ‘How do you feel about the job you have now?’, and requires respondents to answer on a scale (like it very much, like it fairly well, dislike it somewhat, dislike it) (Mitchell, Levine, & Pozzebon, 2013).

To assess the statistical substantial difference, the main question is created. Additionally, a hypothesis is created to quantify the impact of salary differences on the job satisfaction levels of public sector employees. The primary question is whether the payment system contributes to changing the working environment and relationships to the job in ways that have a positive impact on outputs and outcomes. The main question in this research is, to what extent do salary differences in the public sector affect job satisfaction? Do higher-paid employees were satisfied with the pay system? The following hypotheses were proposed:

H1: Civil service law employees of lower salaries experience lower job satisfaction.

H2: The Judiciary jobs employees with higher salaries experience higher job satisfaction.

H3: The diplomatic jobs employees with higher salaries experience higher job satisfaction

Then, with the aid of a systematic literature review. For future public management success, the ensuing objective of this research is to determine the varied number of salary gap differences in public sector organizations and how much salary differences enhance the job satisfaction level in public organizations. The study also helps determine the job satisfaction level of employees in the public sector and their pleasure with their salary system. Differences in salary can be measured by assessing the differences inside public organizations.

IV. METHODOLOGY:

i. Data Collection & the Sample

Data were collected mainly from a set of research procedures and methods. Reviewing systematic literature, reviewing studies and literature, and benefitting from its findings. Review and analysis of the wages of workers in the public service and the salary scale of the GPC, judiciary, and diplomatic jobs using the meta-analysis technique. Collection and analysis of data associated with a public job for several years to stand on the gaps that exist between these wages at the level of the different job categories in the public sector. Then we used the questionnaire to answer the second question, whether the employees in the three public categories are satisfied with their salary level. Data was collected from managerial and non-managerial employees of public sector organizations. The three categories are different from their salary system as the analysis show. In April 2022 a total of 180 hundred and eighty questionnaires were distributed to get data using a stratified sampling technique. 50 questionnaires for each of the two categories of diplomatic and judiciary jobs, and 80 questionnaires for the GPC. A total of hundred-fifty responses were received. However, fourteen responses were excluded where they are not completed.

ii. Construct Measurement

The following stands on the differences in the salary paid system in the same public sector, through a systematic literature review using statistical methods of meta-analysis which have been referred to as the gold standard among reviews (Snyder 2019). Then a questionnaire was adapted, integrated and adjusted, having six dimensions of salary satisfaction and three dimensions of job satisfaction were used to collect data. Job satisfaction was adopted and integrated from the model of Sharma and Bajpai (2011) which are the basis of salary satisfaction. And adopted Cammann, Fichman, Jenkins, Klesh (1979), the Minnesota Satisfaction Questionnaire developed by Weiss; Davis; England; and Infquist (1967), and US National Longitudinal Survey.

The survey asks ‘How do you feel about the job you have now?’, and requires respondents to answer on a scale (like it very much, like it fairly well, dislike it somewhat, dislike it) (Mitchell, Levine, & Pozzebon, 2013). They were designed to assess the job satisfaction of workers, adopted, and integrated for the assessment of salary differences and job satisfaction. Its construct is composed of six items. Each antecedent is measured using a five-point rating scale ranging from „strongly disagree“ to „strongly agree“ with „neutral“ as the central point. The internal consistency of the scale is measured by Cronbach’s alpha, whose value was found as 0.83.

V. FINDINGS

The demographic results in the public sector sample, 63 percent (86) were male, 37 percent (50) respondents were female, 89 of the participants, representing 65.4percent, were married, and 34.6 percent (47) were single. Among those, 24 percent (32) had postgraduate, 71 percent (97) were graduates and 5 percent (7) were undergraduates. About 44percent (59) had experienced more than 15 years, 21 percent (29) had the experience of more than 10 years and 19percent (26) had more than 5 years of experience, and 16 percent (22) have experienced 2 years.

Then regression analysis (through SPSS) in Table 2 is used the measurement of the linear influence of salary differences on job satisfaction for public sector organizations and measure the linear influence of salary satisfaction on job satisfaction. For the testing of the hypotheses SPSS software is used. To test H1, H2, and H3, regression analysis was run: job satisfaction was taken as a dependent variable, and salary satisfaction antecedents were taken as the independent variables. To determine the level of pay satisfaction effect on Job satisfaction of the participants, the data was analyzed through regression analysis using the enter method, the model is significant where $F(4.94) p < 0.0005$, the R square is 0.683 of the variance of salary differences effect on the job satisfaction.

Table 2: Model summary, predictors (salary differences), dependent variable (job satisfaction)

R	R-square	Adjusted R-square	SE of the estimation
.8264	.683	.6987	.5725

First, salary differences between employees (subject to GPC and civil service law experience) and job satisfaction. According to the result of the study, salary differences have a significant negative effect on Job satisfaction with $\beta = 0.425$ and $P=0.000$ which means job satisfaction contributes more than 42 percent to salary differences satisfaction. So, we accept hypothesis 1.

Second, salary differences between judiciary jobs and job satisfaction. According to the result of the study on salary differences in the judiciary, jobs have a significant negative effect on job satisfaction with $\beta = 0.159$ and $P = 0.044$ which means it contributes about 16 percent to job satisfaction. So, we accept hypothesis 2.

Third, salary differences between diplomatic jobs and job satisfaction. According to the result of the study salary differences in diplomatic jobs has a significant negative effect on job satisfaction with $\beta = 0.331$ and $P = 0.000$ which means salary differences in diplomatic jobs contribute more than 33 percent to job satisfaction, so we accept hypotheses3.

From the means of the three constructs of job satisfaction, the public sector organizations subject to diplomatic jobs are more satisfied (mean=27.317) compared to judiciary jobs (mean=25.25), and jobs of the GPC (mean= 23.4). Then **Table 3** using frequency distribution and simple percentage scores on the two variables. Below is the table of frequencies and percentages of the respondents.

Table 3. The frequencies and Percentages

The variable	Number/ percent	5	4	3	2	1
The salary system is based on equity	N percent	31 23	40 29	5 4	38 28	22 16
The salary system is based on justice	N percent	33 24	24 18	11 8	45 33	23 17
The monthly salary system	N percent	20 15	25 18	10 7	40 29	41 30
The job structure	N percent	41 30	16 12	15 11	47 35	35 26
The job benefits	N percent	30 22	50 37	4 3	32 24	20 15
The job increases in salary	N percent	20 15	29 21	13 10	44 32	30 22
All in all, I am satisfied with my job	N percent	22 16	31 23	5 4	40 29	38 28
In general, I don't like my job	N percent	40 29	46 33.5	5 3.5	25 18	20 15
In general, I like my job	N percent	39 28.6	29 12.3	12 9	42 31	14 1

Note: Frequency N, Percent, strongly agree=5, Agree=4, Neutral=3, Disagree=2, strongly disagree=1

The following Fig. 2 illustrates the extent to which the employees are satisfied with the jobs they do. Agree and strongly agree they are (satisfied), but disagree and strongly disagree they are (not satisfied).

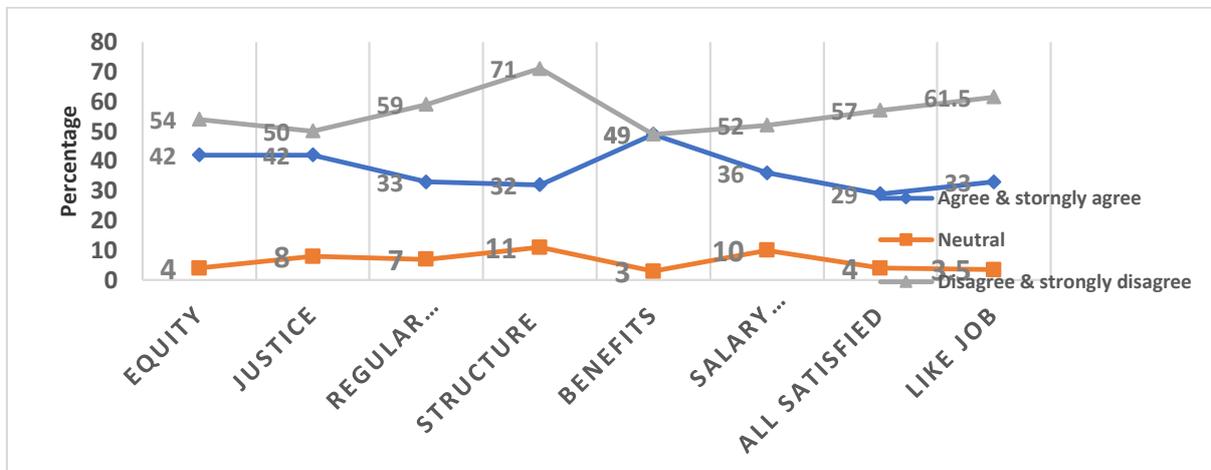


Figure 2: Illustrates the satisfaction situation

VI. DISCUSSION & CONCLUSION

From the previous empirical results, there are gaps and differences between the salaries of Palestinian public sector employees within the public organizations related to the categories, grades, and ranks. Most of the employees are not satisfied with salary equity of 54 percent, justice at 68 percent, and the regular monthly salary of 59 percent. Because the Palestinian government has been unable to pay salaries to public sector employees for over two years, the general situation in Palestine may have influenced the opinions of some respondents. For all jobs, there is no unified system or organizational structure. For example, staying in the job rank to move to a higher rank takes place within two years for some jobs, while it takes place after six years for another job. Also, the Palestinian retirement system has various faults, such as the fact that some employees get a retirement compensation of a 70 percent of the total salary while others retire at 100 percent of the total salary.

According to the sample, 59 percent of public employees are satisfied with their employment benefits. Some positions also provided significant incentives. Furthermore, instead of improving living circumstances, the chairman of the Legislative Council, a council’s member, the Prime Minister, and the Minister each get a one-time payment of USD 15,000, and a cost-of-living allowance of 16.52 percent of the base pay is provided in total. In terms of percentage, it is equal for all employees, but it undoubtedly adds to the expansion of the difference in the value of total income between the various categories. However, the cost of living for the Chief of the Supreme Court is \$422, but for the assistant prosecutor (on the same income scale as the judiciary) it is \$202, a difference of \$220.

Foreign diplomatic missions get a cost-of-living stipend ranging from 150 to 450 percent of the basic pay, depending on the location of the diplomatic mission. In addition to providing a housing allowance of 50 percent of the cost of living and paying tuition for construction teachers and corps members, at a rate of a 70 percent of the number tuition costs. Employees in the diplomatic field are given a lump sum cash amount equal to six months' basic pay once upon travel from their home country to the scholarship nation and once upon return or transfer to another country. The disparity and gaps are not only in salaries between different governments’ departments but also exist in the same high and low positions when comparing the salaries of the same senior positions. GPC pay salaries are lowest than their judiciary and diplomatic jobs since they are constrained by the Law. In Palestine, total pay for a civil servant in a similar job varies across public entities based on the government agency, location, and the specifics of individual contracts.

It was noted that the ambassador’s minimum monthly salary is \$3,173, while it is \$3550 for the chief of the Supreme Court, and it is \$1735 for the general manager (A1) in civil service employees. In addition, the lowest job salary of a diplomatic officer attached is \$1,197, it is \$1224 for a general prosecutor’s assistant as the lowest grade in the judicial jobs, compared to \$312 for the lowest level grade 5 affiliated under the GPC. The following Fig. 3 shows the comparison of the difference in salaries in the government system. Salaries and allowances between different ministries levels are also weighty.

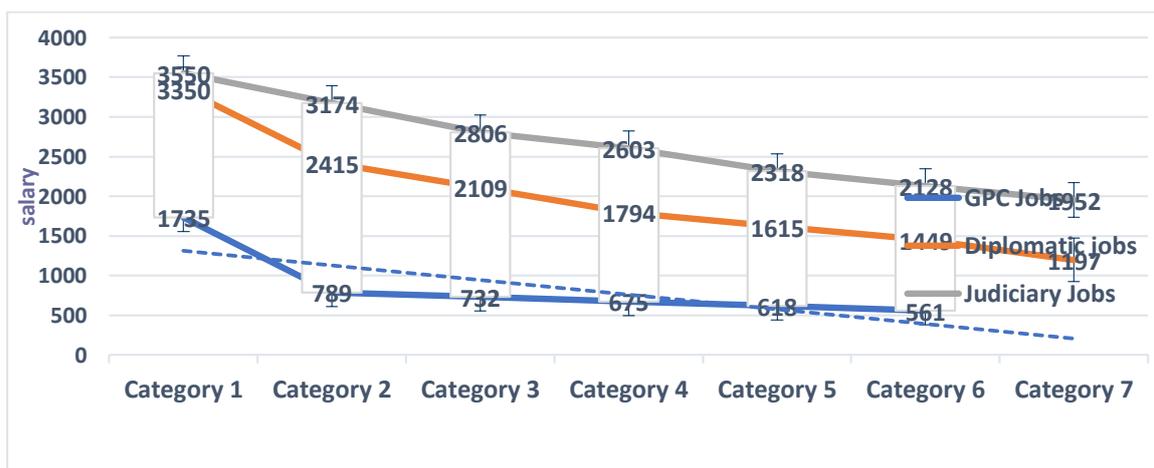


Figure 3. GPC, Diplomatic & Judiciary jobs differences in US Dollar

Unfortunately, the government's labor force problem had been ignored, which leads to negative relationships with labour unions. Whereas the salary differences research has little interest in developing countries. The findings of the study show that salary differences negatively affect job satisfaction in public sector organizations. It was concerned that the employees' performance development, equity, and justice of salary and work are important (Ogbonnaya, et. al, 2017). The management of salary satisfaction is basic to sustaining employee job satisfaction. To develop the salary system, governments should recognize the importance of good communication with stakeholders regarding the salary system. It could play a major role in salary management. Furthermore, a clear goal measured setting, responsibilities, budget allocation, and preplanning should be taken into consideration to reduce the salary differences.

The political demand of freezing salaries or decisions to deny or minimize salary increases can't end up government inflating costs. On the contrary, it could have bad impacts on recruiting and competing successfully to attract needed abilities. The salary differences between public jobs could be reflected in doing work, innovation, and employees' health, which can harm job satisfaction. It is also important to be aware of how salary differences impact job satisfaction, society's economic development, and productivity. The government's policy should be changed to capacity building of the salary system through more studies on performance. It could have a more important aspect in determining the balance of these systems. Salary flexibility can balance and push job satisfaction.

The systematic analysis findings of job satisfaction challenges should push toward a validation salary system to eliminate salary differences in public administration categories. Systems must have an ongoing performance review, to save money and reduce the cost of salary bills. They should be perceived and appraised well before being connected to employees' engagements in productivity and doing their homework. Public organizations have to put modern policies, practices, and assessments to put salary systems in place to reduce differences. It's something every public employer should do periodically. Although the results of the study agreed with the research hypotheses which it has theoretical and practical implications, there are limitations. The study does not allow for causal inference, it can be carried out for further research. Then the outcomes have several consequences that need more discussions at the strategic level to draw accurate implications. Increased efforts should be made to improve job satisfaction. To ensure job satisfaction, the government should reduce wage disparities. Creating a unified salary system for all public employees depends on salary rather than allowances. A unified system with the job as the primary criterion rather than scientific specialization should be discussed. Thus, it can be said that this study is worthwhile for the governance of the salary structure.

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