ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

Workplace Facilities, Organizational Differences, and Strategic Approaches to Enhancing Job Satisfaction: A Study of Public and Private Organizations in Bangalore City

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DOI: https://doi.org/10.51583/IJLTEMAS.2026.15020000013

Received: 14 February 2026; Accepted: 22 February 2026; Published: 03 March 2026

ABSTRACT

This study looked at how Bangalore City's public and private businesses' workplace facilities affected workers' job satisfaction. Finding out how satisfied employees were with their workplace amenities, identifying any disparities among industries, and devising solutions were the objectives.

150 employees—75 from the public sector and 75 from the private sector were asked to complete a standardized questionnaire on a 5-point Likert scale. Descriptive statistics, independent samples T-test and reliability evaluations using SPSS were all used in the analysis. The findings indicated that public sector employees evaluated workplace facilities considerably more favorably than their private sector counterparts, suggesting superior infrastructure and organizational support within the public sector. However, overall job satisfaction did not differ significantly across the two sectors, indicating that elements outside workplace amenities, such as career advancement and organizational culture, also significantly influence satisfaction. These results show that private companies need to improve their physical and technological resources, whereas public companies should focus on ways to help employees career advancement and thrive. The study offers valuable insights for human resource managers and policymakers to improve employee happiness and organizational efficacy.

Keywords: Job satisfaction, Workplace facilities, Public sector, Private sector, Organizational differences, Bangalore City, Employee satisfaction.

INTRODUCTION

Job satisfaction has been acknowledged as a fundamental notion in organizational behavior and human resource management for an extended period. It shows how happy employees are with their jobs and the environment at work, which affects their motivation, commitment, performance, and plans to leave. One of the most important factors that affects job satisfaction is the workplace facilities, which include things like infrastructure, tools and technology, ergonomics, and amenities. These things have a big impact on how employees feel about their work environment. Facilities that are well-designed and supportive not only make people feel safe and comfortable, but they also boost productivity and the general health of employees.

The examination of workplace amenities is particularly pertinent in Bangalore City, which functions as a central point for both governmental and commercial companies. Public organizations are usually thought to have more stable institutions, greater infrastructure, and more uniform facilities. Private organizations, on the other hand, are recognized for their competitive atmosphere and limited resources. These disparities between sectors mean that we need to look at how facilities affect employee happiness in each type of firm. The study aims to determine if disparities in workplace amenities between public and private enterprises result in significant discrepancies in overall job satisfaction.

Research shows that the environment at work have a big impact on how happy and productive employees are Well-kept and comfortable facilities help lower stress, keep people safe and healthy, and get them more involved.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

On the other hand, poor amenities can cause unhappiness, absenteeism, and worse performance. Nonetheless, whereas numerous research have investigated the influence of compensation, advancement, or leadership styles on job satisfaction, a limited number have concentrated exclusively on workplace amenities as a driver, particularly within the Indian organizational setting. This gap justifies the current investigation.

Objectives of the Study

1. To determine the level of job satisfaction based on workplace facilities.
2. To examine whether there are differences in job satisfaction between the organizations considered for the study.
3. To suggest appropriate strategies (if any) to improve job satisfaction among employees.

Hypotheses of the Study

H_{01} (Null Hypothesis): There is no significant difference in employee satisfaction based on workplace facilities between public and private organizations.

H_{11} (Alternative Hypothesis): There is a significant difference in employee satisfaction based on workplace facilities between public and private organizations.

LITERATURE REVIEW

Kebede et al. (2025) examined job satisfaction among midwives in Southwest Ethiopia, focusing on a previously underexplored aspect of healthcare workforce studies in the region. The study employed an institution-based cross-sectional design, gathering data via questionnaires that were analysed using bivariate and multivariate logistic regression. The results showed that less than half (46.28) of the midwives were satisfied with their job, a figure that is very low in comparison with the rest of the world. Other factors that influenced job satisfaction included individual performance, availability of other career possibilities and teamwork. Specifically, the better midwives were, the more likely they said that they were happy with their jobs (AOR = 5.64). Other job options and working as a team, on the other hand, were associated with diminished levels of satisfaction. The findings identified the immediate need to enhance teamwork, increase performance incentives, and improve the organisational conditions in state healthcare facilities by the healthcare executives and policymakers. The research contribution to the literature was the identification of the particular challenges facing midwives in Ethiopia and the specific policy recommendations that could address these issues and improve the satisfaction of healthcare workers.

Morales-Huamán et al. (2023) performed a bibliometric review of papers examining the relationship between organisational culture and teamwork. 836 records were searched and filtered based on the PRISMA 2020 guidelines using the databases such as Scopus and Web of Science. Keywords densities and theme clusters were then mapped with the use of VOSviewer software. The outcome showed a considerable rise of interest in the aspects of organisational culture and teamwork which peaked in 2019. It was revealed that culture and teamwork were closely correlated with such things as knowledge management, patient safety culture, interdisciplinary collaboration, knowledge exchange, and innovation. One of the keywords that reoccurred in most of the clusters was communication, which is why it is important in the study of organisational culture. The authors argue that the future studies should focus on such themes as leadership, the safety climate, and team information exchange. This paper focuses on the shifting nature of culture and collaboration in improving organisational performance in the government and the business world.

Mustika et al. (2025) studied how the organisational climate, job satisfaction, and work stress of instructors at a private Islamic school in Indonesia affected each other. The study utilised a quantitative research design methodology, polling all 50 teachers at the institution using a saturated sampling technique. The study utilised regression and Pearson correlation analyses in SPSS 26, revealing strong negative connections between organisational climate and work stress, as well as between job satisfaction and work stress. The findings imply

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

that an improved organisational climate and elevated job satisfaction directly mitigate teacher stress. The research underscores the necessity of improving organisational climate quality—via supportive leadership, participatory decision-making, and transparent policies—alongside increasing teachers' job satisfaction to mitigate burnout and foster well-being. The study is useful because it shows how environment and satisfaction may be both working conditions and ways to defend against stress at work.

Vergara et al. (2025) detailed analysis that plots the reciprocal correlation between work satisfaction and organisational atmosphere. They present 78 academic sources that were published over the last five years (2015-2024) to demonstrate how globalisation and digital development transformed the requirements of contemporary companies. Their results emphasize the fact that employee satisfaction is directly positively correlated with a favorable climate (characterized by open communication, empathetic managers, continual training, and a flexible organizational culture). Consequently, satisfied workers are more productive, dedicated to the organization and tend to remain in it. The assessment also highlights current issues like resistance to change, lack of proper leadership strategies and poor communication channels that may reduce satisfaction and competitiveness.. Consequently, the research identifies talent management and atmosphere enhancement as strategic imperatives for maintaining organisational success.

In a more focused empirical context, Wandra (2025) examines the mediation function of job satisfaction in connecting psychological well-being and organisational climate to employee performance in educational institutions. Despite the negligible direct impacts of psychological well-being and climate on performance, both factors exerted a substantial beneficial impact on work satisfaction, which subsequently served as a significant predictor of employee outcomes. This conclusion indicates that climate measures alone may not result in immediate enhancements in performance unless they lead to increased employee satisfaction. The study presents a significant significance for educational managers: Improving well-being and climate elements might indirectly boost organisational performance by way of employee job satisfaction.

Santana and Pérez-Rico (2023) contributed to the discourse on organisational climate (OrgC), employee happiness (EmH), and job satisfaction (EJoS) by examining faculty members in Chinese institutions throughout the digital revolution period. The study investigated six hypotheses using SmartPLS 4.1 to look at a mediated–moderated model. The findings indicated that organisational climate had a favourable impact on both happiness and job satisfaction, with happiness serving as a partial mediator in the relationship between climate and satisfaction. This means that a workplace culture that is helpful and interesting makes workers happier, which makes them more satisfied with their jobs. It's intriguing that while ChatGPT and other artificial intelligence (AIA) apps were employed as moderating variables, they had little impact on the relationship between job satisfaction and happiness. In contrast to job satisfaction, which accounted for 13.3% of the variance in job performance, the study found that organizational climate and happiness together explained 51.9% of the variance in job satisfaction.These findings highlight the fact that the use of AI tools can help to be more efficient and provide support, but it does not reshape the connection between pleasure and satisfaction. Rather it is the provision of an environment conducive to employees and the happiness of employees that remains most crucial in maintaining satisfaction and performance in academia.

Yiming et al. (2024) carried out a comprehensive quantitative research to examine the correlation between organisational climate (OC), psychological well-being (PW), and job satisfaction (JoS) in Chinese higher education institutions among educators. The research adopted a cross-sectional survey research design and collected responses of 690 individuals using WeChat based on the postpositivist concepts. To ensure that the methods were sound, it pre-tested, validated the translations, and profiled demographics. The findings revealed that both OC and PW had effect on job satisfaction, and is important to note that the atmosphere in the workplace and the mental state of educators should be supportive to them. Importantly, PW was found to mediate the relationship between OC and JoS, which indicates a role played by the mediator in terms of a conduit through which an appropriate climate can increase pleasure. Moreover, this research also presented a new aspect that focused on the technological influence (TI) as a moderator, which revealed its ability to increase the relationship between OC and JoS. This implies that technology plays a facilitative role in enhancing happiness in a case where it has been adequately incorporated into the learning institutions.The model accounted for 72.4% of the of the variance in job satisfaction, demonstrating its robust predictive validity. The authors assert that enhancing organisational atmosphere emphasising psychological well-being, and

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

strategically employing technological tools are essential for elevating instructor satisfaction, institutional performance, and student outcomes.

These findings are especially useful for Chinese policymakers and higher education executives who want to create programs that balance human elements with digital change in education.

RESEARCH METHODOLOGY

The study, "Workplace Facilities, Organizational Differences, and Strategic Approaches to Enhancing Job Satisfaction: A Study of Public and Private Organizations in Bangalore City," aimed to assess the correlation between workplace facilities and job satisfaction, analyze sectoral disparities, and formulate strategies for enhancement.

Research Design

We used a comparative cross-sectional design. Data were gathered from employees of both public and commercial businesses to provide sector-specific comparisons.

Population and Scope

The population consisted of personnel (both managerial and non-managerial) employed in public and private organizations in Bangalore City that had been in operation for a minimum of five years, thereby ensuring organizational stability and pertinent exposure to workplace facilities.

Sample and Sampling Technique

A stratified random sampling method was employed, utilizing sector as the stratum.

Sample size: 150 employees

Allocation:75 public and 75 private employees

To make the sample more representative and less biased, respondents were randomly chosen from different departments and job levels within each stratum.

Data Sources

• **Primary data:** collected opinions on workplace facilities (infrastructure, tools/technology, safety/ergonomics, amenities), general job satisfaction, and ideas for how to make things better.

• **Secondary data:** To frame constructs and help with interpretation, we looked at relevant books, peer-reviewed journals, organizational reports, and trustworthy web sources.

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Data Collection Procedure

Questionnaires were given out in person and through a secure internet form. Participation was voluntary, anonymity was preserved, and responses with significant missing data were omitted prior to analysis.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

Statistical Methods

We used SPSS to clean and analyze the data and provided a summary of demographics, workplace amenities, and job satisfaction.

• An independent samples t-test contrasted public and private scores on workplace facilities and job satisfaction, testing H_{01}/H_{11}.

Levene's test checked to see if the variances were the same; if they weren't, Welch's adjustment was used.

Ethical Considerations

We got informed consent, and we kept the information private and safe. The data were only utilized for schoolwork DATA ANALYSIS AND INTERPRETATION

Table 1. Demographic Profile of Respondents (N = 150)

Variable	Category	Frequency	Percentage (%)
Gender	Gender	88	58.7%
	female	62	41.3%
Age Group	Below 30 years	44	29.3%
	30–40 years	63	42.0%
	41–50 years	30	20.0%
	Above 50 years	13	8.7%
Education	Undergraduate	67	44.7%
	Postgraduate	60	40.0%
	Professional	23	15.3%
Organization Type	Public	75	50.0%
	Private	75	50.0%%
Work Experience	< 5 years	59	39.3%
	5–10 years	56	37.3%
	> 10 years	35	23.3%

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

Figure 1: Respondents Profile

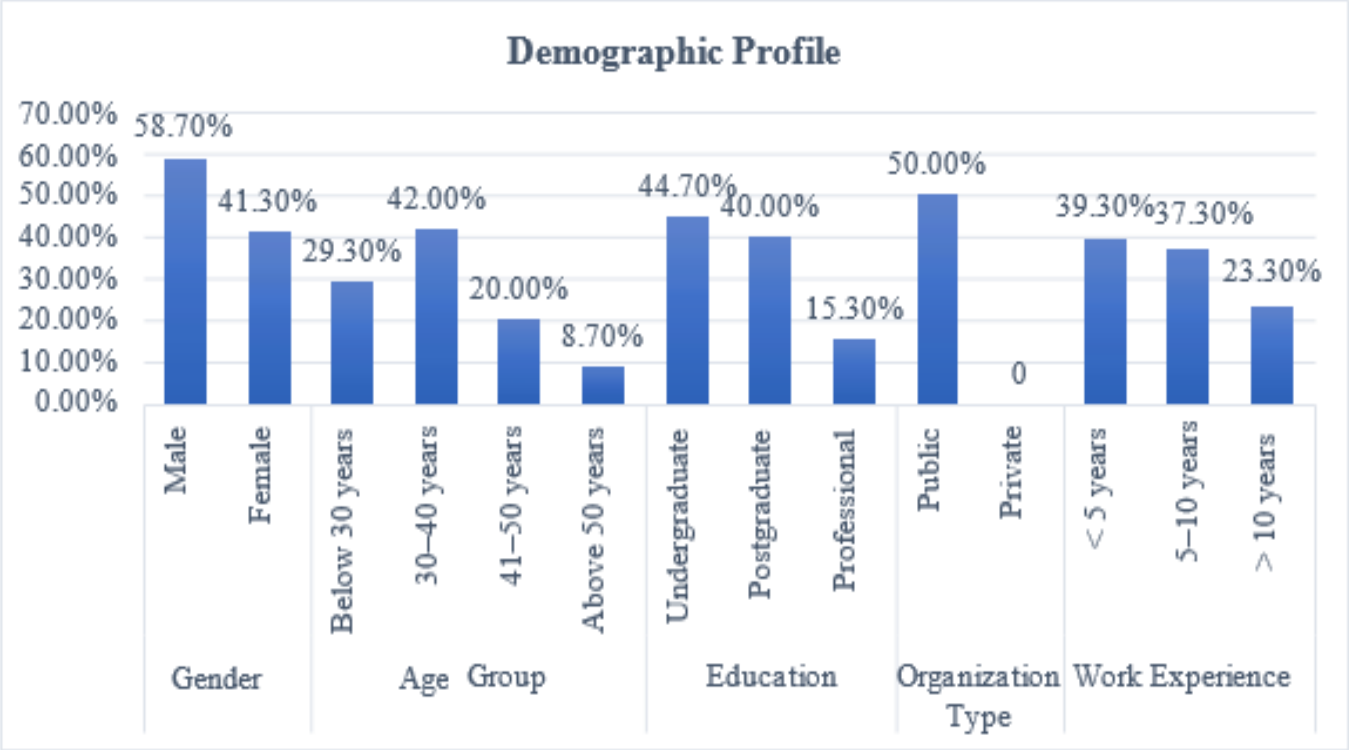


Table 1 shows how the 150 people who answered the survey were spread out by age, gender, and other factors. There were more men than women in the sample, with 58.7% being men and 41.3% being women. The age breakdown shows that the biggest group was people between the ages of 30 and 40 (42.0%), followed by people under the age of 30 (29.3%).

In terms of education, 44.7% were undergraduates, 40.0% were postgraduates, and 15.3% were professionals. This shows that the workforce was well-trained.

The split between the public (50.0%) and private (50.0%) sectors was even. 39.3% of the people in the sample had less than 5 years of work experience 37.3% had 5–10 years, and 23.3% had more than 10 years. This shows that the sample includes both new and experienced professionals.

Table 2. Descriptive Statistics (1–5 Likert)

Dimension	Mean	Std. Deviation	Minimum	Maximum
Infrastructure	3.72	0.66	1.00	5.00
Tools & Technology	3.58	0.74	1.00	5.00
Safety & Ergonomics	3.64	0.71	1.00	5.00
Amenities & Support Services	3.55	0.76	1.00	5.00
Workplace Facilities (Composite)	3.62	0.62	1.00	5.00
Overall Job Satisfaction	3.66	0.68	1.00	5.00

Composite = average of the four facilities sub-dimensions.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

Figure 2:

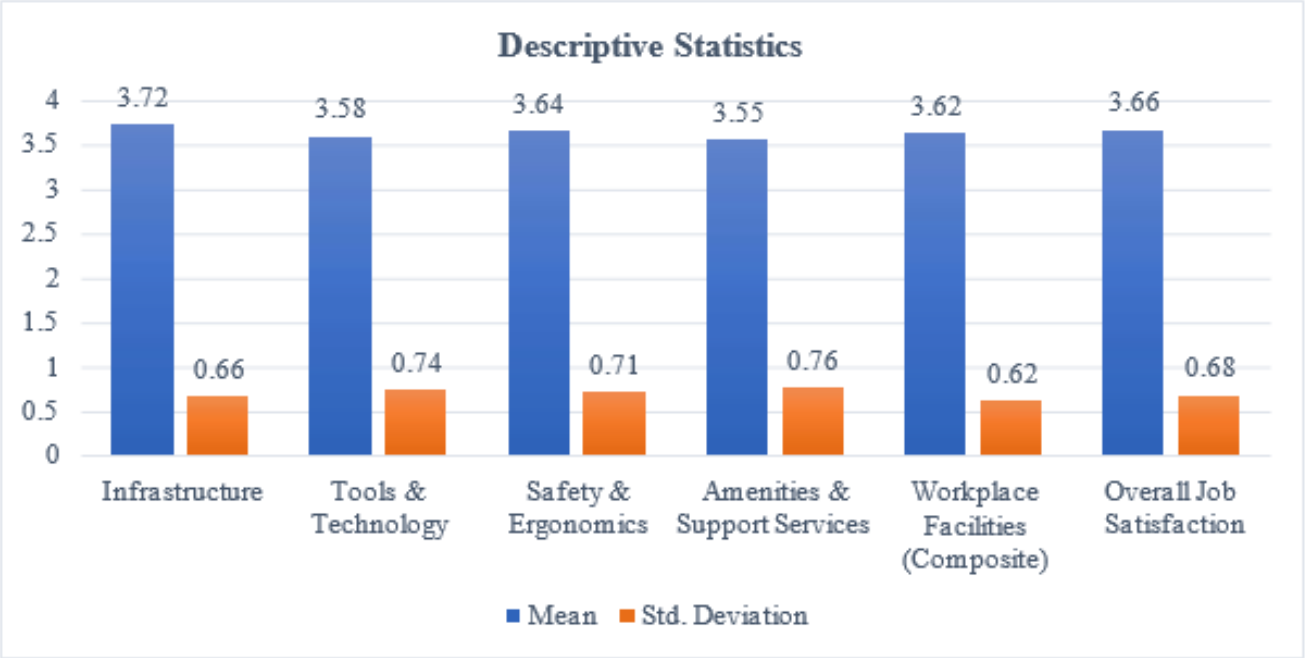


Table 2 shows the descriptive data for workplace facilities and job satisfaction in general. Infrastructure had the highest mean (3.72) of all the dimensions, which means that people were generally happy with the physical resources and workspace layouts.

After that came safety and ergonomics (3.64), tools and technology (3.58), and amenities and support services (3.55). The overall satisfaction level for working facilities was moderate to high, with a composite mean of

The average score for total job satisfaction was 3.66, which means that most employees were fairly happy with their positions.

However, there is still room for improvement in some areas, such as amenities and technology.

Table 3. Group Statistics by Sector

Variable	Sector	N	Mean	Std. Deviation	Std.Error Mean
Workplace Facilities (Composite)	Public	75	3.74	0.55	0.064
	Private	75	3.50	0.65	0.075
Overall Job Satisfaction	Public	75	3.70	0.66	0.076
	Private	75	3.62	0.69	0.080

Table 3 shows how satisfied public and private sector workers are with their jobs and the facilities at their workplaces. Public sector workers said that their workplaces had better amenities (3.74) than private sector workers (3.50), which means that people thought that public organizations had superior facilities.

Public employees also had a somewhat better mean job satisfaction score (3.70) than private sector employees (3.62).

Even while the differences aren't big, they do show that the resources and conditions at work may have a bigger effect on employee happiness in public companies.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

Table 4: Independent Samples t-Test — Workplace Facilities (Public vs. Private)

Test	F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	95% CI (Lower, Upper)
Levene's Test for Equality of Variances	2.41	0.122					
t-test for Equality of Means (Equal variances assumed)			2.46	148	0.015	0.24	0.05, 0.43
t-test for Equality of Means (Equal variances not assumed)			2.46	144.1	0.015	0.24	0.05, 0.43

Table 4 shows the results of the independent samples t-test for workplace facilities. The Levene's test for equality of variances ($F = 2.41$, $p = 0.122$) showed that the assumption of equal variances was correct. The t-test findings showed a big difference between public and private enterprises ($t = 2.46$, $df = 148$, $p = 0.015$). This suggests that workers in public organizations gave their workplaces much higher scores than those in private businesses. The mean difference of 0.24 shows that differences in facilities between sectors are important and statistically significant.

Test	F	Sig.	t	df	Sig. (2-tailed)	Mean Diff.	95% CI (Lower, Upper)
Levene's Test for Equality of Variances	0.18	0.674					
t-test for Equality of Means (Equal variances assumed)			0.73	148	0.467	0.08	−0.14, 0.30
t-test for Equality of Means (Equal variances not assumed)			0.73	147.6	0.467	0.08	−0.14, 0.30

Table 5 shows the results of the independent samples t-test for how happy public and private

Table 5 shows the results of the independent samples t-test for how happy public and private sector workers are with their jobs. Levene's test ($F = 0.18$, $p = 0.674$) confirmed the hypothesis of variance homogeneity. The t-test result ($t = 0.73$, $df = 148$, $p = 0.467$) indicated no significant difference in overall job satisfaction between the two groups. There was just a 0.08 difference in the mean, which is not a statistically significant difference. This reveals that the overall level of job satisfaction was nearly the same in both public and private companies, even though the amenities at work were different.

ISSN 2278-2540 | DOI: 10.51583/IJLTEMAS | Volume XV, Issue II, February 2026

CONCLUSION AND FUTURE SCOPE

The research on workplace amenities, organizational variances, and methods to improve worker happiness in both public and private sectors of Bangalore City yielded significant insights into sectoral parallels and disparities. The results showed that workers in public organizations gave the workplace facilities much higher ratings than workers in private businesses. This shows that the public sector is mostly stable, has good infrastructure, and has good support from its organizations.

However, as regards general job satisfaction, the two sectors did not make a huge difference. This indicates that although the facilities varied, there must have been other factors such as the work culture, management patterns, and career development opportunities that could have rendered both of the types of organizations equally rewarding. The findings indicate that although workplace improvement can be used to enhance satisfaction it is not the only factor to consider. In the case of individual businesses, better infrastructure, ergonomics, and conditions might increase the morale of the employees and assist in retaining them. In the case of public organizations, the maintenance of the same standards of facilities with the addition of the means of professional growth and advancement of employees, could make them even happier.

The study will be expanded in terms of its scope in the future when organizations of more than one city are represented in the sample. This will enable making of comparisons among areas. Longitudinal research would also be useful to track changes in employee happiness as workplace changes and enhancements in technology take place. Besides, qualitative approaches such as interviews and focus group discussions could bring out deeper information about employee experiences. It would be better to include other factors such as as leadership style, work-life balance, training opportunities to have a more comprehensive understanding of determinants of satisfaction. Through analysis of these areas, future studies can contribute to the development of industry-specific policies and company activities that will generate sustainable job satisfaction and workforce retention over the long term.

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