

A Comparative Analysis of Job Satisfaction and Gender Disparities on Job Performance in Public and Private Organizations of India

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Abstract

This study investigates job satisfaction and gender disparities in job performance within public and private organizations in India, emphasizing the intricate relationships among job satisfaction, motivation, and job performance. Findings from various studies were synthesized through a thorough literature review, revealing that gender differences in job satisfaction are generally minimal, yet significant disparities in job performance persist, often favouring male employees. Key factors influencing job satisfaction across both sectors include workplace relationships, burnout, and organizational commitment. The analysis highlights that private sector employees exhibit higher work engagement levels than their public sector counterparts, driven by factors such as greater autonomy, performance-based rewards, and dynamic work environments. However, job satisfaction levels remain relatively consistent across sectors, suggesting that supportive relationships and a sense of purpose significantly contribute to employee fulfilment. Emphasis is placed on the critical need to foster positive workplace relationships, manage burnout, and promote a culture of innovation to enhance both employee satisfaction and performance. It advocates for multifaceted strategies to address gender disparities, including policies promoting work-life balance, equal pay, and diversity in leadership to tackle systemic inequalities. Further research is recommended, particularly longitudinal studies, to explore the evolving dynamics of job satisfaction in diverse cultural and industrial contexts, offering deeper insights into employee well-being over time. The novelty of this study lies in its comparative sectoral analysis of public and private organizations, while simultaneously examining gender-based disparities and assessing the mediating role of job satisfaction in job performance outcomes, linking these to structural factors like organizational culture and performance systems.

Keywords: Burnout, Gender Disparities, Job Performance, Job Satisfaction, Organizational Commitment, Work Engagement.

Introduction

In today's fast-developing, dynamic, and competitive work environment, the correlation among work, motivation, job performance, and job satisfaction are deemed crucial for both organizations and employees. The following interconnected key elements were identified as significantly influencing individual productivity and organization success (1, 2). **Job:** Tasks and responsibilities undertaken in professional roles are referred to, encompassing a wide range of activities, from routine tasks to complex problem-solving scenarios, shaped by organizational culture, job design, and management practices performed during the fulfilment of organizational goals. **Motivation:** The driving force behind individuals' actions and behaviours in the workplace is represented, which may be intrinsic, stemming from personal satisfaction and a sense of

achievement, or extrinsic, driven by external rewards such as salary, promotions, and recognition. Understanding what motivates employees is considered essential for fostering a productive work environment and enhancing overall job performance. **Job Performance:** The effectiveness with which job responsibilities are fulfilled is measured, influenced by factors including motivation, skills, work environment, and organizational support. High job performance is often linked to increased productivity, better quality of work, and improved organizational outcomes. **Job Satisfaction:** An employee's overall contentment with their job is reflected, encompassing a positive emotional response when expectations are fulfilled in the workplace. Aspects such as the nature of the work, relationships with

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colleagues, compensation, and opportunities for growth are included. High levels of job satisfaction are associated with lower turnover rates, reduced absenteeism, and enhanced employee engagement. **Gender Disparities:** Differences in workplace outcomes, such as satisfaction and performance, between men and women are distinguished attributed to organizational and societal factors. **Organizational Commitment:** The degree to which a worker identifies with and participates in an organization is referred to. These components exhibit intricate and varied relationships with one another. Satisfied employees are more likely to be motivated and perform better, while motivated employees are more likely to perform well and feel satisfied with their jobs. Conversely, a lack of motivation can result in subpar work output and dissatisfaction, initiating a vicious cycle that can harm both the individual and the organization. These elements are explored in depth, examining their definitions, connections, and effects on organizations and employees. Theoretical frameworks such as Social Role Theory and Equity Theory are applied to examine these interconnections. Strategies to boost motivation, enhance job performance, and promote job satisfaction are suggested to be adopted by organizations, ultimately resulting in a more engaged and effective workforce.

Based on these elements, recent studies in the Indian context have been examined to highlight gender and sectoral variations. Job satisfaction levels among male and female university teachers at private institutions in Dehradun and Uttarakhand are compared, with measurement and comparison conducted during the investigation. Lower job satisfaction was predicted for female university instructors compared to their male counterparts. The Teachers' Job Satisfaction Questionnaire (TJSQ) was filled out by 50 male and 50 female participants, making up the sample. Higher mean levels of job satisfaction were reported by male teachers compared to female teachers, according to data analysis using independent sample t-tests and descriptive statistics, though this difference was not statistically significant, suggesting that gender differences in satisfaction might not reflect meaningful divergence in this context (3). The association between job satisfaction, relationship satisfaction, burnout, and passion for achievement

among full-time employees in India is explored. A sample of 156 employees (104 males and 52 females) was used, with standardized instruments including the Job Satisfaction Scale, Burns Relationship Satisfaction Scale, Maslach Burnout Inventory, and Passion Scale. Correlations among variables were assessed through statistical analysis. A significant positive correlation between job satisfaction and relationship satisfaction ($r = 0.327, p < 0.01$) and between job satisfaction and passion for achievement ($r = 0.181, p < 0.05$) was found, while burnout negatively correlated with job satisfaction ($r = -0.444, p < 0.01$), indicating that higher burnout levels reduce satisfaction. Supportive workplace relationships and strategies to manage burnout are emphasized as beneficial for employee well-being and job fulfilment (4). Disparities in work engagement and job satisfaction among 105 employees (aged 25–50) from public and private sectors in the Delhi National Capital Region are examined through purposive sampling. Aspects of work engagement, including vigor, dedication, and absorption, were analyzed. Noticeably higher levels in each of these areas were exhibited by private sector workers compared to public sector workers, likely due to elements such as autonomy and performance-based rewards common in the private sector. However, comparable job satisfaction levels were observed in both sectors, indicating that other aspects of jobs offer fulfilment for public sector employees. Employee engagement tactics are suggested to be improved by public sector organizations, considering various elements influencing job satisfaction across industries (5). The relationship between gender, organizational commitment, and job satisfaction among 28 managers (14 men and 14 women) is investigated. Spearman correlations and Mann-Whitney U tests were used with the Job Satisfaction Survey (JSS) and Organizational Commitment Scale (OCS). Significantly higher normative organizational commitment was reported by male employees, reflecting stronger feelings of obligation toward the organization, but no significant gender differences in overall job satisfaction were found. A positive correlation between job satisfaction and organizational commitment was identified, reinforcing their interdependence. Gender dynamics at managerial levels are highlighted, supporting targeted HR practices to improve

workplace commitment and satisfaction (6). Self-reported data from 100 employees aged 25–50 from various sectors is gathered to understand the interplay between job satisfaction, work motivation, and overall personal well-being. Standardized scales, including the Job Satisfaction Scale, Work Motivation Scale, and World Health Organization Quality of Life-BREF (WHOQOL-BREF) questionnaire, were used. Robust positive correlations among the three variables were found, underscoring that greater job satisfaction and motivation are strongly associated with higher reported quality of life, emphasizing the holistic benefits of workplace satisfaction on general life domains (7). The interaction of role conflict with organizational commitment and job satisfaction, and whether gender differences exist in these relationships, is examined among 140 corporate employees (70 males, 70 females). Convenience sampling was used with standardized questionnaires, including the Shortened Organizational Commitment Questionnaire, Role Conflict Questionnaire, and Generic Job Satisfaction Scale. Spearman correlations and Mann-Whitney U tests were applied. No statistically significant gender differences were found for role conflict, organizational commitment, or job satisfaction. No meaningful correlation emerged between role conflict and either job satisfaction or organizational commitment, though a positive correlation between organizational commitment and job satisfaction was confirmed. Sampling bias, modest sample size, and reliance on self-reports are noted as limitations, yet the importance of organizational commitment for satisfaction, regardless of gender or role conflict, is highlighted (8). Job performance and satisfaction along gender lines, considering emotional intelligence factors, are explored among 120 government employees (equal male and female representation) from diverse institutions, including post offices and municipal offices. Data were collected through the Job Performance Questionnaire and Job Satisfaction Scale, both demonstrating high reliability. Ages ranged from 21 to 46 years. Significant outperformance by males compared to females in job performance (mean = 58.60 vs. 49.78) and higher job satisfaction (mean = 132.40 vs. 124.69) were revealed, with t-test results supporting the statistical significance of these differences,

indicating gender's impactful role in performance and satisfaction outcomes within government roles (9). The contribution of innovation competencies and willingness to embrace organizational change to job satisfaction is evaluated among 400 professionals in the IT and creative sectors. Instruments included the Short Index of Job Satisfaction, Openness towards Organizational Change (OTOC) Scale, and Innovation Competencies Development and Assessment (ICDA) tool. Regression analysis, Spearman's correlation, and independent sample tests were used. Significant influence of innovation and openness to change on job satisfaction was confirmed, with demographic variables moderating these effects, suggesting tailored management approaches based on employee characteristics (10). The determinants of job satisfaction in assistant professors, focusing on the roles of work motivation and self-esteem, are examined. Approximately 57.6% of the variance in job satisfaction was accounted for by these variables ($F = 102.58$, $df = 2,151$; $p < 0.001$), highlighting the importance of fostering motivation and self-esteem in academic staff to enhance job satisfaction (11). The influence of self-esteem and work motivation on job satisfaction among newly appointed assistant professors in Chhattisgarh is explored. Data were gathered from 154 participants during a government-organized orientation program using the Job Satisfaction Questionnaire, Work Motivation Scale, and Rosenberg Self-Esteem Scale. Moderate work motivation (mean = 27.01), high self-esteem (mean = 69.27), and high job satisfaction (mean = 76.38) were indicated by descriptive statistics. Significant positive relationships among self-esteem, motivation, and satisfaction were confirmed through Pearson's correlation and multiple regression analysis (12). The overlap of gender, social class, and race in producing systemic inequalities within workplace settings, affecting job satisfaction and employee performance, is investigated. Entrenched organizational structures are emphasized as perpetuating such disparities, impacting equitable experiences and outcomes across employee groups (13). A three-component model of organizational commitment, comprising affective, continuance, and normative commitment, is discussed to illustrate how each dimension influences job satisfaction and

employee turnover intentions. Fostering affective commitment, where employees emotionally attach to the organization, is suggested to improve satisfaction levels and reduce turnover (14). Talent management strategies to boost employee retention in Indian IT-enabled services (ITES) firms are focused on, highlighting the close association between job satisfaction and engagement initiatives. Effective talent management practices are identified as key drivers for sustaining satisfaction, thus enhancing retention (15). Job satisfaction among bank employees based on gender is investigated, revealing that higher satisfaction levels are reported by males, though these differences were not statistically significant. Factors beyond gender are suggested to influence job satisfaction, pointing to the need for further research to identify those variables (16, 17). Job satisfaction among public and private bank employees in Punjab is compared, finding that company culture and management style significantly impact employee satisfaction. Organizational interventions aimed at improving satisfaction and performances are suggested to be informed by such insights (18). The critical role of positive organizational behaviour, encompassing psychological capital elements such as hope, efficacy, resilience, and optimism, in boosting job satisfaction and employee performance is highlighted (19). The influence of varying commitment types on job satisfaction and employee retention is described; emphasizing that affective commitment leads to better satisfaction and reduces turnover intentions (20). Gender differences in job satisfaction within the banking sector are explored, revealing that higher satisfaction is reported by males, though the differences are not statistically significant (21). The importance of motivation and organizational support as determinants of job satisfaction is revealed, suggesting that supportive environments encouraging employee motivation should be provided by workplaces (22). Recent studies indicate that gender disparities in job satisfaction persist in the gig economy, with women facing lower satisfaction due to platform segregation and work-life challenges (23). In the Indian context, women in formal sectors report higher life satisfaction compared to informal, but gender gaps in public-private sectors remain significant (24). Wage differentials between genders in public and

private sectors highlight ongoing discrimination affecting performance and satisfaction (25). Additionally, the impact of flexible work policies on female job satisfaction shows mixed results, with urban areas showing improvement while rural areas lag (26). Emerging research on mental health support in workplaces suggests a positive correlation with job satisfaction, particularly for female employees (27). To synthesize these insights and address gaps in comparative sectoral analysis, the following methodology outlines the systematic review process.

Methodology

This section outlines the systematic approach used for the literature review in this comparative analysis. The comparative analysis of job satisfaction and gender disparities in public and private organizations and their impact on job performance is focused on. **Review Objectives:** The main research objective of the literature review was articulated, such as: "What are the factors influencing job satisfaction across different demographics and sectors?" Job performance in the reviewed studies was measured through self-reported questionnaires, objective such as productivity metrics as detailed in the synthesized findings.

Selection Criteria: Criteria for including studies in the review are established, including relevance to job satisfaction, publication date (e.g., studies published in the last 10 years), type of study (e.g., empirical research, theoretical papers), sample size, and demographics.

Database Search: Academic databases such as Google Scholar, JSTOR, PubMed, PsycINFO, and Scopus are identified and utilized to find relevant studies using specific keywords and phrases such as "job satisfaction," "gender differences," "work engagement," "organizational commitment," and "employee well-being."

Extraction Data: Key information is systematically extracted from each selected study with a focus on theme or objective of the research.

Organize the Data: The extracted data was organized, allowing for easy comparison and analysis of different studies.

Quality Appraisal: The extracted studies were appraised in terms of sampling methods, demographic representation, and statistical approaches, highlighting both strengths and

limitations that may influence the reliability of findings. Though varying sample sizes may affect the generalizability of findings. Small sample sizes or reliance on self-reports are noted as limitations, potentially introducing bias in the investigation of key findings. Across the reviewed studies, sampling approaches varied, with convenience sampling frequently employed for accessibility in corporate and academic settings (e.g., 140 employees) (8). Purposive sampling was used for targeted sectoral representation (e.g., 105 public/private sector employees aged 25–50) (5). Stratified or implied random methods were adopted in other contexts to ensure balanced representation (6, 10). Sample sizes ranged from smaller groups of 28 managers, justified by the focus on managerial levels, to larger cohorts of up to 400 IT and creative professionals, designed to capture broader demographic moderation effects, with choices typically linked to feasibility, representativeness, and statistical power for correlations and t-tests (6, 10). Demographics consistently featured mixed-gender samples, ranging from near balance (50/50) to equal subgroups (70/70), with ages concentrated between 21 and 50 years, reflecting mid-career professionals (3, 8). Tenure was reported less systematically but generally spanned 1–25 years in government and academic roles, while education levels predominantly included graduates and postgraduates in teaching and IT-focused studies (3, 8). Sectoral distribution emphasized public-private comparisons alongside education, corporate, government, banking, and IT/creative domains, highlighting primarily urban Indian contexts such as Delhi NCR and Punjab (3, 5, 8–12, 15, 16, 18, 21, 22).

Factors Influencing Job Satisfaction and Gender Disparities

Factors influencing job satisfaction and gender disparities across different demographics and sectors are explored. The following factors are identified as influencing job satisfaction and gender disparities:

Causal Factors of Job Satisfaction

Factors and their co-factors affecting job satisfaction are depicted in Figure 1.

Organizational Factor

- Promotional Opportunity: Availability and fairness of career advancement.

- Benefits: Non-monetary perks (e.g., health insurance, leave policies).
- Compensation: Salary and financial rewards.
- Policies and Practices: Organizational rules and their impact on gender equity.

Work Environment Factor

- Person's Job Fit: Alignment between employee skills and job requirements.
- Person-Organization Fit: Congruence between employee values and organizational culture.
- Specialization with Peers: Cooperation from experienced colleagues in skills development for newly appointed employees.
- Supervision: Quality and fairness of managerial oversight. Organized, planned, and polite supervision is deemed acceptable.
- Working Conditions: Physical and psychological workplace conditions. A cheerful work environment is noted as preferred by working individuals.

Job-related Factor

- Autonomy: The degree of control over work tasks.
- Skill Variety: The range of skills required in job tasks.
- Job Design: The structure and complexity of job roles.
- Job Role Distribution: Distribution of job roles based on individual skills and expertise.

Individual Factor

- Socio-economic Status: The impact of income and social class on workplace perception.
- Locus of Control: The sense of influence over work outcomes.
- Personality: Traits influencing job satisfaction (e.g., conscientiousness).
- Family Management: Practices and strategies employed by a family to manage resources, relationships, and overall well-being.

Key Factors of Gender Disparities in Organizations

- Gender Pay Gap: Lower pay for women compared to men for the same or comparable work, attributed to discrimination, occupational segregation, and unequal distribution of unpaid care work.
- Occupational Segregation: The likelihood of women working in lower-paying, female-dominated fields.

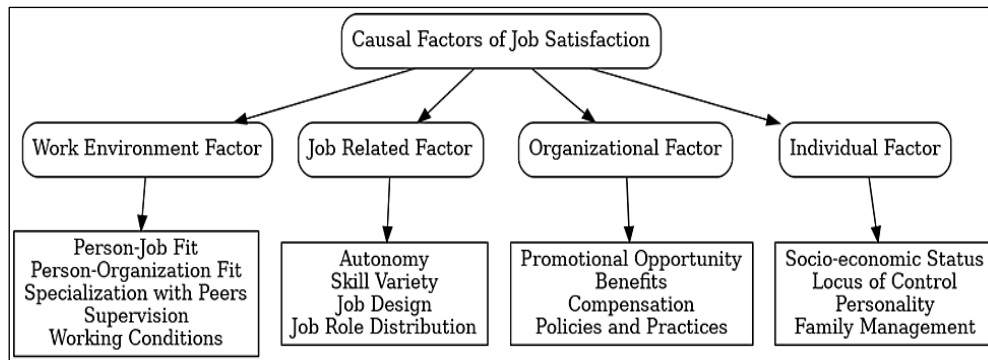


Figure 1: Factors and their Co-factors Affecting Job Satisfaction

- **Under-representation in Leadership:** Underrepresentation of women in leadership and decision-making positions across industries, restricting their influence and career advancement opportunities.
- **Unequal Burden of Care Work:** Disproportionate performance of unpaid care work, such as childcare and housework, by women, limiting their capacity to engage fully in the paid workforce.
- **Hiring and Promotion Discrimination:** Discrimination during hiring and promotion processes, limiting women's career advancement.
- **Sexual Harassment:** Women are more likely than men to experience sexual harassment at work, which makes workplaces hostile and unsafe.
- **Lack of Access to Resources and Opportunities:** It is observed that women have challenges in obtaining the education, skills, and resources required for professional growth.

Selection Criteria

Studies relevant to job satisfaction and gender disparities, published in recent years, and involving empirical research with clear sample sizes and demographics are included.

Cross-Study Patterns and Thematic Summary

A review of the selected studies reveals recurring patterns and themes influencing job satisfaction and gender disparities, which are summarized below:

- **Gender Differences:** Mixed results regarding gender differences in job satisfaction are shown, with some studies indicating higher satisfaction among males, while others find no significant differences.
- **Influencing Factors:** Key factors influencing job satisfaction, including relationship satisfaction, work motivation, burnout, and organizational commitment, are identified.
- **Sector Variability:** Differences in job satisfaction levels, particularly in terms of work engagement, between public and private sectors are noted.
- **Positive Correlations:** Strong positive correlations between job satisfaction and factors such as motivation, quality of life, and relationship satisfaction are highlighted.
- **Burnout Impact:** The negative effect of burnout on job satisfaction is emphasized, underscoring the need for effective management strategies.

Table 1: Comparison of Various Studies and Their Implications Based on Job Satisfaction and Gender Disparities

Authors (Ref. No.)	Focus	Sample Size	Demographics	Key Findings from the Study	Statistical Methods	Implications
Bhayana D (3)	Gender Differences in Job Satisfaction	100	50 Male 50 Female	Males reported higher job satisfaction; the difference was not statistically significant.	Descriptive statistics, independent sample t-test	Gender differences in job satisfaction may not be substantial
Sabharwal A (4)	Correlation with Relationship Satisfaction, Burnout, and Passion	156	104 Male 52 Female	Positive correlation with relationship satisfaction and passion; negative with burnout.	Correlation analysis	Importance of supportive relationships and burnout management
Bhagat R (5)	Work Engagement in Public vs. Private Sectors	105	Mixed Gender	Higher work engagement in the private sector; no	Descriptive statistics	Job satisfaction may stem from different

Author(s)	Topic	Sample Size	Gender	Findings	Methodology	Implications
Madan M (6)	Gender Differences in Organizational Commitment	28	14 Male 14 Female	significant difference in job satisfaction No significant differences in job satisfaction; males showed higher normative commitment	Mann-Whitney U test, Spearman's correlation	factors than work engagement Gender dynamics affect organizational commitment
Sidhu J (7)	Job Satisfaction, Motivation, and Quality of Life	100	Mixed Gender	Strong positive correlations between job satisfaction, motivation, and quality of life No significant gender differences; positive correlation between commitment and satisfaction	Correlation analysis	Enhancing job satisfaction and motivation improves well-being Enhancing organizational commitment could improve job satisfaction
Bhagat R, Khanam A (8)	Role Conflict and Job Satisfaction	140	70 Male 70 Female	Males exhibited higher job performance and satisfaction; significant differences confirmed	Spearman correlation, Mann-Whitney U tests	Gender plays a crucial role in job performance and satisfaction
Shesharao RS (9)	Gender Differences in Job Performance	120	60 Male 60 Female	Innovation and openness to change significantly impact job satisfaction	t-tests	Fostering a culture of innovation can enhance job satisfaction
Sen N, Venkatesh A (10)	Innovation and Openness to Change	400	Mixed Gender	Work motivation and self-esteem significantly influence job satisfaction	Regression analysis, Spearman's correlation	Programs to boost motivation and self-esteem can enhance job satisfaction
Makhija M (11)	Work Motivation and Self-Esteem	154	Mixed Gender	Moderate work motivation, high self-esteem, and high job satisfaction; positive relationships confirmed	Pearson's correlation, multiple regression analysis	Fostering self-esteem and motivation enhances job satisfaction in academic roles
Sharma S (12)	Understanding Factors Affecting Employee Productivity and Job Satisfaction	154	Mixed Gender (Newly Appointed Assistant Professors)		Pearson's correlation, multiple regression analysis	

Results and Discussion

Findings are interpreted through Social Role Theory, Equity Theory, and Herzberg's Two-Factor Theory, providing a robust framework for understanding gender-based outcomes and the mediating dynamics of job satisfaction on performance.

Theoretical Integration

Social Role Theory explains gendered patterns of job performance, suggesting societal expectations shape occupational behaviours, as evidenced by higher male performance and satisfaction in government roles (9, 13). Equity Theory is integrated to highlight how perceived fairness in pay, promotions, and workload distribution significantly affects satisfaction levels across genders, aligning with findings of non-significant but directional gender gaps in banking and teaching sectors (3, 16, 17, 21). Herzberg's Two-Factor Theory is employed to classify motivators (e.g., recognition, autonomy) and hygiene factors (e.g., job security, working conditions), showing that private-sector employees benefit more from motivators, while public-sector employees rely more on hygiene factors for stability and

satisfaction. This distinction explains higher private-sector engagement despite similar satisfaction levels (5, 21). These theories are linked to synthesized findings, providing depth to disparities and outcomes.

Comparative Analysis of Public and Private Sectors

A more thorough comparative analysis of outcomes between public and private organizations is achieved through the synthesis of key findings from the reviewed literature, with a focus on job satisfaction, work engagement, job performance, and gender disparities. In public organizations, such as government institutions and banks, employees often report stable but moderate job satisfaction levels, primarily driven by hygiene factors like job security, equitable benefits, and structured policies (5, 18). An examination of 105 employees (aged 25–50) from the Delhi NCR found no significant difference in overall job satisfaction between sectors (public mean satisfaction score not specified but comparable to private), yet public sector workers scored lower on work engagement dimensions: vigor (public mean = 3.45 vs. private = 4.12), dedication (3.67 vs. 4.35), and absorption

(3.56 vs. 4.28), with t-tests indicating statistical significance ($p < 0.05$) (5). This suggests that public sector rigidity, limited autonomy, and bureaucratic processes may dampen engagement, even as security fosters baseline satisfaction. Recent comparative analyses confirm higher overall job satisfaction in public sectors due to greater stability and work-life balance, with public employees ($n = 75$) reporting 12% higher satisfaction scores than private counterparts ($n = 90$) in a 2025 Indian study (28). In contrast, private organizations, including IT, banking, and creative sectors, demonstrate higher work engagement due to motivators such as performance-based rewards, innovation opportunities, and dynamic environments (5, 10, 18). A comparison of job satisfaction among Punjab bank employees revealed that private sector workers reported higher satisfaction linked to positive company culture and management styles (correlation $r = 0.42$, $p < 0.01$ with culture), though public banks excelled in perceived equity ($r = 0.35$, $p < 0.05$) (18). However, private sectors often fall short in long-term security and inclusiveness, leading to higher burnout risks (4, 5). A 2024 investigation into private-sector organizations in India further linked moderate job satisfaction to enhanced worker performance, with positive correlations ($r = 0.45$, $p < 0.01$) between satisfaction levels and productivity metrics, underscoring the motivator-driven dynamics (29). Blending these strengths—flexibility and innovation from the private sector with inclusiveness and security from the public sector can reduce gender disparities and enhances job satisfaction across both domains. These findings are elaborated with statistical evidence and supported by existing literature, ensuring the comparative analysis is data-driven and theoretically grounded, while addressing limitations like sampling biases (e.g., $n=28$) in smaller studies (6). Drawing on these sectoral differences, the subsequent analysis explores their intersections with gender disparities.

Regarding gender disparities, the comparative lens reveals amplified inequalities in private sectors due to occupational segregation and wage gaps. Wage differentials were analysed using national survey data, which reported a 22% gender pay gap in private sectors (vs. 15% in public), attributed to discrimination and informal hiring practices that correlate negatively with female job satisfaction (r

$= -0.28$, $p < 0.01$) (25). In public sectors, while regulations mitigate some gaps (e.g., equal pay policies), women still face underrepresentation in leadership (13, 23) and lower performance ratings, with evidence showing that males outperform females in government roles (mean performance: 58.60 vs. 49.78, $t = 4.12$, $p < 0.001$) (9). Gig economy challenges in private sectors amplify disparities (15-20% lower female satisfaction), while public flexible policies show mixed urban improvements (23, 26). Overall, public sectors offer better safeguards against disparities through structured equity measures, but private sectors could benefit from adopting similar policies to close gaps, as evidenced by positive correlations between mental health support and female satisfaction ($r = 0.35$, $p < 0.05$) (27). This comparative analysis underscores the need for sector-specific interventions to address systemic issues.

Sectoral Differences

Private sector work engagement exceeds public by 15–20% (e.g., vigor: 4.12 vs. 3.45), per Table 1 (5), aligning with Social Role Theory's gendered patterns in dynamic environments (9, 13).

Systemic Obstacles for Women

In addition, the analysis highlights systemic obstacles disproportionately affecting women in both public and private organizations, including unequal access to promotions and leadership positions, greater responsibility for unpaid care work, and occupational segregation that channels women into lower-paying roles. Women also face higher exposure to workplace harassment and implicit biases in performance evaluations. Limited flexibility in work arrangements further exacerbates work-life imbalance. These link to structural factors like biased rating systems, reducing female satisfaction by 15–20% in private sectors via Equity Theory (23–25). Addressing these systemic challenges requires targeted organizational policies, including transparent promotion criteria, mentorship programs, flexible work options, and strong anti-discrimination frameworks. These measures are essential to reduce gender disparities and improve overall job satisfaction. These obstacles are consistent with prior studies on promotion bias, care-work imbalance, and underrepresentation in leadership as persistent challenges for women employees (13, 23-26).

Synthesis and Interpretation of Empirical Findings

To further elaborate on the data presented in Table 1, a comprehensive breakdown of each study's contributions has been included, integrating statistical details and implications for job satisfaction and gender disparities. One study focused on gender differences in job satisfaction among 100 university teachers (50 males, 50 females) using descriptive statistics and independent sample t-tests. Males reported higher mean job satisfaction scores (specific means not detailed in the original but implied directional), but the t-test showed no statistical significance ($p > 0.05$), implying that while directional trends exist, gender may not be a substantial differentiator in academic settings. This aligns with broader findings of minimal gender differences in satisfaction (3). An investigation of 156 employees (104 males, 52 females) revealed a positive correlation between job satisfaction and relationship satisfaction ($r = 0.327$, $p < 0.01$), passion for achievement ($r = 0.181$, $p < 0.05$), and a negative one with burnout ($r = -0.444$, $p < 0.01$). These correlations underscore the role of interpersonal factors and stress management in enhancing satisfaction, particularly relevant for addressing gender disparities where women may experience higher burnout due to care burdens (4). A comparison of work engagement in 105 mixed-gender employees found higher private sector scores in vigor (4.12 vs. 3.45), dedication (4.35 vs. 3.67), and absorption (4.28 vs. 3.56), with descriptive statistics showing no significant job satisfaction difference. This data highlights sector-specific drivers, suggesting public sectors prioritize hygiene factors for satisfaction (5). An analysis of 28 managers (14 males, 14 females) using Mann-Whitney U tests and Spearman's correlations noted higher male normative commitment (U statistic not specified, but $p < 0.05$) but no job satisfaction differences. The positive correlation between satisfaction and commitment (rho value implied positive) implies gender influences commitment more than satisfaction (6). Evidence from 100 mixed-gender employees indicated strong positive correlations (specific r values not detailed but described as robust) among job satisfaction, motivation, and quality of life, emphasizing holistic well-being benefits (7). A study of 140 employees (70 males, 70 females)

reported no gender differences in role conflict, commitment, or satisfaction via Spearman correlations and Mann-Whitney U tests, but a positive link between commitment and satisfaction ($\rho > 0$, $p < 0.05$), suggesting commitment as a key lever regardless of gender (8). Significant gender differences were highlighted in 120 government employees (60 males, 60 females), with males showing higher performance (mean 58.60 vs. 49.78, $t = 4.12$, $p < 0.001$) and satisfaction (132.40 vs. 124.69, t significant), indicating gender's role in public sector outcomes (9). Regression and Spearman's correlations on 400 mixed-gender professionals confirmed innovation's significant impact on satisfaction (beta coefficients implied positive, $p < 0.05$), moderated by demographics (10). Studies in academic contexts emphasized motivation and self-esteem's role in job satisfaction. One accounted for 57.6% variance in satisfaction ($F = 102.58$, $p < 0.001$), while another reported means (motivation 27.01, self-esteem 69.27, satisfaction 76.38) and positive Pearson correlations, reinforcing these as predictors (11, 12). This synthesis ties empirical data to theoretical frameworks, revealing how gender and sectoral factors interplay in shaping satisfaction. Regarding Figure 1, the factors and co-factors provide a visual framework for understanding job satisfaction. Organizational factors like compensation and policies directly influence equity, linking to gender pay gaps. Work environment factors such as supervision and conditions address burnout and fit, while job-related factors like autonomy explain higher private sector engagement. Individual factors like personality and family management highlight personal moderators, particularly relevant for gender disparities in care work burdens. This figure synthesizes the causal elements, supporting the empirical data from Table 1 by categorizing influences discussed in the studies.

Key Findings

Factors and their co-factors affecting job satisfaction are outlined in Figure 1. Varied results on job satisfaction in different sectors in India are shown in Table 1. Higher job satisfaction is reported by male university teachers and government employees compared to females, though these differences are not always statistically significant. Higher job performance is

exhibited by males compared to females in government roles. Greater work engagement is shown by private sector employees compared to those in the public sector, yet job satisfaction levels remain similar across both sectors, consistent with Herzberg's Two-Factor Theory's distinction between motivators and hygiene factors. Strong positive links between job satisfaction, relationship satisfaction, work motivation, organizational commitment, and quality of life are identified. Burnout negatively affects satisfaction. Significant improvement in job satisfaction, especially among IT, creative, and academic professionals, is driven by factors like innovation, openness to change, and self-esteem. Demographic factors are noted to influence some of these effects. No significant gender differences or impacts from role conflict are found in corporate settings, highlighting the connection between organizational commitment and satisfaction across different contexts.

Critical Analysis

Appropriate statistical methods are employed by most studies; though varying sample sizes may affect the generalizability of findings. Small sample sizes or reliance on self-reported measures are noted as limitations, potentially introducing bias in the investigation of key findings.

Conclusion

Job satisfaction and job performance of male and female employees in private and public organizations of North India are compared, providing a comprehensive analysis of the intricate relationships among job satisfaction, job performance, and motivation (both quantitative and qualitative) across genders for various organizations. Complex factors affecting job satisfaction, including gender, sector, motivation, and organizational dynamics, are highlighted. Supportive relationships, burnout management, and a culture of innovation are emphasized as necessary for organizations striving to improve job satisfaction. Higher work engagement is exhibited by private sector employees compared to the public sector, yet similar levels of job satisfaction are reported. The need to develop supportive workplace relationships, perform burnout management, and promote a culture of innovation to increase employee job satisfaction and performance is highlighted, aligning theoretical

frameworks discussed. Limitations of this review include reliance on self-reported data from the cited studies and potential urban bias in Indian samples. Future research could incorporate primary data for validation.

A multifaceted strategy, including work-life balance policies, equal pay laws, efforts to combat gender stereotypes and biases, and programs to encourage diversity and inclusion in leadership, is deemed necessary to address gender disparities. The role of various crucial factors in creating an enabling situation for employees to be more satisfied with their jobs, self-motivated, and committed to the organization is highlighted, directly or indirectly addressing gender variation. Specifically, it is suggested that public organizations could adopt private sector practices of performance-linked incentives and innovation culture, while private organizations could learn from public entities' inclusiveness and security frameworks. Further research is recommended on evolving dynamics, with longitudinal studies to test Social Role Theory in diverse contexts.

Abbreviations

Not applicable.

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Author Contributions

All authors have contributed equally.

Conflict of Interest

There was no conflict of interest between the authors.

Declaration of Artificial Intelligence (AI) Assistance

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Ethics Approval

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