

Comparative analysis of Work Culture, Income, Security, and Career Advancement as determinants of Job Satisfaction in Public and Private Organizations of Bangalore City

Mohan H C¹; Dr. Shruti Mathur²

¹Research Scholar, Dept. of Management, Shyam University, Dausa, Rajasthan.

²Research Supervisor, Dept. of Management, Shyam University, Dausa, Rajasthan.

DOI: <https://doi.org/10.51583/IJLTEMAS.2026.1501000113>

Received: 14 February 2026; Accepted: 17 February 2026; Published: 21 February 2026

ABSTRACT

Employees in Bangalore City's public and private sectors were surveyed to determine their degree of contentment with their jobs. Culture, pay, job security, and advancement opportunities were the main points. One hundred employees from public sector agencies and one hundred from private sector organizations made up the 200 total survey takers. A standardized questionnaire on a 5-point Likert scale was used to collect data. The results were then interpreted using regression analysis, correlation, independent samples t-tests, and descriptive statistics. Based on these findings, it seems that private and public sector companies' work cultures are very similar. This provides more evidence that workers in the two sectors shared views on the nature of the workplace. Pay and job stability, though, were very different. Workers in the private sector were more optimistic about their career advancement opportunities, although government employees reported higher levels of happiness. According to the results, public organizations guarantee safety and security, whereas private organizations offer more chances for advancement in one's career. This study adds to what is already known about the impact of different industries on workers' happiness on the job and gives politicians and business owners practical recommendations for improving workplace diversity. The needs of each sector can be satisfied in a well-thought-out plan, leading to happier personnel. There will be less employee turnover and better performance as a result of this.

Keywords: Job Satisfaction; Public Sector; Private Sector; Workplace Culture; Income Security; Career Advancement; Employee Satisfaction; Bangalore City.

INTRODUCTION

Job satisfaction is an extremely significant aspect of organizational behavior and human resource management since it directly affects motivation, performance and retention of employees. It is defined as the overall contentment of an individual with his or her job and is determined by an array of factors which includes salary, upward mobility, working conditions, management and social association among others (Weiss, 2002). Through the current busy working world, employee satisfaction has been found to be the most important component that organizations must retain to ensure that they continue being productive and competitive (Polit and Beck, 2008).

The current study is concerned with job satisfaction within public and private organisations within Bangalore City, which is especially applicable in this regard because the city plays the dual role of hosting government institutions and a city of business. Public sector organizations are regarded to be more stable, are designed to have hierarchies, and offer long-term employment as compared to the dynamic nature of the environment, performance-oriented cultures, and further growth of careers in the area of the private organizations. The comparison of the two industries provides useful information on the impact that organizational type has on the employees in terms of their perceptions of workplace culture, salary and job security, and career development.

The study uses a comparative cross-sectional research design, which targets employees and managers of organizations operating in Bangalore over five years, and thus creates a stable structure and credible data (Polit and Beck, 2008). Stratified random sampling was used to select the employees in both sectors to create the representation and reduce bias.

This study adds to the increasing literature on organizational behavior in India by studying job satisfaction in terms of work culture, pay, career development, and job security. Its results are likely to not only bring out the strengths and weaknesses of the sector but also give practical advise on what can be done to improve employee satisfaction and organizational performance.

Objectives of the study

1. To critically review and compare the work culture of the public and private organizations in terms of job satisfaction.
2. To determine the level of work satisfaction among the employees in regard to income and security.
3. To examine the level of employee job satisfaction regarding career development.

Hypothesis of the study

H₀₁ (Null Hypothesis): There is no significant difference in job satisfaction between employees of public and private organizations with respect to workplace culture.

H₁₁ (Alternative Hypothesis): There is a significant difference in job satisfaction between employees of public and private organizations with respect to workplace culture.

H₀₂: There is no significant relationship between income, job security, and employee satisfaction in public and private organizations.

H₁₂: There is a significant relationship between income, job security, and employee satisfaction in public and private organizations.

H₀₃: Career advancement opportunities do not significantly influence job satisfaction among employees.

H₁₃: Career advancement opportunities significantly influence job satisfaction among employees.

LITERATURE REVIEW

Zhao et al: (2025) conducted an updated literature review that focused on job satisfaction among nurses in hospitals. The review included the articles published since September 2018 until May 2024, and were acquired in the eleven electronic databases, such as PubMed, Web of Science, CINAHL, and CNKI. Among the 28,584 works that were initially located, 52 articles were eligible to be included. The authors summarised the

Results of the influencing factors and predictors of job satisfaction among nurses and found 65 different factors divided into eight sub-categories: demographic characteristics, personality traits, emotions, behaviours, psychological and cognitive factors, organisational climate, leadership, and management.

The paper has highlighted that individual cognition-related and behaviour-related factors often acted as mediators in the relations that influenced job satisfaction. This extensive analysis revealed to us the numerous conditions that can influence the job satisfaction of nurses, providing us with practical notions about the ways of how to make things in the work place better.

Imaniyati et al:(2025) researched the effects of Human Resource Information system (HRIS) and organisational communication on work satisfaction in learning institutions. This research has employed SPSS and quantitative survey design in investigating the direct and indirect impact of HRIS and communication with work satisfaction where organisational commitment has been acquainted as a mediating variable. The results revealed that the HRIS and communication influenced job satisfaction in a large positive manner. These advantages were far greater in the presence of organisational commitment. The HRIS and communication methods facilitated the staff to comprehend and identify with the organisational objectives that contributed to an improvement in levels of satisfaction among staff. The research provided some important recommendations to institutions of learning that wish to pursue SDG 8 (Sustainable Development Goal 8) by supporting inclusive workplace practices.

Kauppila: (2025) explored the cause and effect relationship between job satisfaction and leader behaviour using a cross-lagged panel approach. The study used a sample of 638 employees in 34 organisations in Finland in two data collection periods. The classic view of leadership research has been that the good and useful leaders enhance the work satisfaction of the employees. This study however did not find an inverse relationship. The results showed that job satisfaction was a key factor in how employees viewed their leaders and not the leader behaviour that impacted contentment. According to these findings, Kauppila proposed the Model of Leader Perceptions that is called the Job Attitude-Interpretation. He explained that job satisfaction is a kind of attitude lens through which employees analyse the conduct of leaders. It is argued in the paradigm that employees tend to view their leaders in a positive light more when they are satisfied regardless of quality of leadership. This research was a major theoretical shift in understanding the effectiveness of leadership and workplace happiness among organisations.

Huang and Wu: (2025) conducted intensive bibliometric analysis regarding job satisfaction among nurses, using the results of 11,993 articles on the Web of science database (2004-2023). The authors examined publishing trends, authorship networks, analysis of keywords and changes of themes over time using R and VOSviewer. The University of Toronto and the United States were identified to be the most productive country and institution respectively. Such prominent researchers like Spence Laschinger, Heather K. and Labrague Leodoro J. emerged as key figures. The most frequent buzzwords were job satisfaction, burnout, turnover and intention. One trend that was observed was the shift in focus of studies with time, as simpler topics like organisational features and longitudinal studies were replaced by more modern problems, such as Covid-19, resilience, and work engagement. The study highlighted the lack of research in developing countries and promoted the use of multicenter, cross-cultural, and large samples of research to increase the knowledge and development of the job satisfaction of nurses on a global level. The authors concluded that the literature should go further than the descriptive studies to explore the real factors that cause satisfaction, such as interpersonal value consistency and human resource processes in diverse healthcare settings.

Jerrim: (2025) examined the relationship between school leadership and staff job happiness and employee retention in England using data available on The Engagement Platform, including three waves and over 4,000 school staff. The study showed that positive attitudes towards school leadership had a statistically significant positive influence on work satisfaction. Moreover, those employees that favoured school leadership during the autumn term were less likely to leave the school at the end of the academic year. The findings provided insights of the significance of leadership to satisfaction and retention, which is valuable information that school management and policy can use.

Śliwicki: (2025) investigated how job satisfaction affects young adults aged 18-29 in Germany using five waves of Linked Personnel Panel (2012-2021). The research categorized factors that influenced them into four groups, including socio-demographic characteristics, employment terms, organizational environment and commitment and career advancement. This research used multinomial logit regression and concluded that socio-demographic factors had a very small impact, but workplace atmosphere and working conditions became the most essential predictors before the COVID-19 pandemic. Personal growth and interaction were the most significant during the period of the epidemic. The research found out that contextual and psychological factors had a significant impact on job satisfaction particularly among young professionals who have entered the labor market.

Saadatmand and Karampourian: (2025) conducted a cross-sectional study, which included 210 nurses in affiliated educational hospitals located in Hamadan University of Medical Sciences in Iran. The purpose of the research was to establish the correlation between the organisational justice and work satisfaction. To achieve this, they used common tools like the Organisational Justice Questionnaire, and Minnesota Satisfaction Questionnaire (MSQ). The findings revealed that the job satisfaction was low and the organisational justice was very weak. A large positive correlation ($r = 0.52$; $p < 0.05$) was however observed between the two variables. This implies that the perceived workplace equity of people has a significant influence on their level of happiness. The authors recommended that the work of the hospital management should be to improve the distributive, procedural, and interactional justice to enhance staff morale and performance.

Handayani et al: (2025) conducted a scoping review to research on the factors which influence the level of happiness of hospital medical staff about their working environments since it has been known that happy medical workers provide better care to their patients. The analysis of the 38 research articles has been carried out with a close selection of the research articles published in 2024 and acquired in Scopus and ScienceDirect. The findings showed that intrinsic and extrinsic factors had a significant influence on job satisfaction. Among the intrinsic factors were burnout, work overload, psychosocial problems, and achievement, and its external variables were the working conditions, the leadership style, pay, teamwork, and the empowerment, which can be achieved through training and education. It revealed that a range of these stresses were exacerbated during and after the COVID-19 pandemic, and both psychological resilience and organisational support were especially relevant to the delivery of healthcare. The discussion highlighted that any policies that are designed to enhance satisfaction should balance institutional changes (enhancements in work conditions and remuneration) with individual support programs (trainings and mental health programs).

RESEARCH METHODOLOGY

The research, titled “*Comparative Analysis of Work Culture, Income Security, and Career Advancement as Determinants of Job Satisfaction in Public and Private Organizations of Bangalore City*,” used a comparative cross-sectional study design to assess job satisfaction in the public and the private organizations.

Research Design

The study adopted a cross-sectional design of comparison. The data collection was conducted among the employees of both commercial and public enterprises at the same time. This design enabled the comparison of the work culture, pay and job security, as well as the career progression opportunities of the two sectors.

Population of the Study

The participants under study were the staff of both government and non-governmental business in Bangalore City. We have considered managers and non-managers to have a broad perspective on the work culture, job security and career development in the organization.

Sample & Sampling Method

The stratified random sample technique was adopted so that both the public employees and the employees of the private sector were considered.

- **Sample Size:** The survey was of 200 employees consisting of 100 employees of public institutions and 100 employees of private firms.
- **Strata:** The respondents were randomly selected in categories according to the organization type (public or private) and within the category, respondents were selected randomly.

This strategy made sure that everyone was represented fairly and reduced bias.

Data Sources

- **Primary Data:** A standardized questionnaire was used to collect data which focused on three elements of job satisfaction:
 - The culture at work
 - Job security and income
 - Career Advancement
- **Secondary Data:** Books, journals, papers, and online resources related to the topics of job satisfaction and organizational psychology were used to support the theory.

Tools for Data Collection

The main data collection tool used was a structured questionnaire. It contained both multiple-choice questions and 5 point Likert scale items (from Strongly Disagree to Strongly Agree) closely linked to the purposes and hypotheses of the study..

Variables of the study

Dependent Variable

- **Job Satisfaction:** The study employed work satisfaction as a dependent variable to examine the influence of various organizational and human attributes on employee job satisfaction.

Independent Variables

The study identified the following factors as independent variables:

- **Work culture:** It concerns the way people in an organization interact with each other, how things get done and how people work together.
- **Income and Job Security:** the amount of money you earn, the reasonableness of the wage, and the security you feel about your work.
- **Career Advancement Opportunities:** implement professional development, training and promotional policies and opportunities.
- **Workplace Facilities:** resources that people might use to help them do their jobs, both physical and organizational.

Reliability and Validity

- **Pilot Testing:** To ensure that it was understandable and reliable, the test questionnaire was given to 20 individuals (10 in each sector).
- **Reliability Measure:** To determine the degree of internal consistency, we used Cronbach alpha, and a score of 0.70 was considered good.
- **Content Validity:** To ensure that the questionnaire items were appropriate and pertinent, they were reviewed by academic experts and human resources specialists.

Techniques for Data Analysis

Quantitative statistical tools were used to look at the data that was collected.

1. The employees' responses were compiled using descriptive statistics (mean, standard deviation, and percentage).

2. Important variations in job satisfaction between individuals and private companies were also revealed by the Independent Samples t-test/ANOVA.
3. The relationships between career growth, job security, work culture, and job satisfaction were examined using regression and correlation analysis.

We used SPSS software to test hypotheses and make sense of the results for all of the studies.

Data Analysis and Interepretation

Statistical analysis of descriptive and inferential method replies is part of the data analysis and interpretation chapter. With an eye toward the research's potential goals and hypotheses, it highlights patterns, comparisons across sectors, and intriguing correlations.

Table 1: Demographic Profile of Respondents (N = 200)

Variable	Category	Frequency	Percentage (%)
Gender	Male	118	59.0%
	Female	82	41.0%
Age Group	Below 30 years	64	32.0%
	30–40 years	78	39.0%
	41–50 years	40	20.0%
	Above 50 years	18	9.0%
Education	Undergraduate	96	48.0%
	Postgraduate	78	39.0%
	Professional	26	13.0%
Work Experience	Less than 5 years	86	43.0%
	5–10 years	72	36.0%
	More than 10 years	42	21.0%

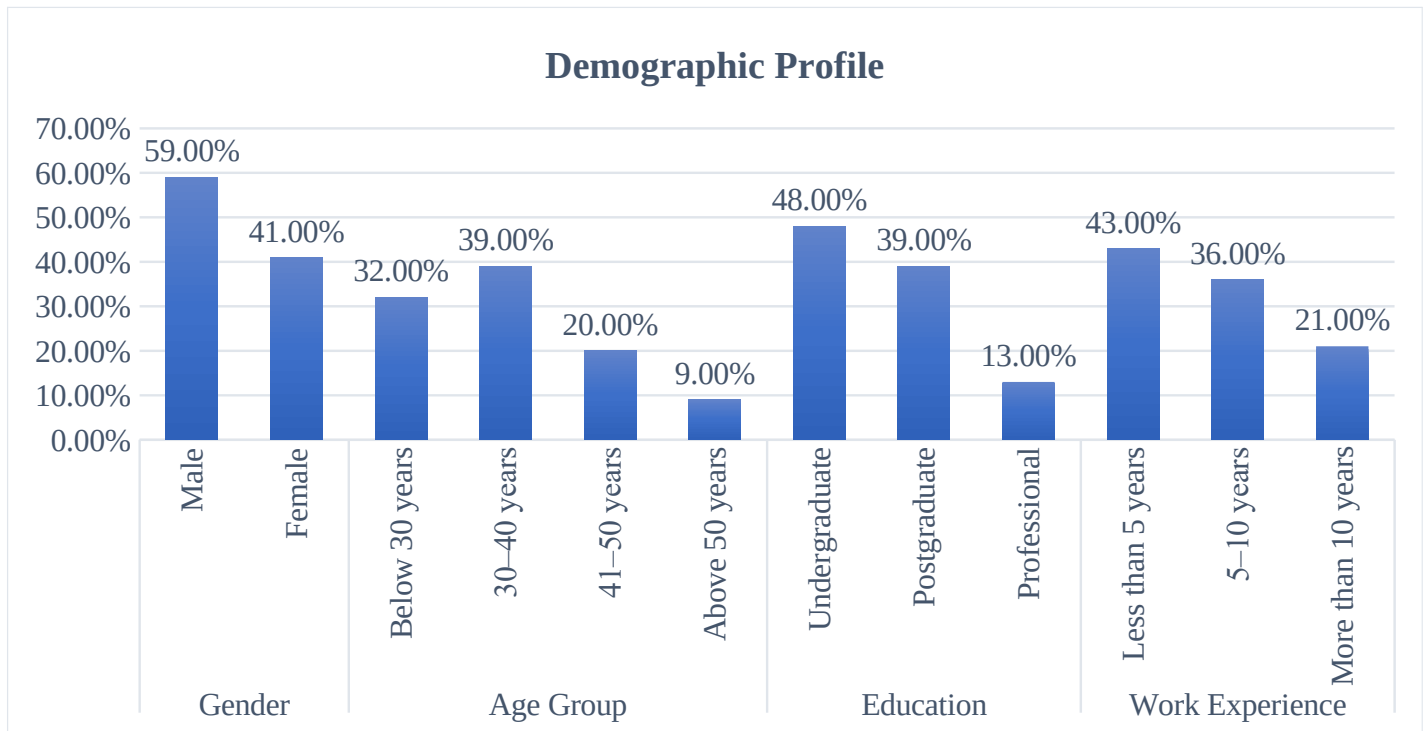


Figure 1: Percentage of Demographic Profile

The demographic description of the 200 respondents is as shown in table 1. The case study reveals that most of the employees were male (59%), with females making up 41% of the employees, which implies that the workforce in both government and business entities was slightly male dominated.

Regarding the age structure, the highest number of employees was within the age group of 30 to 40 years old (39%), and the age group of below 30 years (32%). A lower proportion were aged 41-50 (20 %) and 50 years and above (9 %), which indicates that the majority of the respondents were in their early or middle career.

The education level indicates that 48 percent of the respondents were undergraduates and 39 % data on work experience also shows that 43 percent of workers had less than five years of employment, 36 % had five-ten years and 21 percent had over ten years of employment.

Table 2: Descriptive Statistics of Job Satisfaction Dimensions

Dimension	Mean	Std. Deviation	Minimum	Maximum
Work Culture	3.82	0.64	1.00	5.00
Income and Job Security	3.71	0.78	1.00	5.00
Career Advancement	3.54	0.83	1.00	5.00
Workplace Facilities	3.62	0.79	1.00	5.00
Overall Job Satisfaction	3.68	0.72	1.00	5.00

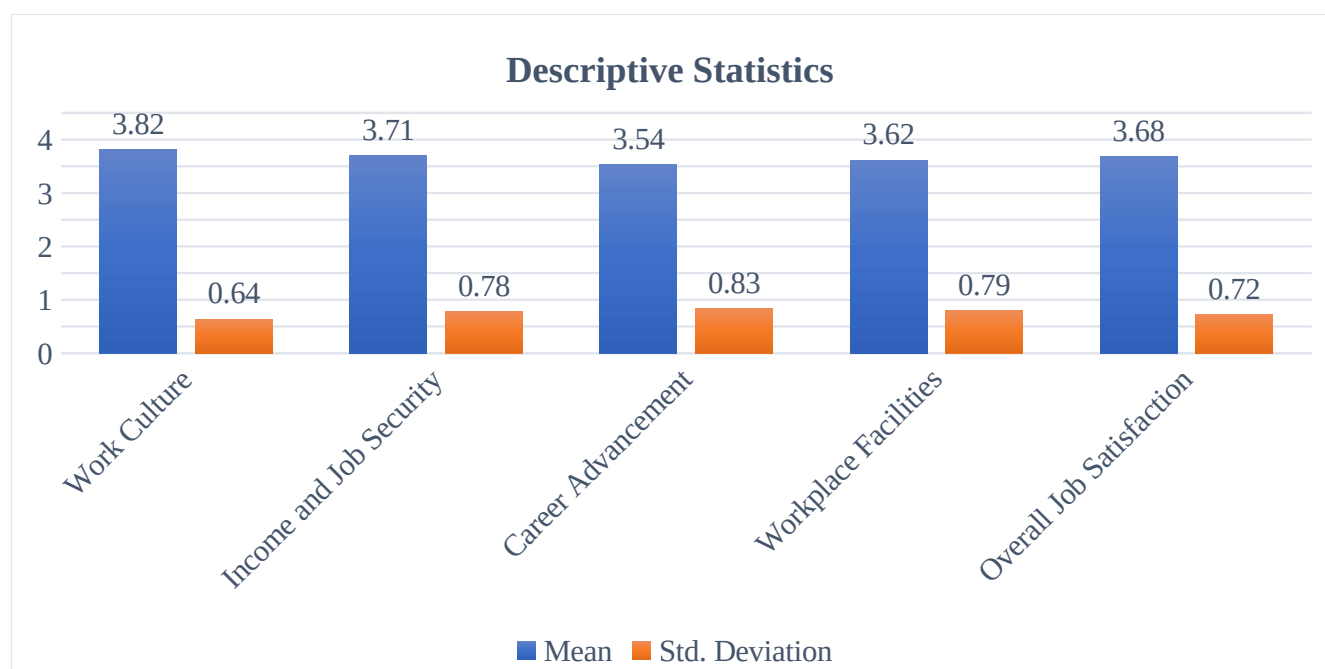


Figure 2: Mean and S.D of of Job Satisfaction Dimensions

Table 2 presents the summary of descriptive statistics of job satisfaction dimensions. The most significant mean ($M = 3.82$, $SD = 0.64$) was achieved on work culture, meaning that the employees were generally positive in their perceptions of the organizational climate and interpersonal relationships. A high mean score was also registered in income and job security ($M = 3.71$, $SD = 0.78$) indicating that compensation and stability were found to be satisfactory. Conversely, career advancement scored lowest ($M = 3.54$, $SD = 0.83$) as a result of low levels of satisfaction with promotion policies and development opportunities. There was moderate level of satisfaction with work place facilities ($M = 3.62$, $SD = 0.79$) and overall job satisfaction mean was 3.68 ($SD = 0.72$).

Hypothesis Testing

H₀₁ (Null Hypothesis): There is no significant difference in job satisfaction between employees of public and private organizations with respect to workplace culture.

H₁₁ (Alternative Hypothesis): There is a significant difference in job satisfaction between employees of public and private organizations with respect to workplace culture.

Table 3: Group Statistics of Workplace Culture by Sector

	Sector	N	Mean	Std. Deviation	Std. Error Mean
Workplace Culture	Public	100	3.81	.45	.027
	Private	100	3.77	.46	.027

Table 3 presents the group data of the culture of work of both the public and the commercial enterprises. The table displays the average, standard deviation, standard error of the mean, and number of respondents (N) for each sector. Workers in the public sector ($N = 100$) gave the workplace culture an average score of 3.81, with

a standard deviation of 0.45. Among private sector employees ($N = 100$), the average score was 3.77, with a standard deviation of 0.46. The values show that there are very little differences between the two industries' perceptions of workplace culture.

Table 4: Independent Samples t-Test for Workplace Culture Differences

	Sector	Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
Workplace Culture	Public	1.362	0.07	1.815	148	0.06
	Private			1.815	147.878	0.06

Table 4 displays the workplace culture independent samples t-test. The table displays the results of the Levene test's test of equality of variances and the t-test's test of equality of means, which takes into account the t-value, degree of freedom, and level of significance.

The test result showed that the equal variance was not broken ($F = 1.362$, $p = 0.07$). The working culture of public and private companies did not differ statistically significantly, according to the t-test's t-value of 1.815 and p-value of 0.06.

H₀₂: There is no significant relationship between income, job security, and employee satisfaction in public and private organizations.

H₁₂: There is a significant relationship between income, job security, and employee satisfaction in public and private organizations.

Table 5: Group Statistics of Income and Job Security by Sector

	Sector	N	Mean	Std. Deviation	Std. Error Mean
Income & Job Security	Public	100	3.8	.41	.024
	Private	100	3.6	.54	.032

Table 5 shows some example numbers about how much public and private sector workers get paid and how safe their jobs are. The table shows the mean score, standard deviation, standard error mean, and responses based on how many people answered.

The population's average government employee ($N = 100$) was 3.80, with a standard deviation of 0.41. There was a lower average score of 3.60 among the workers in the private sector ($N = 100$), though the standard

deviation was larger, 0.54. This implies that employees of government agencies believed that their wages and work security were superior to that of employees of private firms.

Table 6: Independent Samples t-Test for Income and Job Security Differences

	Sector	Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
Income & Job Security	Public	24.249	.000	4.414	148	.000
	Private			4.414	111.977	.000

Table 6 depicts the t-test that examines the pay and job security of the public and private enterprises as independent. The variance of the groups was not equal, the test of the equality of variances depending on Levene was significant ($F = 24.249$, $p = <0.001$). The t-test value ($t = 4.414$, $p < 0.001$) was found to be significant and the implication was that people at the public work set up were more satisfied with the salary and employment security than their colleagues at the private work set up.

H₀₃: Career advancement opportunities do not significantly influence job satisfaction among employees.

H₁₃: Career advancement opportunities significantly influence job satisfaction among employees.

Table 7: Group Statistics of Career advancement opportunities by Sector

	Sector	N	Mean	Std. Deviation	Std. Error Mean
Career advancement opportunities	Public	100	3.51	.56	.035
	Private	100	3.64	.43	.026

Table 7 shows group statistics on the chances to climb up the ladder in your job. It has mean, standard deviation as well as standard error of both the private and the public groups and sample size. The employees in the public sector ($N = 100$) had a mean of 3.51 and the standard deviation of 0.56. The average of the employees in the corporate world ($N = 100$) was 3.64 and the standard deviation of 0.43. It means that the workers who worked in privately owned companies felt that they had more chances of professional development as compared to workers in state owned companies.

Table 8: Independent Samples t-Test for Career advancement opportunities Differences

	Sector	Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tailed)
Career advancement opportunities	Public	12.825	.000	5.363	148	.003
	Private			5.363	118.543	.003

Table 8 presents the independent samples t-test results of professional growth opportunities. The test of Levene was significant ($F = 12.825$, $p = < 0.001$) which implies that the assumption of equal variances was not satisfied. The t-test value ($t = 5.363$, $p = 0.003$) confirmed that the difference between the views on the opportunities of professional progression between the public and the overall support of the personnel in the domain of the two-

sector difference was significant. The data shows that the employees of the private sector had been significantly more satisfied with the opportunities to grow professionally than those of the public sector.

FUTURE SCOPE AND CONCLUSION

The study has investigated job satisfaction among employees in the public and private business in Bangalore City with reference to workplace culture, salary, job security, and career growth opportunities. Analysis of reactions of 200 employees revealed that there were high disparities between sectors. No statistically significant difference between the two sectors in the workplace culture was found. That indicates that the organizational setting and relationships with colleagues in both state and privately owned firms were perceived similarly by the employees. There were however large inequalities in job security and income satisfaction. Workers in the public sector were also happier since they had more stable jobs and their salaries were better predictable. Conversely, employees in the private sector felt more satisfied with their growth opportunities and this indicates that their promotion processes are more lenient and their environment is more growth oriented. The study found that both public and private companies offer pleasant workplaces, but the types of pleasure they promote are different. When comparing public and private enterprises, the former provides more work stability and security, while the latter offers more opportunities for career advancement. It is crucial to develop industry-specific strategies to boost job satisfaction and organizational success, according to these findings.

Future research can be directed in various directions by this study. To begin, in order to get a better picture of the state of work satisfaction in India as a whole, future studies may expand the poll to cover a wider range of demographics and locations. Second, in order to provide a fuller picture of what makes employees happy, future research may include additional factors including leadership style, work-life balance, organizational dedication, and training and development programs. Third, in order to see how job satisfaction changes over time, particularly in connection to economic conditions and organizational structure growth, researchers can use longitudinal designs. Fourth, further research is needed to determine the moderating impacts of demographic variables on work satisfaction outcomes. These variables include gender, age, and educational background. In the end, a more complete picture of staff feelings and goals can be painted by supplementing the qualitative results with data collected through interviews and focus groups.

Future research can help in the development of more detailed models of job happiness in these directions. This will help the policy makers or the corporate leaders to create sustainable, compensating, and productive work places.

REFERENCES

1. Achsan, S. S., Purwaningrum, E. K., & Umaroh, S. K. (2025). The Effect of Organizational Climate on Job Engagement with Job Satisfaction as A Mediator. *Journal of Psychological Perspective*, 7(3), 249-258.
2. Adamopoulos, I. P., & Syrou, N. F. (2022). Associations and correlations of job stress, job satisfaction and burn out in public health sector. *European Journal of Environment and Public Health*, 6(2), em0113.
3. Adams, J. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267–299). New York: Academic Press.
4. Adinew, Y. (2024). A comparative study on motivational strategies, organizational culture, and climate in public and private institutions. *Current Psychology*, 43(13), 11470-11492.
5. Agrizat, A., & Megdadi, Y. (2025). The Relationship Effect of Organizational Climate In between Strategic leadership and Organizational Innovation at Private Hospitals in Amman. *International Review of Management and Marketing*, 15(3), 38.
6. Ahmad, M. K., Abdulhamid, A. B., Wahab, S. A., & Nazir, M. U. (2022). Impact of the project manager's transformational leadership, influenced by mediation of self-leadership and moderation of

- empowerment, on project success. *International Journal of Managing Projects in Business*, 15(5), 842-864.
7. Allison, H. E. (2012). *Essays on Kant*. Oxford University Press.
8. Al-Mahruqi, H. N., Bouazza, A., & Al-Suqri, M. N. (2020). Readiness of public and private sector organizations for knowledge management: A literature review. *Journal of Arts and Social Sciences*, 10(2), 5-19.
9. Ayati, S., Sitaniapessy, A., & Widokarti, J. R. (2025). The Influence of Organizational Climate, Situational Leadership Style, and Job Satisfaction on Employee Performance at the East Kalimantan Regional Police Medical and Health Unit (Biddokes). *Paradoks: Jurnal Ilmu Ekonomi*, 8(2), 697-707.
10. Babatunde, O. B., Okonji, C. T., Olanihun, Z. S., & Daniel, H. A. (2025). Public-Private Partnerships in Advancing AI-Based Logistics. *NIU Journal of Humanities*, 10(2), 87-100.
11. Bannikova, K., & Mykhaylyova, K. (2024). Organisational culture as a tool for shaping human capital in times of uncertainty. *Organisational culture: theory for practical applications: monograph*. Kharkiv: PUA Publishing, 1, 172.
12. Benchis, M. P., Shahzad, K., & Dan, S. (2025). Comparative analysis of blockchain adoption in the public and private sectors. A technology-organization-environment (TOE) framework approach. *Journal of Innovation & Knowledge*, 10(4), 100746.
13. Besley, T., & Ghatak, M. (2001). Government versus private ownership of public goods. *The Quarterly journal of economics*, 116(4), 1343-1372.
14. Blum, M. L and Naylor, J.C. (1968), *Industrial psychology: Its theoretical and social foundations*. New York: Harper and Row, pp-8-12
15. Boukamcha, F. (2023). A comparative study of organizational commitment process in the private and public sectors. *International Journal of Organizational Analysis*, 31(5), 1987-2013.
16. Bowditch, J. L., Buono, A. F., & Stewart, M. M. (2008). *A primer on organizational behavior*. (7th ed). Hoboken, N. J.: John Wiley and Sons, Inc.
17. Boyne, G. A. (2002). Public and private management: what's the difference?. *Journal of management studies*, 39(1), 97-122.
18. Bratton, J. (2023). *Organizational leadership*.
19. Celik, M., & Dogan, E. (2011). A theoretical approach to the science of management. *International Journal of Humanities and Social Science*, 1 (3).
20. Chakrabarty, B. & Chand, P. (2012). *Public administration in a globalizing world: Theories and practices*. New Delhi: Sage Publications.
21. Chibunna, U. B., Hamza, O., Collins, A., Onoja, J. P., Eweja, A., & Daraojimba, A. I. (2024). The Intersection of AI and Digital Transformation: A Roadmap for Public and Private Sector Business Innovation.
22. Cobanoglu, C., Sariisik, M., Akova, O., & Coskun, G. (2024). The influence of organisational climate on organisational silence: a comparison of public and private organisations in Turkey. *European Journal of International Management*, 23(1), 132-157.
23. Consul, S., & Kola, M. N. (2024). Relationship Between Interpersonal Communication And Job Satisfaction. *International Journal for Multidisciplinary Research (IJFMR)*, 6(3), 9.
24. Cook, K. S., Cheshire, C., Rice, E. R., & Nakagawa, S. (2013). Social exchange theory. In *Handbook of social psychology* (pp. 61-88). Dordrecht: Springer Netherlands.
25. Ershadi, M., Jefferies, M., Davis, P., & Mojtahedi, M. (2021). Comparative analysis of PMO functions between the public and private sectors: Survey of high-performing construction organizations. *Journal of Construction Engineering and Management*, 147(11), 04021151.
26. Fayol, H. (1949). *General and industrial management* (C. Storrs, Trans.). London: Sir Isaac Pitman & Sons
27. Ferdous, J. (2016). Organizational theory from classical perspective. *International Journal of Economics and Law*, 9(2), 1-6. xiv.
28. Frutos-Bencze, D., Sokolova, M., Zubr, V., & Mohelska, H. (2022). Job satisfaction during COVID-19: industry 5.0 as a driver of sustainable development and gender equality. *Technological and Economic Development of Economy*, 28(5), 1527-1544.

29. Gartenberg, C., & Serafeim, G. (2023). Corporate purpose in public and private firms. *Management Science*, 69(9), 5087-5111.
30. Gaur, J., & Tarkar, P. (2025). A study on balancing work-life dynamics for optimal job satisfaction in India. *Employee Responsibilities and Rights Journal*, 1-27.
31. Gulick, L. H. (1937). Notes on the theory of organizations. In Luther H. Gulick and Lyndall F. Urwick (eds), *Paper on the science of administration*. New York: Institute of Public Administration, Columbia University.
32. Gupta, A., Rahaman, M. A., Taru, R. D., Ali, I., & Ali, M. J. (2024). Are you satisfied? Tracing antecedents of bank employees' job satisfaction in their job role. *Banks and Bank Systems*, 19(1), 24.
33. Gupta, S., & Rathore, R. (2024). The Study on Job Satisfaction Levels among Young and Older Adults in India during the COVID-19 Pandemic. *Open Access Journal of Behavioural Science & Psychology*, 7(1), 1-6.
34. Hackman JR, Oldham GR. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250–279.
35. Handayani, T., Jati, S. P., & Dharmawan, Y. (2025). Factors Affecting Job Satisfaction of Hospital's Health Personnels: A Scoping Review. *Journal of Public Health for Tropical and Coastal Region*, 8(1), 97-110.
36. Hardiansyah, L. I., & Jumaidi, L. T. (2025). The Impact of Leadership, Organizational Culture, And Organizational Structure on the Performance of the Finance Department at Aruna Senggigi Hotel. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 8(3), 9661-9674.
37. Hartika, A., Fitridiani, M., & Asbari, M. (2023). The effect of job satisfaction and job loyalty on employee performance: A narrative literature review. *Journal of Information Systems and Management (JISMA)*, 2(3), 9-15.