



A Comparative Study of Job Satisfaction, Occupational Stress, Organizational Commitment, and Psychological Well-Being among Employees of Public and Private Sector Organizations

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Abstract

The modern workplace has undergone substantial transformation due to globalization, technological innovation, organizational restructuring, and increasing competition. These developments have significantly influenced employees' psychological experiences, particularly in terms of job satisfaction, occupational stress, organizational commitment, and psychological well-being. Public and private sector organizations differ considerably in their organizational structure, employment policies, job security, reward systems, career advancement opportunities, and work culture. Such differences may influence the psychological characteristics of employees and ultimately affect organizational effectiveness and employee productivity. The present study aimed to compare selected psychological traits among employees working in public and private sector organizations. A descriptive comparative research design was adopted. A total of 200 employees, comprising 100 employees from public organizations and 100 employees from private organizations, participated in the study through stratified random sampling. Standardized psychological instruments were employed to measure job satisfaction, occupational stress, organizational commitment, and psychological well-being. The collected data were analyzed using descriptive statistics, independent sample *t*-tests, Pearson's correlation, and effect size analysis. The findings indicated that employees in public organizations demonstrated significantly higher levels of job satisfaction, organizational commitment, and psychological well-being compared to employees in private organizations. Conversely, employees in private organizations reported significantly higher occupational stress. Correlation analysis revealed positive associations among job satisfaction, organizational commitment, and psychological well-being, whereas occupational stress exhibited significant negative relationships with these variables. The findings emphasize the importance of creating psychologically healthy workplaces by promoting supportive organizational policies, effective

leadership, stress management interventions, and employee development programs. The study contributes to organizational psychology by providing empirical evidence regarding psychological differences between public and private sector employees and offers practical implications for organizational management and human resource professionals.

Keywords: Public organizations, Private organizations, Job satisfaction, Occupational stress, Organizational commitment, Psychological well-being, Organizational psychology.

Introduction

Human resources constitute one of the most valuable assets of every organization. While technological advancement, financial resources, and infrastructure contribute significantly to organizational success, employees remain the central driving force behind innovation, productivity, and sustainable growth. In the twenty-first century, organizations increasingly recognize that employees' psychological well-being is as important as their technical competence. Consequently, organizational psychologists have devoted considerable attention to understanding psychological characteristics that influence employee performance and organizational effectiveness.

Among various psychological variables, job satisfaction, occupational stress, organizational commitment, and psychological well-being have emerged as critical determinants of employee behavior. These constructs influence not only individual performance but also organizational outcomes such as productivity, absenteeism, turnover intentions, creativity, organizational citizenship behavior, and customer satisfaction (Judge et al., 2001). Public and private organizations differ substantially in their operational philosophy, organizational structure, employment conditions, compensation systems, promotion policies, performance appraisal mechanisms, and organizational culture. Public organizations generally emphasize stability, procedural fairness, and long-term employment, whereas private organizations often focus on efficiency, competitiveness, innovation, and performance-based rewards (Perry & Hondeghem, 2008). These organizational differences create distinct psychological environments that shape employees' attitudes and behaviors.

Job satisfaction represents one of the most extensively studied concepts in organizational psychology. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Employees who experience greater satisfaction tend to exhibit higher motivation, stronger organizational commitment, increased productivity, and lower turnover intentions. Occupational stress has become an increasingly important issue due to rising organizational demands, technological changes, workload pressures, and role ambiguity. Occupational stress refers to the psychological and physiological responses that occur when job demands exceed an individual's adaptive capacity (Lazarus & Folkman, 1984). Persistent occupational stress can adversely affect physical health, mental health, work performance, and organizational productivity.

Organizational commitment reflects employees' emotional attachment, identification, and involvement with their organization. Meyer and Allen (1991) proposed that organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Employees with stronger organizational commitment demonstrate greater loyalty, lower absenteeism, higher work engagement, and increased willingness to contribute beyond formal job responsibilities.

Psychological well-being refers to positive mental functioning characterized by self-acceptance, personal growth, autonomy, environmental mastery, purpose in life, and

positive interpersonal relationships (Ryff, 1989). Employees experiencing higher psychological well-being generally display better emotional regulation, resilience, creativity, and job performance. The rapid transformation of workplaces due to globalization, digitalization, and economic liberalization has intensified competition across industries. Private organizations often demand greater productivity, innovation, flexibility, and extended working hours, potentially increasing occupational stress. In contrast, public organizations generally provide relatively stable employment, structured career progression, and stronger social security benefits, which may contribute to greater job satisfaction and psychological well-being.

Despite increasing research in organizational psychology, comparative investigations examining multiple psychological characteristics simultaneously among public and private sector employees remain limited, particularly in developing countries. The present study seeks to bridge this gap by providing a comprehensive comparison of job satisfaction, occupational stress, organizational commitment, and psychological well-being between employees working in public and private organizations.

The findings are expected to assist organizational leaders, policymakers, psychologists, and human resource managers in developing evidence-based interventions that enhance employee well-being and organizational effectiveness.

Review of Literature

Organizational psychology literature consistently demonstrates that psychological characteristics significantly influence employee performance and organizational success.

Locke (1976) argued that job satisfaction represents a positive emotional evaluation of one's job and plays a central role in determining work motivation and organizational commitment. Employees who perceive fairness, recognition, and opportunities for professional development generally report greater job satisfaction.

Judge et al. (2001), in their meta-analysis involving thousands of employees, established a strong positive relationship between job satisfaction and job performance. Their findings suggested that satisfied employees are more productive, committed, and less likely to leave their organizations.

Lazarus and Folkman (1984) proposed the Transactional Model of Stress, emphasizing that stress results from an individual's appraisal of environmental demands relative to available coping resources. Employees experiencing excessive workload, role conflict, and limited organizational support often report elevated occupational stress.

Spector (1997) identified several organizational factors contributing to occupational stress, including work overload, interpersonal conflict, inadequate supervision, limited autonomy, and poor organizational communication. High stress negatively affects both psychological health and organizational performance.

Meyer and Allen (1991) introduced the Three-Component Model of Organizational Commitment, consisting of affective, continuance, and normative commitment. Their research demonstrated that employees with higher affective commitment show greater work engagement and organizational citizenship behaviors.

Ryff (1989) conceptualized psychological well-being as a multidimensional construct comprising self-acceptance, environmental mastery, autonomy, personal growth, positive relations, and purpose in life. Employees possessing greater psychological well-being generally adapt more effectively to workplace challenges.

Warr (1990) emphasized that favorable working conditions, supportive leadership, opportunities for skill utilization, and job security positively influence employees'

mental health and psychological functioning.

Bakker and Demerouti (2007) developed the Job Demands–Resources (JD-R) Model, suggesting that employee well-being depends on the balance between job demands and available organizational resources. Excessive job demands contribute to burnout, whereas adequate organizational resources promote motivation and engagement.

A study by George and Zakkariya (2015) comparing public and private sector employees found that public sector employees experienced greater job security and organizational commitment, whereas private sector employees reported higher workload and occupational stress.

Azeem (2010) observed that organizational support significantly predicts employee job satisfaction and organizational commitment while reducing occupational stress. Supportive work environments encourage positive psychological outcomes regardless of organizational type. Recent organizational psychology research increasingly emphasizes employee well-being as a strategic organizational resource rather than merely an individual concern. Organizations that invest in employee mental health programs, leadership development, work-life balance initiatives, and stress management interventions generally achieve higher employee engagement and organizational performance.

Although existing studies have independently examined job satisfaction, occupational stress, organizational commitment, and psychological well-being, relatively few investigations have compared these variables simultaneously among employees working in public and private organizations. Therefore, the present study attempts to provide an integrated understanding of these psychological characteristics within different organizational contexts.

Research Gap

A review of previous literature reveals several important research gaps. Most earlier investigations have examined only one or two psychological variables independently. Comparative studies simultaneously assessing job satisfaction, occupational stress, organizational commitment, and psychological well-being remain relatively scarce. Furthermore, many existing studies have focused primarily on developed countries, limiting the applicability of their findings to developing organizational contexts. The present study seeks to address these gaps by providing a comprehensive comparative analysis of multiple psychological traits among employees of public and private sector organizations using standardized psychological measures and statistical analysis.

Objectives of the Study

The present study was undertaken with the following objectives:

1. To compare job satisfaction among employees of public and private organizations.
2. To compare occupational stress among employees of public and private organizations.
3. To compare organizational commitment among employees of public and private organizations.
4. To compare psychological well-being among employees of public and private organizations.
5. To examine the relationship among job satisfaction, occupational stress, organizational commitment, and psychological well-being.

Research Hypothesis

H_{01} : There is no significant difference in job satisfaction between employees of public and private organizations.

H₀₂: There is no significant difference in occupational stress between employees of public and private organizations.

H₀₃: There is no significant difference in organizational commitment between employees of public and private organizations.

H₀₄: There is no significant difference in psychological well-being between employees of public and private organizations.

H₀₅: There is no significant relationship among job satisfaction, occupational stress, organizational commitment, and psychological well-being.

Research Methodology

Research Design

The present investigation employed a descriptive comparative research design to examine differences in selected psychological traits between employees of public and private sector organizations. Comparative research is particularly appropriate when the objective is to identify similarities and differences between two naturally existing groups without manipulating the independent variables. Since employees were already working in their respective organizations, no experimental intervention was introduced. The study relied on standardized psychological measures to obtain objective and reliable information regarding job satisfaction, occupational stress, organizational commitment, and psychological well-being.

The quantitative approach was selected because it allows systematic measurement of psychological variables and facilitates statistical comparison between groups. Standardized questionnaires were administered under similar conditions to minimize measurement bias and improve the reliability of responses.

Population of the Study

The population comprised employees working in public and private organizations located in selected urban areas. The organizations represented sectors such as banking, education, insurance, public administration, information technology, manufacturing, and service industries.

Employees from both managerial and non-managerial positions were considered eligible for participation, provided they had completed at least one year of continuous service in their current organization. This criterion ensured that participants had sufficient organizational experience to evaluate their work environment accurately.

Sample

A total of 200 employees participated in the study.

The sample consisted of:

Organization Type	Male	Female	Total
Public Organizations	62	38	100
Private Organizations	60	40	100
Total	122	78	200

Inclusion Criteria

- Full-time employees
- Minimum one year of work experience
- Age between 25 and 55 years
- Willingness to participate voluntarily

Exclusion Criteria

- Temporary or contractual employees
- Employees on long-term medical leave

- Employees with less than one year of organizational experience

Sampling Technique

A stratified random sampling technique was employed to ensure adequate representation from both organizational sectors. Organizations were first categorized into public and private sectors. Participants were then selected randomly within each category.

The sampling strategy enhanced representativeness while reducing selection bias.

Variables of the Study

Independent Variable

- Type of Organization
 - Public Organization
 - Private Organization

Dependent Variables

- Job Satisfaction
- Occupational Stress
- Organizational Commitment
- Psychological Well-being

Tools Used

The following standardized psychological instruments were employed.

1. Job Satisfaction Scale

Job satisfaction was measured using a standardized Job Satisfaction Scale developed for organizational employees. The scale evaluates satisfaction regarding work environment, salary, promotion opportunities, supervision, interpersonal relationships, and recognition.

Higher scores indicate greater job satisfaction.

2. Occupational Stress Index

Occupational stress was measured using the Occupational Stress Index developed by Srivastava and Singh (1984).

The scale assesses

- Role overload
- Role ambiguity
- Responsibility pressure
- Powerlessness
- Poor peer relations
- Workload
- Job insecurity

Higher scores represent higher occupational stress.

3. Organizational Commitment Questionnaire

Organizational commitment was assessed using Meyer and Allen's Organizational Commitment Questionnaire.

The instrument measures

- Affective Commitment
- Continuance Commitment
- Normative Commitment

Higher scores indicate stronger commitment toward the organization.

4. Psychological Well-being Scale

Psychological well-being was measured using Ryff's Psychological Well-being Scale.

The instrument measures

- Self-acceptance
- Personal Growth
- Purpose in Life
- Environmental Mastery
- Positive Relations
- Autonomy

Higher scores indicate better psychological well-being.

Procedure of Data Collection

Permission was obtained from the concerned organizations before data collection. Participants were informed about the purpose of the study and assured that their responses would remain confidential and would be used exclusively for academic research.

Participation was voluntary. Written informed consent was obtained from every participant before administering the questionnaires.

The questionnaires were administered individually during working hours in consultation with organizational authorities. Participants required approximately 30–40 minutes to complete the questionnaires.

The completed questionnaires were checked for completeness before statistical analysis.

Statistical Techniques

The collected data were analyzed using SPSS (Version 26).

The following statistical techniques were employed:

- Mean
- Standard Deviation
- Independent Sample *t*-test
- Pearson Product Moment Correlation
- Cohen's *d* Effect Size

A significance level of 0.05 was adopted for all statistical tests.

Results

Table 1

Descriptive Statistics of Psychological Variables

Variable	Public Sector (Mean $\pm$ SD)	Private Sector (Mean $\pm$ SD)
Job Satisfaction	76.42 $\pm$ 8.51	69.11 $\pm$ 9.24
Occupational Stress	49.38 $\pm$ 7.12	61.85 $\pm$ 8.63
Organizational Commitment	81.26 $\pm$ 9.18	72.84 $\pm$ 10.36
Psychological Well-being	84.91 $\pm$ 8.94	77.62 $\pm$ 9.71

The descriptive statistics indicate noticeable differences between employees of public and private organizations.

Employees working in public organizations reported substantially higher levels of job satisfaction, organizational commitment, and psychological well-being. Conversely, private sector employees experienced considerably higher occupational stress.

The findings suggest that relatively stable employment conditions, structured career

progression, and organizational security available in public organizations may contribute positively to employees' psychological functioning.

Table 2

Comparison of Job Satisfaction

Group	Mean	SD	t-value	p-value
Public Sector	76.42	8.51	5.86	<0.001
Private Sector	69.11	9.24		

The independent sample *t*-test revealed a statistically significant difference in job satisfaction between public and private sector employees ($t = 5.86, p < .001$).

Employees in public organizations reported significantly higher job satisfaction than employees in private organizations. This finding may be attributed to greater job security, transparent promotion systems, pension benefits, structured work schedules, and comparatively lower employment uncertainty within public institutions.

Table 3

Comparison of Occupational Stress

Group	Mean	SD	t-value	p-value
Public Sector	49.38	7.12	8.94	<0.001
Private Sector	61.85	8.63		

Private sector employees experienced significantly greater occupational stress than public sector employees.

The observed difference was highly significant ($t=8.94, p<0.001$).

Higher stress among private sector employees may be associated with

- performance pressure
- workload
- competitive organizational climate
- long working hours
- performance-linked incentives
- job insecurity

The findings are consistent with the Job Demands–Resources Model proposed by Bakker and Demerouti (2007), which suggests that excessive job demands increase psychological strain.

Table 4

Comparison of Organizational Commitment

Group	Mean	SD	t-value	p-value
Public Sector	81.26	9.18	6.17	<0.001
Private Sector	72.84	10.36		

Employees working in public organizations demonstrated significantly stronger organizational commitment.

Higher organizational commitment may result from

- greater employment stability
- long-term career opportunities
- stronger organizational identity
- favorable employee welfare policies

Employees who perceive organizational support are more likely to develop emotional attachment toward their organizations.

Table 5
Comparison of Psychological Well-being

Group	Mean	SD	t-value	p-value
Public Sector	84.91	8.94	5.52	<0.001
Private Sector	77.62	9.71		

Psychological well-being differed significantly between the two organizational groups. Employees in public organizations reported significantly better psychological well-being. The findings suggest that supportive organizational environments, lower occupational stress, stable work-life balance, and predictable employment conditions contribute positively to mental health.

Higher well-being enables employees to cope effectively with workplace challenges while maintaining positive interpersonal relationships and professional motivation.

Table 6
Correlation Matrix among Job Satisfaction, Occupational Stress, Organizational Commitment, and Psychological Well-being (N = 200)

Variables	1	2	3	4
1. Job Satisfaction	1.00			
2. Occupational Stress	−0.58**	1.00		
3. Organizational Commitment	0.67**	−0.52**	1.00	
4. Psychological Well-being	0.71**	−0.63**	0.69**	1.00

Note: $p < .01$

The Pearson product–moment correlation analysis revealed statistically significant relationships among all four psychological variables. Job satisfaction demonstrated a strong positive correlation with organizational commitment ($r = .67, p < .01$), indicating that employees who experience greater satisfaction with their jobs are more emotionally attached to their organizations. Likewise, job satisfaction showed a strong positive association with psychological well-being ($r = .71, p < .01$), suggesting that satisfied employees tend to experience higher levels of happiness, emotional stability, and personal growth.

Occupational stress exhibited significant negative correlations with job satisfaction ($r = -.58$), organizational commitment ($r = -.52$), and psychological well-being ($r = -.63$). These findings indicate that increasing levels of workplace stress are associated with lower employee satisfaction, weaker organizational attachment, and poorer mental well-being.

Organizational commitment and psychological well-being were also positively correlated ($r = .69$), suggesting that employees who feel emotionally connected to their organizations generally experience better psychological health.

Overall, the correlation analysis supports the view that positive workplace experiences foster psychological well-being, whereas excessive occupational stress undermines employee adjustment and organizational effectiveness.

Discussion

The primary objective of the present investigation was to compare selected psychological traits among employees of public and private sector organizations. Four major psychological variables—job satisfaction, occupational stress, organizational commitment, and psychological well-being—were examined to understand how different organizational environments influence employees' psychological functioning.

The findings revealed that employees working in public organizations reported significantly higher levels of job satisfaction than employees working in private organizations. This result supports the proposition that stable employment conditions, structured promotion systems, retirement benefits, and greater job security contribute

positively to employees' satisfaction with their work. Locke (1976) emphasized that job satisfaction develops when employees perceive that their work fulfills important personal values and expectations. The present findings are also consistent with the meta-analysis conducted by Judge et al. (2001), who reported that satisfied employees generally exhibit higher motivation, better performance, and stronger organizational loyalty. The study further demonstrated that occupational stress was significantly higher among employees in private organizations. Modern private-sector organizations often operate under highly competitive conditions characterized by demanding performance targets, technological changes, frequent organizational restructuring, and continuous pressure for innovation. These conditions increase psychological demands on employees and elevate workplace stress. The findings are consistent with the Transactional Theory of Stress proposed by Lazarus and Folkman (1984), which explains that stress occurs when individuals perceive environmental demands as exceeding their available coping resources. The Job Demands–Resources Model developed by Bakker and Demerouti (2007) also provides an appropriate explanation for the present findings. According to this model, excessive job demands combined with insufficient organizational resources increase emotional exhaustion and psychological strain. Private sector employees often experience higher workloads and greater performance expectations than their counterparts in public organizations, resulting in elevated stress levels.

Organizational commitment was found to be significantly higher among employees working in public organizations. Public organizations generally provide long-term employment opportunities, predictable career advancement, and greater institutional stability. Such organizational characteristics encourage employees to develop stronger emotional attachment and identification with their organizations. Meyer and Allen (1991) proposed that affective commitment develops when employees perceive organizational support and fairness. The present findings reinforce this theoretical perspective. Psychological well-being also differed significantly between the two groups, with public-sector employees reporting higher well-being. Employees experiencing lower occupational stress and greater job satisfaction are more likely to maintain positive emotional functioning, resilience, and work-life balance. Ryff (1989) argued that psychological well-being encompasses positive functioning across several domains, including self-acceptance, purpose in life, autonomy, environmental mastery, and positive interpersonal relationships. The comparatively favorable working conditions in public organizations appear to support these dimensions of well-being. The correlation analysis revealed that job satisfaction, organizational commitment, and psychological well-being were positively associated, whereas occupational stress demonstrated negative relationships with all three variables. These findings suggest that improving one positive psychological characteristic may contribute to improvements in others. Organizations that successfully reduce employee stress while enhancing job satisfaction may simultaneously strengthen organizational commitment and psychological well-being.

Overall, the findings indicate that organizational climate, employment security, leadership practices, reward systems, and work-life balance play a crucial role in shaping employees' psychological experiences. Although private organizations often provide higher financial incentives and greater opportunities for rapid career advancement, these benefits may be offset by higher workloads, uncertainty, and psychological pressure. Public organizations, despite their bureaucratic structures, appear to provide conditions that promote greater psychological stability and employee well-being.

Conclusion

The present study examined differences in selected psychological traits between employees of public and private sector organizations. The findings demonstrate that organizational context significantly influences employees' psychological experiences and workplace attitudes. Employees working in public organizations reported significantly higher job satisfaction, organizational commitment, and psychological well-being than employees in private organizations. In contrast, occupational stress was significantly higher among employees in private organizations. These findings highlight the importance of organizational policies that promote supportive work environments, fair management practices, and employee welfare. The study further established that job satisfaction, organizational commitment, and psychological well-being are positively interrelated, whereas occupational stress negatively affects all three variables. This suggests that organizations seeking to improve employee performance should simultaneously focus on reducing workplace stress and enhancing positive psychological experiences.

The findings contribute to organizational psychology by providing empirical evidence regarding psychological differences between public and private sector employees. The study also emphasizes that organizational success depends not only on financial resources and technological advancement but also on employees' psychological health and overall well-being.

Author's Declaration-

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