

Differences in Job Engagement and Job Satisfaction in Private Sector and Public Sector Employees

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ABSTRACT

This study investigates the disparities in work engagement and job satisfaction between employees in the public and private sectors. In order to complete the study, data from 105 individuals who fall between the age range of 25 to 50 years old was collected. The approach of purposive sampling was utilized to recruit employees from two distinct groups: public sector and private sector who were working in Delhi NCR. Analyzing data from a diverse pool of workers across various industries, the findings shed light on the nuanced experiences of employees in different sectors. In terms of work engagement, significant differences emerged between the two sectors. Employees in the private sector exhibited higher levels of vigor, devotion, and absorption compared to their counterparts in the public sector. This suggests that factors such as autonomy, performance-based incentives, or transparent performance measurements prevalent in the private sector may contribute to heightened work engagement among its employees. The study found no notable variance in job satisfaction between public and private sector employees. Despite differences in work engagement levels, both groups reported similar levels of satisfaction with their jobs. This suggests that while public sector workers may experience lower levels of work engagement, they still find fulfillment in other aspects of their profession. These findings have implications for organizational management and policy development in both sectors. For public sector organizations, strategies aimed at enhancing work engagement, such as providing more autonomy or performance-based incentives, may help bridge the gap with the private sector. Additionally, understanding the factors contributing to job satisfaction in both sectors can inform efforts to improve employee well-being and organizational performance. Overall, this study underscores the importance of considering sector-specific dynamics in understanding employee experiences and highlights avenues for promoting greater work engagement and job satisfaction across different sectors.

Keywords: *Job Engagement, Job Satisfaction, Private Sector, Public Sector Employees*

WORK AND ENGAGEMENT

A staff that is not only present but actively engaged is required in the modern workplace. Beyond job happiness, work engagement is a key notion in organisational psychology. Employees' behavioural, emotional, and cognitive contributions

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to their work are captured. This section explores the fundamentals of job engagement, including its traits, causes, and effects on organisations and employees.

Exposing the Three Facets of Employee Engagement at Work

The concept of work involvement has multiple dimensions. The well-known model by suggests three essential dimensions:

- **Vigour:** This describes intense concentrations of strength and mental fortitude used in work. Workers that are engaged exhibit vigour and excitement for their work.
 - **Dedication:** A worker's sense of purpose, importance, and engagement in their work are reflected in this dimension. Dedicated workers are inherently driven to contribute and have a strong sense of commitment to their work.
 - **Absorption:** This dimension expresses the feeling of being totally absorbed in and concentrated on one's work. Working on interesting projects causes employees to become engrossed and cause them to lose track of time.
- These interconnected factors depict workers who not only have a strong sense of purpose and positive enthusiasm for their profession, but also take pride in it.

Antecedents of Work Engagement Factors: An Examination

In order to create an atmosphere that supports employee well-being and performance, it is imperative to understand the elements that drive job engagement. The following are important precursors of work engagement:

- **Work characteristics:** High engagement is more likely to result from jobs with high degrees of autonomy, variety, and feedback. According Job Demands-Resources Model, having enough resources to handle job demands can boost employee engagement.
- **Organisational support:** Workers perceive more prospects for growth and development when they feel supported by their managers and the company, which raises involvement.
- **Social support:** A healthy and stimulating work environment can be fostered by having strong relationships with coworkers, which can generate a sense of belonging as well as security.
- **Work-life balance:** When workers have a good work-life balance, they are able to bring their absolute best to work, which raises engagement levels
- **Individual characteristics:** An employee's tendency for engagement can be influenced by personality factors as confidence, meticulousness, and intrinsic motivation.
- **Employers can take advantage of these elements by putting in place policies and procedures that give workers flexibility, constructive criticism, room for advancement, and a positive work atmosphere.**
- **The Ripple Effect: Effects of Employee Engagement at Work**

Work engagement has important ramifications for both people and companies; it is not just a feel-good statistic. The following are some advantages of high engagement:

- **Better performance and increased output** are the results of engaged workers putting forth more effort, focus, and persistence.
- **Increased originality and creativity:** According to Amabile (1998), motivated staff members are more inclined to think creatively, offer original solutions, and promote an innovative workplace culture.
- **Better customer service:** motivated staff members are more inclined to go above and beyond to deliver exceptional customer service.

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- Decreased absenteeism and turnover: Companies save money because engaged workers are less inclined to skip work or look for other employment
Enhanced well-being of employees: increased job satisfaction, a sense of achievements, and less stress can all result from work engagement.
- An organization's performance, creativity, and good and efficient work environment are all enhanced by engaged personnel.

Evaluating Work Engagement: Feeling the Workforce's Pulse

The level of work engagement can be measured using a number of approved tools. The Utrecht Work Engagement Short Scale (UWES-S) is a well-liked option because it provides a succinct and accurate assessment of the three main aspects of work engagement.

These tools can be used by organizations to evaluate the general level of engagement among their employees and pinpoint areas that require improvement.

JOB SATISFACTION

Job satisfaction employment satisfaction, a core principle in the field of industrial and organisational psychology, refers to an employee's general sense of fulfilment and happiness with their employment. The concept involves an intricate interaction between an individual's subjective understanding of their job and their emotional reaction to that understanding. This section examines the complex subject of job satisfaction, investigating its essential elements, factors that affect it, and the outcomes it has for workers and organisations.

Revealing the various aspects of job satisfaction

Although job satisfaction is commonly regarded as a unified concept, it can be dissected into multiple dimensions that encompass distinct facets of the job experience. Several important dimensions include:

- **Work itself:** This aspect centres on an individual's contentment with the characteristics of their work duties, such as the diversity, complexity, and chance to apply their skills.
- **Pay and benefits:** The amount of money and additional perks that employees receive have a big impact on how satisfied they are with their job. Being adequately remunerated and having a variety of desirable perks can increase satisfaction with work.
- **Promotions and professional growth:** The chances to go forward in one's career and the ability to develop professionally are significant elements in job fulfilment for employees who prioritise advancement in their careers.
- **Work-life balance:** Attaining a harmonious equilibrium between professional obligations and personal life is a crucial factor in determining overall job contentment.
- **Supervision and interpersonal connections:** Establishing strong relationships with colleagues and superiors helps cultivate a supportive and optimistic work atmosphere, hence enhancing satisfaction with work.

Gaining insight into these many aspects enables a more sophisticated comprehension of how employees feel and the elements that impact their overall job happiness.

Analysing the Factors Influencing Job Satisfaction: An intricate mathematical expression

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Satisfaction at work is not a static condition; it is a fluid concept that is impacted by several things. Here are several crucial factors:

Job features such as diversity, autonomy, suggestions, and skill utilisation chances have a positive correlation with job satisfaction, study in 1976.

- **Corporate culture:** An organisational culture that promotes equality, acknowledgment, and employee well-being contributes to satisfaction with work.
- **Work-life balance:** Attaining a harmonious equilibrium between professional obligations and personal life has a substantial impact on the well-being and job contentment of employees.
- **Remuneration and perks:** Employee happiness is significantly influenced by being adequately remunerated and having the ability to utilise desired benefits packages.
- **Traits of an individual's character:** Personality qualities, such as diligence and optimism, can affect how individuals perceive and react to work events, which in turn affects their level of satisfaction with their work.

Organisations can capitalise on these elements by developing strategies that:

- Revamp employment roles to provide increased autonomy, diversity, and complexity.
- Cultivate a constructive and all-encompassing organisational culture.
- Encourage the implementation of strategies that promote a healthy balance between work and personal life, such as offering flexible work arrangements.
- Provide remuneration and benefits packages that are competitive in the market.
- Allocate resources towards enhancing staff development and providing avenues for professional advancement.

By focusing on these specific areas, organisations can establish a work atmosphere that cultivates job satisfaction, resulting in a staff that is more involved and productive

THE INTERPLAY OF JOB SATISFACTION AND ENGAGEMENT

In the field of organisational psychology, two ideas that are closely related to one another and that are considered to be interrelated are job satisfaction and engagement among workers. Why they are important in the field and how they are connected are as follows:

The term "job satisfaction" refers to the degree to which an employee is pleased with their work in general. Considerations such as having a sense of being valued, taking pleasure in what you do, and determining that the task is manageable are included.

Employee engagement is a term that describes the level of commitment and excitement that an employee has for their work. In addition to being content with their jobs, people who are engaged in their work are also proactively invested in the success of the organisation, and prepared to go beyond what is required.

And the Interaction:

Job satisfaction with employee engagement are two separate ideas, despite the fact that there is considerable overlap between the two. On the other hand, there is no denying their connection:

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As a Foundation, Job Satisfaction Is Important: It is commonly believed that a high level of job satisfaction is a necessary condition for employee engagement. It is more likely that employees will be motivated and interested in their work when they have a positive attitude towards their work.

Satisfaction is only the beginning of engagement: There is more to employee engagement than merely having a positive attitude towards one's work. It requires a more profound degree of emotional attachment to the objectives of the organisation as well as a desire to put in additional effort.

An Overview of Organisational Psychology and Its Significance:

There is a subfield of psychology known as organisational psychology that investigates human behaviour within the context of organisations. When it comes to this industry, having a solid understanding of job satisfaction and engagement among workers is essential because:

Research has shown that there is a favourable association amongst employee engagement plus job happiness, which in turn leads to more innovation, improved customer service, and higher levels of productivity.

Increased Employee Satisfaction and Engagement: Employees who are happy and interested in their work are less inclined to leave the organisation, which helps to reduce costly turnover and nurture a stable workforce.

pleasant Work Environment: A high level of job satisfaction as employee engagement lead to a more pleasant and productive work environment, which is beneficial to both the employees and the organisation.

This information is utilised by organisational psychologists in order to:

Designing effective workplaces involves the creation of work environments that encourage job satisfaction by providing possibilities for advancement, recognition, and work that is relevant to the organisation.

They create and carry out ways to improve employee engagement, including straightforward discourse, goal setting, and chances for professional growth. These strategies are implemented in order to increase employee engagement.

Organisations are able to discover areas for development and track achievements over time by using surveys and other ways to assess job satisfaction & employee engagement. This allows organisations to measure and improve.

To sum everything up:

Organisational psychologists are able to assist in the creation of environments that are not only rewarding but also nurture a highly involved workforce, which ultimately leads to a better performing organisation. This is accomplished by recognising the relationship underlying job satisfaction with employee engagement.

METHODOLOGY

Aim: To study the differences in work engagement and job satisfaction of private sector and public sector employees.

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Objectives

- O1: To study the differences in total job satisfaction of private sector and public sector employees.
- O2: To study the differences in vigor of private and public sector employees.
- O3: To study the differences in dedication of private and public sector employees.
- O4: To study the differences in absorption of private and public sector employees.
- O5: To study the differences in total work engagement of private and public sector employees.

Hypothesis

- H1: There will be significant difference in levels of job satisfaction of private sector and public sector employees
- H2: There will be significant difference in vigor of private and public sector employees
- H3: There will be significant difference in dedication of private and public sector employees
- H4: There will be significant difference in absorption of private and public sector employees
- H5: There will be significant difference in total work engagement of private and public sector employees

Tools

- **To assess job satisfaction: JSS (Job Satisfaction Survey):** The Job Satisfaction Survey (JSS) is a well-established questionnaire designed to assess various aspects of an individual's satisfaction with their job, it was initially intended for employees in the human service, public, and non-profit sectors. However, due to its effectiveness, it has been increasingly adopted for broader use across various work environments.
- **To assess levels of work engagement: UWES (Utrecht Work Engagement Scale):** The Utrecht Work Engagement Scale (UWES) is a widely used questionnaire designed to assess an individual's level of work engagement. Developed by Wilmar Schaufeli and colleagues in 2002, it measures a positive, fulfilling state of mind characterized by vigor, dedication, and absorption in one's work.

Variables

- **Independent Variable:** Job Sector (Public sector & Private sector)
- **Dependent Variable:** Job Satisfaction & Employee engagement

Sample

In order to complete the study, data from 105 individuals who fall between the age range of 25 to 50 years old was collected. The approach of purposive sampling was utilized to recruit employees from two distinct groups: public sector (N = 45) and private sector (N = 60) who were working in Delhi NCR.

Data Analysis

The scoring was done on MS excel. Independent sample SPSS Statistic T-test was done to compare job satisfaction and work engagement among private sector employees and public sector employees.

T-Test: There was no discernible difference between workers in the public and private

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sectors according to the findings of the t-test for job satisfaction. This suggests that people in both industries report comparable levels of satisfaction with their jobs on average. It's crucial to remember that this result defies the conclusions of the U test conducted by Mann Whitney, indicating the necessity for additional research and careful evaluation of the best statistical strategy.

Mann Whitney U Test: The Mann Whitney U test revealed a substantial difference in commitment to work (vigor, devotion, absorption) between employees in the public and private sectors, in contrast to the findings of the t-test. In particular, compared to their counterparts in the private sector, employees in the public sector reported a lower degree of work engagement. This result emphasizes how crucial it is to take non-parametric tests into account when examining data which does not adhere to.

RESULT

Table 1

		Mean	Standard Deviation
1	Vigor	23.61	5.93
2	Dedication	19.93	5.92
3	Absorption	24.11	6.27
4	Work engagement	67.67	16.44
5	Job satisfaction	130.28	13.00

The above table represents the descriptive statistics (mean and standard deviation) of all the study variables – Work engagement (Vigor, Dedication, Absorption), Job satisfaction.

Table 2

	Mean	SD	T	Sig. (2-tailed)	Result
Job Satisfaction	130.1	9.71	.1	0.90	NS
Private	4	16.3	2		
Public	130.46	3			

The above table represents the t statistics between private (1) and public (2) on Job satisfaction.

There is no significant difference in the Job satisfaction between the two sample groups.

DISCUSSION

The current conversation offers a strong basis, but let's examine the observed results in more detail and consider possible directions for further research.

Work Engagement Gap

Although engagement-enhancing elements are frequently given priority in private sector positions, the actual situation may be more nuanced. Here are a few more things to think about:

- **Public Sector Motivations:** Employees in the public sector may be motivated by internal elements such as a sense of civic duty or social influence. Examining these internal motivators may reveal different approaches to involvement in the public sphere.
- **Workplace Culture Differences:** Contrasting to the private sector, for example, which places more emphasis on individual achievement, the public sector may place more

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emphasis on teamwork and service delivery. This could result in a different kind of engagement.

- **Job Specificity:** Within each sector, involvement levels may vary depending on the nature of the job. For example, compared to regular administrative chores, highly specialised employment in both sectors may have more intrinsic involvement opportunities.

Job Satisfaction Parallels: It's interesting that there isn't a discernible difference in job satisfaction. Here are a few more options that could be considered:

- **Trade-offs unique to the public sector:** Workers in this sector may place a larger priority on work-life balance and job security than on pay increases and performance-based incentives, which could result in a similar level of overall satisfaction despite lesser involvement.
- **Internal versus. External Satisfaction:** It's possible that the employed metric recorded general job satisfaction but failed to distinguish between internal satisfaction, which comes from the work itself, and external contentment, which comes from the work environment (such as benefits).
- **Social Comparisons:** Workers in the public sector may make more comparisons to their peers in the same field, which could result in a feeling of relative pleasure even though their absolute engagement levels are lower than those in the private sector.

Limitations

Although this research provides insightful information, it's crucial to take into account various limitations:

- **Sample: Size:** A small amount of data may not fully reflect the total number of workers in the public and private sectors.
- **Selection:** Bias may have been introduced by the method used to select participants (e.g., volunteers, at random, from particular organizations). It might not accurately represent the variety of occupations found in each industry.
- **Gathering of Data:** Self-reported information Participants' subjective assessments of their level of engagement and pleasure at work may be impacted by their present mood or past experiences.
- **External factors:** The research does not take into consideration variables like individual personalities, the state of the economy, or particular organizational cultures inside each sector that could affect the results.
- **Analysis:** Two distinct assessments were employed in the study to measure job satisfaction and the aspects of work engagement (vigor, devotion, and absorption). Further links between these parameters might become apparent after a more comprehensive investigation.
- These drawbacks emphasize the necessity of more extensive, more varied sample sizes in future studies, as well as the possibility of combining self-reported data with objective measurements.

CONCLUSION

Our study examined job satisfaction and work engagement among private and public sector employees. The results unveiled some intriguing patterns.

Firstly, there was no significant difference in overall job satisfaction between the two sectors. This finding suggests that both private and public sector jobs might be fulfilling

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basic needs like financial security and offering factors that contribute to similar levels of overall satisfaction with one's employment situation. This could be due to factors like comparable salary ranges, benefits packages, or job security offered by both sectors.

However, a clear distinction emerged regarding work engagement. Private sector employees reported significantly higher levels of vigor, dedication, and absorption in their work compared to their public sector counterparts. This disparity could be attributed to several factors often emphasized within private companies. These factors might include job design practices that prioritize greater autonomy, allowing employees more control over their tasks. Additionally, private companies might offer jobs with increased skill variety, potentially leading to a sense of challenge and growth. Finally, performance-based rewards that link an employee's effort directly to recognition or compensation could be more prevalent in the private sector, fostering a stronger dedication to achieving organizational goals and a higher level of engagement.

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Conflict of Interest

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