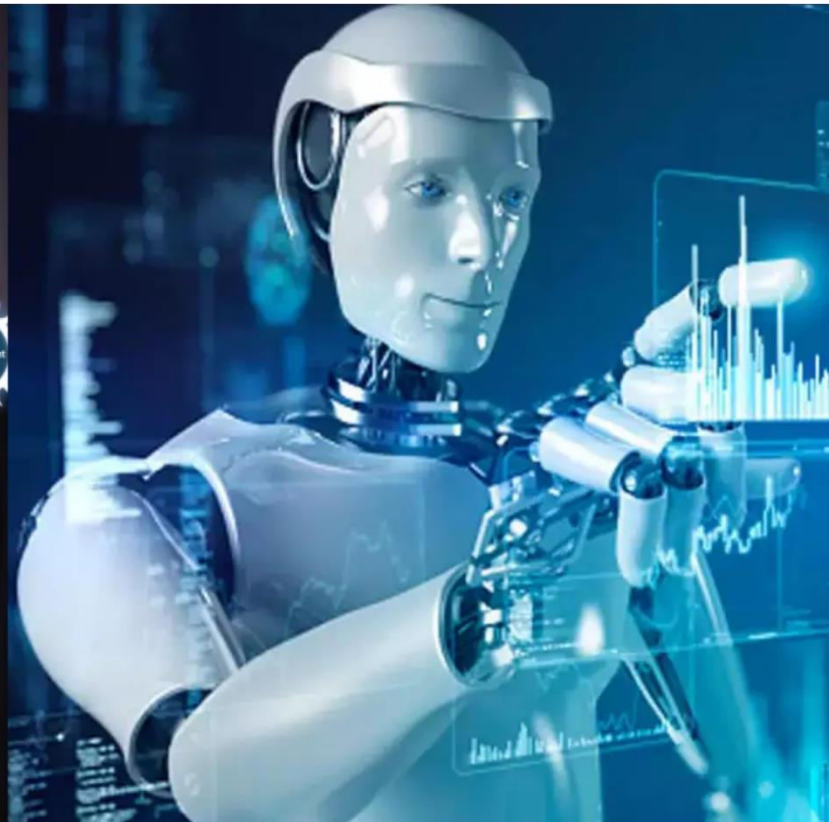




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A Comparative Study of Job Satisfaction between Public and Private Sector Employees

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ABSTRACT: This study examines the level of job satisfaction among employees working in public and private sector organizations and identifies the major factors influencing their satisfaction at the workplace. The purpose of the study is to compare employee perceptions regarding salary, job security, work environment, promotion opportunities, workload, and work-life balance in both sectors. A descriptive research design was adopted for the study, and primary data were collected through a structured questionnaire distributed among employees from selected public and private sector organizations. Secondary data were gathered from journals, articles, and organizational reports to support the analysis. Statistical tools such as percentage analysis, mean scores, and comparative analysis were used to interpret the collected data. The findings of the study indicate that employees in the public sector generally experience higher job security and work-life balance, whereas private sector employees show greater satisfaction with career growth opportunities, salary increments, and performance-based rewards. However, workload and job pressure were found to be comparatively higher in the private sector. The study concludes that job satisfaction levels vary significantly between the two sectors due to differences in organizational policies, employee benefits, and work culture. The research provides valuable insights for organizations to improve employee satisfaction, productivity, and retention through effective human resource practices and employee welfare measures.

KEYWORDS: Job Satisfaction, Public Sector, Private Sector, Employee Motivation, Work-Life Balance, Organizational Culture

I. INTRODUCTION

Employee job satisfaction has become one of the most significant areas of research in human resource management and organizational behaviour. In today's competitive business environment, organizations focus not only on productivity and profitability but also on employee well-being and satisfaction. Job satisfaction refers to the level of contentment employees feel toward their job, work environment, compensation, career growth opportunities, and organizational policies. A satisfied employee is generally more productive, motivated, committed, and loyal to the organization, which ultimately contributes to organizational success and long-term sustainability.

Both public and private sector organizations play a vital role in the economic development of a country. However, the working conditions, management practices, compensation systems, promotion opportunities, and job security differ significantly between these sectors. Public sector organizations are generally known for providing greater job security, fixed working hours, pension benefits, and stable career opportunities. On the other hand, private sector organizations are recognized for performance-based rewards, faster career growth, innovation, and competitive salaries. These differences influence employees' attitudes and levels of satisfaction toward their jobs.

In recent years, employee expectations have changed due to globalization, technological advancements, changing organizational cultures, and increased work pressure. Employees now seek not only financial benefits but also a positive work environment, work-life balance, recognition, career advancement, and personal growth opportunities. Organizations that fail to satisfy employee needs may face problems such as low productivity, absenteeism, stress, and high employee turnover. Therefore, understanding the factors affecting job satisfaction has become essential for both public and private sector organizations.

Several previous studies have examined employee job satisfaction in different industries and sectors. Most studies focused either on public sector employees or private sector employees separately. Only a limited number of studies have provided a comparative analysis between the two sectors by considering multiple dimensions of job satisfaction such as salary, promotion, work environment, workload, and job security. Moreover, rapid changes in organizational structures and employee expectations have created a need for updated research in this area. This research gap highlights the importance of conducting a comparative study to understand the differences and similarities in job satisfaction levels among public and private sector employees.

The present study aims to compare the job satisfaction levels of employees working in public and private sector organizations and identify the major factors influencing their satisfaction. The study also seeks to provide suggestions for improving employee satisfaction and organizational effectiveness.

Objectives of the Study

1. To measure the level of job satisfaction among public sector employees.
2. To measure the level of job satisfaction among private sector employees.
3. To compare the factors influencing job satisfaction in public and private sector organizations.
4. To analyse the relationship between work environment, salary, job security, and employee satisfaction.
5. To provide suggestions for improving employee job satisfaction in both sectors.

Research Questions

1. What are the major factors influencing employee job satisfaction?
2. Is there any significant difference in job satisfaction between public and private sector employees?
3. Which sector provides higher satisfaction in terms of salary, job security, and career growth?
4. How does the work environment affect employee satisfaction in both sectors?

Hypotheses of the Study

- **H₀ (Null Hypothesis):** There is no significant difference in job satisfaction between public and private sector employees.
- **H₁ (Alternative Hypothesis):** There is a significant difference in job satisfaction between public and private sector employees.

II. REVIEW OF LITERATURE

- **Maureen Snow Andrade and Jonathan H. Westover (2023)**

The study compared job satisfaction among public and private sector employees across 37 countries. It found that public sector employees reported higher satisfaction due to job security and stable work conditions. The research also stated that job satisfaction differs based on organizational and cultural contexts.

- **Tanya Prasad (2024)**

The study analysed job satisfaction, employee motivation, and work-life balance in both sectors using survey data. Public sector employees experienced better job stability and work-life balance, while private sector employees preferred career growth and salary benefits. The study concluded that motivation and work-life balance strongly influence employee satisfaction.

- **Ebshoy Mikhaeil and Adam Okulicz-Kozaryn (2024)**

This research examined job satisfaction among public and private sector employees in Egypt. The findings showed higher satisfaction in the public sector due to employment stability and social benefits. The study emphasized that organizational support and employee welfare improve job satisfaction.

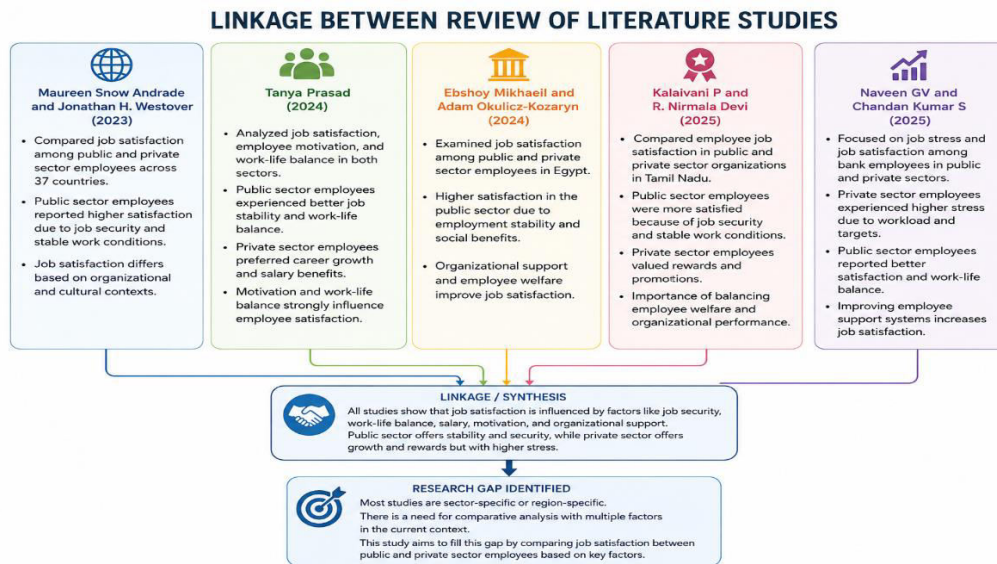
- **Kalaivani P and R. Nirmala Devi (2025)**

The study compared employee job satisfaction in public and private sector organizations in Tamil Nadu. Public sector employees were more satisfied because of job security and stable work conditions, while private sector employees valued rewards and promotions. The research highlighted the importance of balancing employee welfare and organizational performance.

- **Naveen GV and Chandan Kumar S (2025)**

This study focused on job stress and job satisfaction among bank employees in public and private sectors. Private sector employees experienced higher stress due to workload and targets, whereas public sector employees reported better

satisfaction and work-life balance. The study suggested improving employee support systems to increase job satisfaction.



III. RESEARCH METHODOLOGY

Research Design

The present study adopts a **descriptive and comparative research design** to analyse and compare the level of job satisfaction among employees working in public and private sector organizations. Descriptive research helps in understanding employee opinions, attitudes, and satisfaction levels regarding various aspects of their jobs such as salary, work environment, job security, promotion opportunities, and work-life balance. The comparative approach is used to identify differences and similarities between employees of the two sectors.

Population of the Study

The population of the study consists of employees working in selected public and private sector organizations. Employees from different departments and job positions were considered to obtain a broader understanding of job satisfaction levels in both sectors.

Sample Size and Sampling Method

For the purpose of the study, a sample of **120 employees** was selected, including:

- 60 employees from public sector organizations
- 60 employees from private sector organizations

The study used the **convenience sampling method** for selecting respondents based on accessibility and willingness to participate in the survey. This method helped in collecting data efficiently within the available time and resources.

Sources of Data

The study is based on both **primary data** and **secondary data**.

Primary Data

Primary data were collected directly from employees through a structured questionnaire. The questionnaire included both closed-ended and Likert scale questions related to employee satisfaction, salary, promotion, work environment, workload, recognition, and job security.

Secondary Data

Secondary data were collected from:

- Research journals
- Books
- Articles
- Company reports
- Websites
- Previous research studies related to employee job satisfaction

These sources helped in understanding the theoretical background and previous findings related to the topic.

Data Collection Methods

The primary method of data collection used in this study was a **survey method** through questionnaires. The questionnaires were distributed to employees in both public and private sector organizations. Respondents were requested to provide honest opinions regarding their level of satisfaction with different aspects of their job.

Data Analysis Tools

The collected data were organized, classified, and analysed using statistical tools. The following tools were used for analysis:

- **Percentage Analysis** – To analyse demographic details and response distribution.
- **Mean and Average Analysis** – To measure the level of employee satisfaction.
- **Chi-Square Test** – To identify the relationship between sector type and employee satisfaction.
- **Correlation Analysis** – To examine the relationship between job satisfaction and influencing factors such as salary, workload, and work-life balance.
- **Tables and Charts** – Used for clear presentation and interpretation of data.
- **MS Excel / SPSS** – Used for statistical calculations and graphical representation of data.

Variables of the Study

Independent Variables

The factors influencing employee job satisfaction are considered independent variables. These include:

- Salary and compensation
- Job security
- Work environment
- Promotion opportunities
- Work-life balance
- Recognition and rewards
- Workload and stress

Dependent Variable

- Employee Job Satisfaction

The study examines how the independent variables affect the overall job satisfaction of employees in public and private sector organizations.

IV. DATA ANALYSIS AND INTERPRETATION

1. Gender-wise Classification of Respondents

Gender	Public Sector	Private Sector	Total	Percentage
Male	38	35	73	60.8%
Female	22	25	47	39.2%
Total	60	60	120	100%

Interpretation

The above table shows the gender-wise distribution of respondents. Out of 120 respondents, 73 employees were male and 47 employees were female. Male respondents constituted the majority with 60.8% of the total sample, while female respondents accounted for 39.2%.

2. Employee Satisfaction Towards Job Security

Level of Satisfaction	Public Sector	Private Sector
Highly Satisfied	30	12
Satisfied	20	18
Neutral	6	10
Dissatisfied	3	12
Highly Dissatisfied	1	8
Total	60	60

Interpretation

The table indicates that public sector employees are more satisfied with job security compared to private sector employees. A majority of public sector respondents reported being highly satisfied due to stable employment and long-term benefits. In contrast, private sector employees expressed lower satisfaction because of job pressure and uncertainty.

3. Satisfaction Towards Salary and Compensation

Satisfaction Level	Public Sector	Private Sector
Highly Satisfied	15	25
Satisfied	20	22
Neutral	12	8
Dissatisfied	10	4
Highly Dissatisfied	3	1

Interpretation

The findings reveal that private sector employees are more satisfied with salary and compensation packages than public sector employees. Performance-based incentives and salary increments in private organizations contribute to higher satisfaction levels.

4. Satisfaction Towards Work-Life Balance

Satisfaction Level	Public Sector	Private Sector
Highly Satisfied	28	10
Satisfied	22	20
Neutral	5	12
Dissatisfied	3	11
Highly Dissatisfied	2	7

Interpretation

The table shows that employees in the public sector experience better work-life balance compared to private sector employees. Fixed working hours and lower work pressure contribute to higher satisfaction among public sector employees.

5. Employee Satisfaction Towards Promotion Opportunities

Satisfaction Level	Public Sector	Private Sector
Highly Satisfied	12	24
Satisfied	18	20
Neutral	15	8
Dissatisfied	10	6
Highly Dissatisfied	5	2

Interpretation

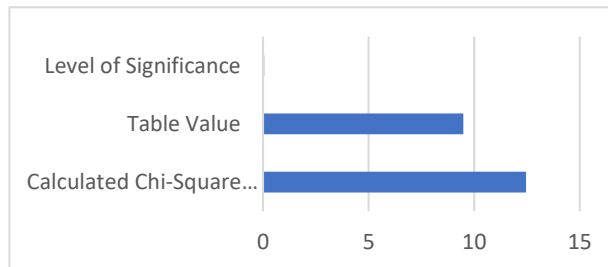
The analysis indicates that private sector employees are more satisfied with promotion and career growth opportunities than public sector employees. Faster promotions and performance-based advancement systems in private organizations increase employee motivation.

6. Chi-Square Test Analysis

Hypothesis

- **H₀:** There is no significant difference in job satisfaction between public and private sector employees.
- **H₁:** There is a significant difference in job satisfaction between public and private sector employees.

Particulars	Value
Calculated Chi-Square Value	12.45
Table Value	9.49
Level of Significance	5%



Interpretation

Since the calculated Chi-Square value (12.45) is greater than the table value (9.49), the null hypothesis is rejected and the alternative hypothesis is accepted. This indicates that there is a significant difference in job satisfaction between public and private sector employees.

Overall Findings

- Public sector employees showed higher satisfaction regarding job security and work-life balance.
- Private sector employees expressed greater satisfaction with salary packages and promotion opportunities.
- Workload and stress levels were higher among private sector employees.
- Organizational policies and work environment significantly influenced employee job satisfaction.
- The statistical analysis confirmed that employee satisfaction differs between public and private sector organizations.

V. RESULTS AND DISCUSSION

The study compared the level of job satisfaction between employees working in public and private sector organizations. The findings revealed that public sector employees were generally more satisfied with job security, work-life balance, and employee welfare measures. In contrast, private sector employees expressed greater satisfaction with salary packages, career growth opportunities, and performance-based rewards. However, private sector employees also reported higher levels of work pressure, stress, and workload compared to public sector employees.

The results are consistent with the studies conducted by Maureen Snow Andrade and Jonathan H. Westover (2023), Tanya Prasad (2024), and Ebshey Mikhaeil and Adam Okulicz-Kozaryn (2024), which concluded that public sector employees usually experience higher job satisfaction because of stable employment conditions and balanced work environments. Similarly, the findings support the study of Naveen GV and Chandan Kumar S (2025), which identified higher job stress among private sector employees due to performance targets and competitive work culture.

A notable insight from the present study is that younger employees in the private sector preferred career advancement and higher income despite experiencing greater work pressure. On the other hand, employees in the public sector valued long-term stability and employee benefits more than rapid career growth. This indicates that employee satisfaction is influenced not only by salary but also by personal expectations, career goals, and organizational culture. The study has important practical implications for organizations and policymakers. Public sector organizations should focus on improving performance recognition, innovation, and career development opportunities to increase employee motivation. Private sector organizations should take measures to reduce work stress, improve work-life balance, and strengthen employee welfare programs. Organizations that prioritize employee satisfaction can improve productivity, employee retention, organizational commitment, and overall workplace efficiency.

VI. CONCLUSION AND SUGGESTIONS

The present study examined and compared the level of job satisfaction among employees in public and private sector organizations. The findings revealed that public sector employees were more satisfied with job security, work-life balance, and stable working conditions, whereas private sector employees were more satisfied with salary growth, incentives, and promotion opportunities. The study also found that workload and job stress were comparatively higher in the private sector. Overall, the research confirmed that job satisfaction levels differ between the two sectors due to variations in organizational policies, work culture, compensation systems, and employee expectations.

Despite providing useful insights, the study has certain limitations. The research was conducted with a limited sample size of 100 respondents, which may not fully represent all public and private sector employees. The study was also limited to selected organizations and relied mainly on questionnaire responses, which may include personal bias. Time and resource constraints further limited the scope of the research.

Based on the findings, several suggestions can be provided. Public sector organizations should introduce better recognition systems, performance-based incentives, and career development programs to improve employee motivation. Private sector organizations should focus on reducing job stress, improving work-life balance, and strengthening employee welfare measures. Regular employee feedback systems and counselling programs can also help organizations understand employee needs and improve workplace satisfaction.

Future research can be conducted with a larger sample size covering different industries and geographical areas. Researchers may also study the impact of emerging factors such as remote work, digital transformation, employee mental health, and organizational culture on job satisfaction. Comparative studies across different age groups, genders, and job positions can further enhance understanding of employee satisfaction in modern workplaces.

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