



ISSN: 2617-6548

URL: www.ijirss.com


Comparison of job satisfaction between government employees and private sector employees

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Abstract

This study examines the comparison of job satisfaction between government and private sector employees. Labor is a legal category that defines an employee's employment. Employee satisfaction is defined as the evaluation of their performance and work environment. It includes not only employee satisfaction with salary and benefits but also satisfaction with job content, excellent leadership, relationships with coworkers, and so on. The article describes the labor market model, the private sector model, and the public sector model. Upon comparing the private sector and public sector models in the labor market, we discovered that each sector possesses unique characteristics. This study focuses on the differential impact of each type of fit on outcomes, dividing personality fit with a profession into two levels: education fit and competency fit. Correlation analysis, t-test, and multi-regression analysis were carried out to test a number of hypotheses. Using a survey, an analysis of the influence of the public and private sectors and a comparative analysis were conducted. We examined nine job satisfaction factors and found that public sector workers were more satisfied than their private sector counterparts. Education and technology boost careers, while supportive social policies enhance job satisfaction in the private sector.

Keywords: Career growth, Employees, Government employees, Labor relations, Labour evaluation, Motivation, Public sector labor markets, Unemployment, Wage differentials, Wages.

DOI: 10.53894/ijirss.v8i1.3822

Funding: This study received no specific financial support.

History: Received: 30 April 2024/Revised: 13 November 2024/Accepted: 2 December 2024/Published: 1 January 2025

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Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: All authors contributed equally to the conception and design of the study. All authors have read and agreed to the published version of the manuscript.

Transparency: The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

Institutional Review Board Statement: The Ethical Committee of the K.Zhubanov Aktobe Regional University, Kazakhstan has granted approval for this study on 4 October 2023 (Ref. No. 10).

Publisher: Innovative Research Publishing

1. Introduction

There are different ways to define the labor market. The labor market can be defined as a mechanism for self-regulation of labor supply and demand through the free movement of wages and income. The labor market creates

conditions to satisfy supply and demand, and unites the interests of employers and those who want to find a job. The labor market is a dynamic system in which subjects of the external environment interact with factors of production (means of labor, or labor), and thereby shape the volume, structure, and relationships of the supply of jobs and labor. The main elements of this market mechanism are quantitative indicators, competition for labor, and "labor resources": supply and demand, labor price and pricing, competition, and demand in the personnel reserve reflect the scale and structure of social needs for labor. A powerful effect of the labor market mechanism is competition between employers to attract jobs, including among workers to fill vacancies in the government department of labor and between male and female workers for employment contracts and pay terms. The relationship between labor supply and demand implies the labor market's unification.

The relationship between supply and demand for labor is characterized by conditions in the labor market, which are formed under the influence of many factors and can be balanced, chronically abundant, or labor-intensive. In practice, it is difficult to achieve an overall and structural balance between labor supply and demand. Many factors, including economic, socio-demographic, national, ethnic, cultural, political, psychological, and environmental ones, can act unilaterally or separately, forming the relationship between supply and demand, which reflects the subjects' interaction in the labor market. The demand and supply of labor in the labor market are related to the supply of labor, consumers of labor, and the state represented by parties and national interests.

The system of relations in the labor market includes: 1) direct relations between employers and employees; 2) the relationship of each of them with other subjects of the labor market, in terms of transferring part of their features related to hiring on the basis of the voluntary alienation of part of their income in favor of other market subjects (these are collective relations of workers regarding the transfer of part of their functions to other subjects of the labor market related to employment on the basis of voluntary alienation in favor of a part of one's income representing interests); 3) the relationship of these labor market entities with the state regarding issues of financing related to the regulation of labor relations and subordination to the tax system. A social agreement between employers and employees in matters of remuneration, protection from involuntary unemployment, labor protection, and health care at the workplace, as well as remuneration for employers and employees, protection from involuntary unemployment, labor protection at the workplace, and social guarantees in the field of health. Thus, the development of the labor market is a complex problem of social organization and regulation, which in modern conditions must comply with the implementation of the principles of a civilized form of employment.

The public sector employs workers to produce public goods, but they do not face the same competitive force as private companies or organizations.

Governments use their labor and wage policies to achieve several goals: achieving financial stability [1]; implementing financial empowerment policies [2]; further allocating resources [3]; using the advantages of parties to gain electoral advantage [4].

Holmlund and Linden [5] showed that the growth of employment in the public sector has a direct negative impact on unemployment but replaces employment in the private sector due to higher wages. Gomes [6] uses a similar model to study optimal wages in the public sector in a stable state and during the business cycle. A strong private sector, along with a government with limited size and capabilities, is a prerequisite for growth and development [7, 8]. Institutions, organizations, and public sector enterprises are relatively protected from market pressures, which allows them to act as a channel of redistribution and as a source of guaranteed employment during economic downturns [3, 9-13]. The desire of people to work in the public sector rather than in the private sector highlights the role of greater job security [14].

Public choice theory argues that government actions—and especially public employment policies—are determined by the interests of the bureaucracy and the need to provide political services to interested groups (including public sector unions) in order to remain in power [15-17].

Freeman [18] showed that wage negotiations in the public sector lead to results different from those in the private sector, due to the capabilities of public sector unions. Ehrenberg and Schwarz [19] concluded in their study that "labor market models that maximize profitability are clearly not suitable for the public sector." On the other hand, there is strong empirical evidence that the size of government has a negative effect on overall economic growth and some evidence that it has a positive effect on two factors contributing to the recovery of unemployment [20-22]. However, efforts are underway to clearly define the state's decision-making process as an employer and its impact on the labor market.

Data on government wage policy is more difficult to decipher. The level of government spending positively correlates with wages in the public sector, while employment in the private sector negatively correlates [23]. In addition, in many countries there is a weak correlation between wages in the public and private sectors. Agenor [24], and there is evidence of a long-term wage gap in the public and private sectors. Heller and Tait [25] found a positive wage gap between the public and private sectors in developing countries, despite poor data on OECD countries. Stevenson [26] presents similar results from several studies. However, most of these studies mistakenly assume a random distribution of employees between the public and private sectors. The use of appropriate hardening functions by Van Der Gaag, et al. [27] discovered a negative gap between the public and private sectors in two developing countries, while Ehrenberg and Schwarz [19], on the contrary, analyzed a large number of industrial studies and concluded that there is a small but stable positive wage gap between the public and private sectors.

1.1. Research Hypotheses

The relevance of vocational education, job qualifications, and social policy can be important variables determining job satisfaction. By managing social diversity and meeting individual needs, social policy is considered a key factor in

improving an organization's effectiveness. In particular, social policy is expected to regulate the relationship between a person's access to work and job satisfaction. We formed the following 4 hypotheses based on the literature review above and a comparison of the public and private sectors. Although the differences between the public and private sectors have become more vague, and it is much more difficult to find evidence of the factors that lead to these differences, it is also important to recognize that it is necessary to find any individual, managerial, and organizational characteristics inherent in both sectors. Therefore, a significant number of research proposals supporting the differences in social policy and requirements of both the public and private sectors of the organization should play a crucial role.

Hypothesis 1a: In the public sector, matching education and qualifications has a positive effect on job satisfaction.

Hypothesis 1B: In the private sector, matching education and qualifications has a positive effect on job satisfaction.

Hypothesis 2a: In the public sector, social policy has a positive effect on job satisfaction.

Hypothesis 2b: In the private sector, social policy has a positive effect on job satisfaction.

2. Materials and Methods

2.1. The Labor Market Model

In this article, we will describe the labor market using a streaming model. There are three possible types of employment: public sector employment (g), private sector employment (p), and unemployment (u).

Let α_g, α_p - be the probability of employment in sectors g and p , and s_g, s_p - be the dismissal rates. The expected values of the states K_g, K_p, K_u are given by the formula:

$$K_g = (1 - s_g)F_g + s_g K_u \quad (1)$$

$$K_p = (1 - s_p)F_p + s_p K_u \quad (2)$$

$$K_u = \alpha_g K_g + \alpha_p K_p + (1 - \alpha_p - \alpha_g)B \quad (3)$$

Where B is the unemployment benefit. F_g and F_p - is not only the base salary in each sector but also, in a broad sense, the salary of an employee in each sector. These are, among other things, payments other than salaries, pensions, and other benefits. The formula is written as follows:

$$\alpha_p U = s_p L_p, \quad \alpha_g U = s_g L_g \quad (4)$$

L_p, L_g - are the shares of people employed in the public and private sectors in the total workforce. Let the unemployment benefit B be zero and, using (4), (3) can be rewritten as follows:

$$K_u = \frac{s_g L_g}{U} K_g + \frac{s_p L_p}{U} K_p \quad (5)$$

When the labor market is balanced, the flow of workers will correspond to the expected value for each country. When $K_g = K_p = K_u$, Equations 1, 2 and 5 give an equilibrium condition (6):

$$\frac{F_p}{F_g} = \frac{(1-s_g)(s_g s_p L_g + s_p^2 L_p - U)}{(1-s_p)(s_g s_p L_p + s_g^2 L_g - U)} \quad (6)$$

The model describes the relationship between the wage gap F_p/F_g , the proportion of public sector workers L_g and the unemployment rate U :

$$\frac{F_p}{F_g} > 1, \text{ if } s_p > s_g \text{ and } U > s_p L_p + s_g L_g \quad (7)$$

$$\frac{\partial(F_p/F_g)}{\partial U} > 0, \text{ if } s_p > s_g \quad (8)$$

$$\frac{\partial(F_p/F_g)}{\partial L_g} > 0, \text{ always} \quad (9)$$

$F_p/F_g = f(L_g, U)$ is a nonlinear function. It reflects the nonlinear dependence. If the unemployment rate in the private sector is higher than in the public sector, employment in the private sector is considered "dangerous" from the employee's point of view. And if unemployment lasts more than once during the period $U > s_p L_p + s_g L_g$ workers apply for a private sector employment allowance (7). The amount of this allowance and the dissimilarity depends on the difference between F_p/F_g and the unemployment rate. Our model exhibits a characteristic feature of a positive correlation between unemployment and the variation in the number of employees (8), (9). The theory shows that the most responsive factors of unemployment are regional characteristics of unemployment, its social consequences, and ways to reduce the number of unemployed. The study of the unemployment rate shows the state of supply and demand in the labor market over a certain period of time [28-31].

2.2. The Private Sector Model

The private sector is profit-oriented and takes responsibility for its own profits and losses. The labor market's supply and demand ratio primarily determines the wages of employees. The scale of an enterprise's output often positively correlates with the demand for labor. When the economic situation improves, private sector enterprises often increase labor intensity, expand output, and seek to make more profit by working overtime and increasing overtime wages, as well as increasing performance bonuses. When the economy slumps due to a reduction in the number of orders, the private sector often increases labor intensity by reducing costs and saving money by reducing employees' working hours, reducing overtime pay, and reducing performance bonuses to overcome difficulties. Local minimum wage standards regulate wages in the private sector. The existence of a minimum wage system leads to the fact that with a decrease in output, the

equilibrium wage in the private sector stops when it reaches the minimum wage in the process of declining, and cannot continue to decline, thus demonstrating a more obvious resistance to decrease.

The total function of effort $\mu(\frac{F_p}{F_g})$ at $\mu' > 0$ and $\mu'' < 0$ takes the form $\mu(F_p, F_g, L_g, U)$. The standard result for effective wages is that using the labor cost increment function allows you to achieve the optimum of a private enterprise (10).

$$F_p = \frac{(1-s_g)(1-L_g-L_p)F_g\mu}{(1-(1+s_g^2)L_g-(1+s_p s_g)L_p)\mu'} \quad (10)$$

In the public sector, decisions about employment and wages are made in fundamentally different ways than compared to employers in the private sector, and are more likely to depend heavily on political considerations. The formula (11) determines the unemployment rate.

$$U = \frac{s_p(s_p L_g + s_p(1-L_g))\mu'}{\mu'(1+s_p^2) - \psi(1-s_p)} \quad (11)$$

$$U - \text{positive, if the condition is true } \frac{\mu'}{\mu} > \frac{1-s_p}{1+s_p^2}.$$

There are salary bonuses to motivate and retain employees; the optimal level of flexibility in relation to the labor costs of a private company is achieved at relatively low wages and minimizes unemployment in the economy.

2.3. The Public Sector Model

Public finances primarily finance the salaries of the public sector's employees, which primarily provide public goods. They are not subject to sharp fluctuations due to changes in the external economy. Therefore, fluctuations in production volume do not affect them. The government produces a public good or service G. The government collects one-time taxes T to fund its $W_g L_g$ payroll. The budget constraint (T) is (12):

$$T = W_g L_g \quad (12)$$

The government chooses F_g and L_g to maximize the overall target function of public sector wages and private sector's output volume

$$W_g^\gamma \gamma^{1-\theta}, \quad 0 < \theta < 1 \quad (13)$$

Where θ - is the indicator of the populist tendencies of the government. When θ approaching unity, the government places great importance on raising the wages of public sector workers or supporting voters; when θ is close to zero, the government acts primarily in the public interest; when $\theta = 0$, the government increases the traditional function of social security, using private sector income as an indirect indicator (13).

The share of employment in public sector L_g (14):

$$L_g = \frac{[e^\gamma - e(1-s_p)][\alpha(1-\theta) + \beta(1-\alpha)(1-\theta) - \theta]}{[e^\gamma(1+s_p s_g) - e(1-s_p)][2\alpha(1-\theta) + \beta(1-\alpha)(1-\theta) - \theta]} \quad (14)$$

Remuneration with budget constraints (15):

$$F_g = \frac{T[e^\gamma(1+s_p s_g) - e(1-s_p)][2\alpha(1-\theta) + \beta(1-\alpha)(1-\theta) - \theta]}{[e^\gamma - e(1-s_p)][\alpha(1-\theta) + \beta(1-\alpha)(1-\theta) - \theta]} \quad (15)$$

Total unemployment is (16)

$$U = e^\gamma s_p \frac{s_p A \alpha(1-\theta) + s_g B [\alpha(1-\theta)(1-\beta) + \beta(1-\theta) - \theta]}{A B [2\alpha(1-\theta) + \beta(1-\alpha)(1-\theta) - \theta]} \quad (16)$$

Due to the dynamics of the influx of workers, wage growth in the public sector leads to an increase in wages in the private sector and, consequently, to a direct increase in unemployment. The increase in the employment in the public sector does not have a significant impact on unemployment and may lead to its growth.

Factors directly affecting the labor market are government policy, particularly, macroeconomic policy, taxation, unemployment benefits, vocational training programs, and labor market legislation.

The need to regulate the labor market has been the subject of debate since the beginning of the century. In Kazakhstan, the study of this problem shows that labor market regulation has many negative consequences. First of all, there is high hidden unemployment, which affects labor productivity. However, the Kazakh labor market has a number of features, one of which is the high participation of the state in the economy. This leads to the fact that the labor market is regulated by the state, and not by the need for efficiency improvement. However, this is not the only exception, Kazakhstan has a very high level of corruption (Transparency International (36 points) ranks 93rd among 180 countries). Due to the application of international standards, the quality of public services has improved, consequently shifting them into compliance with the quality of services provided by the business sector. In Kazakhstan, in particular, the implementation of the Astana Public Services Center is gaining momentum. For example, Kazakhstan provides presidential and regional personnel reserves for civil servants, while the company forms a personnel reserve of conscientious employees based on its needs.

2.4. Review of Job Satisfaction Studies

Job satisfaction is an urgent problem in organizational behavior research. Employee satisfaction refers to assessments of their job and work environment. It includes not only employee satisfaction with wages and benefits, but also employee satisfaction with the content of the work, the work environment, superb leadership, relationships with colleagues, etc. Employee satisfaction manifestations include work enthusiasm, work motivation, work engagement, etc.

There is still no single answer to the definition of job satisfaction, and different scientists have given definitions from different points of view.

Table 1.

Concepts of satisfaction with the work of foreign scientists.

Scientists	Year	Point of view
McNichols, et al. [32]	1935	Job satisfaction refers to emotional response that employees experience, both psychologically and physiologically, towards their job and the work environment, essentially expressing their sense of satisfaction.
Wanous and Lawler [33]	1972	A positive attitude is positive emotional feedback from a person about the work they have done or the work experience they have.
Cassidy and Lynn [34]	1989	Motivation for success involves a work ethic, which is defined as working for the sake of the job itself, the desire to work hard, and completing tasks as part of motivation.
Locke [35]	1999	This is a kind of self-awareness, a psychological response to a positive assessment of the work.
Naquin and Holton [36]	2002	This is a positive mental state based on a general idea of the job or other inquiries.
Tsigilis, et al. [37]	2004	The level of job satisfaction positively relates to the motivation of public service.
Story, et al. [38]	2009	Work ethic, the pursuit of excellence, and skills should be considered as components of internal motivation to achieve it: the desire for ownership and profit, the need for dominance, and the desire for competition and prestige. This feeling depends on the value that employees receive from their work, as well as the actual and expected profits.
Porter [39]	2010	Increasing employee satisfaction can motivate them to increase productivity, which is crucial for the long-term development of the company. Regular employee satisfaction assessments can help managers understand employees' opinions and diagnose the current human resource management situation.
Kamdrón [40]	2015	Job satisfaction is a kind of emotional feedback from employees, which represents the influence of employees on their work. It is a broad perspective on a particular environment, not a specific one.
Perugini and Vladislavljević [41]	2019	Job satisfaction refers to the result and consequence of completed tasks. Market mechanisms, government policies, and the heterogeneity of top management affect the effectiveness of the organization.

Table 1 demonstrates the constant evolution of the concept of job satisfaction. These definitions can be divided into three categories: (1) General definition. According to this point of view, job satisfaction is a holistic concept that lies in the role of employees in their work. Employees' general feelings or emotional reactions, along with their attitude towards their work and work environment, also play a significant role. (2) Definition of the gap. From this perspective, job satisfaction means that employees compare salary income with expected income based on the difference between them. The size of the gap between them determines the degree of satisfaction. Personal job satisfaction depends on whether a person gets a full-time job. The greater the difference between the salary received and the expected salary, the lower the employee's satisfaction; the smaller the difference, the greater the employee's satisfaction. (3) Multidimensional definition. According to this view, employees tend to be satisfied with their work due to various factors such as the job itself, salary, and personal qualities. The most common types of measurements are work, management relationships and wages, work environment, work group, etc.

2.4.1. Features of Work Motivation Among the Public and Private Sectors

Research showed that the unique needs of public organizations limit the use of methods developed for the private sector in the public sector [42, 43]. Despite the fact that public and private administrations perform common managerial functions, there are significant differences between public and private institutions in the sense of interests, goals, market structure, authoritarian nature, and limited status. Compared to private management, strategic decision-making in public administration has unique features.

Government leaders have less independence and flexibility in decision-making. Employees of government organizations are more clearly aware of the limitations of the management apparatus [44, 45]. Compared to private organizations, public organizations manage both resources and social issues. Hence, it is even more important for public organizations to address social issues.

Public sector organizations receive financial support from the National Fund, while the survival of the private sector depends on the ability to attract and retain customers. Some institutions within government organizations exhibit a relatively negative attitude, viewing additional clients as a constraint on their invested resources rather than as an opportunity [46].

A person's motivation is influenced by many factors, such as psychology, society, and culture. These factors interact to form a person's motivation level and behavioral indicators [42]. Public sector workers adhere to a stricter work ethic than private sector workers [47].

Public administration involves the management and implementation of public policies and programs; private management focuses on the management of private sector organizations and enterprises. Public administrators are accountable to the public and must comply with rules and laws, whereas private administrators are accountable to shareholders or owners and focus on maximizing profits. Public administration gives priority to public welfare, social justice, and transparency, while private administration focuses on efficiency, competitiveness, and financial performance. Working in the public sector offers a high level of security, multiple retirement options, etc., while the private sector does not offer pension benefits or benefits (Table 2).

Table 2.

Features in the management between the public and private sectors.

Variables	Public sector	Private sector
Tax payment	No	Yes
The only goal is to make a profit	No	Yes
To get a job, you need to take an exam	Yes	No
Existence of competition	No	Yes
Owner	Government	Private organizations and individual
Employment contract	At the level of individuals, companies or sectors of the economy	At the level of government, there are regional and local authorities
Proprietor	Enterprises owned and controlled by the state are called public sector companies.	Private sector companies are those owned and operated by individuals or corporations.
Management method	Public administration follows the bureaucracy.	Private management adheres to an equalizing approach.
Financing offer	Taxes, bonds, and other fees, etc.	Shares, loans
How hard to run a business	Easy	Difficult
Work welfare	High	Low
Coverage area	Banks, army, IT sector, hospitals, energy, education, transport.	All private organizations.
Decision making	Public administration adheres to a multifaceted approach in the decision-making process.	Private management uses a monopoly approach in decision-making.
Motivation/Vision	Public administration has motives of service and well-being.	Profit maximization is the primary focus of private management. Thus, the motivation is to maximize profits.
Accountability	Public administration is accountable to the people within its jurisdiction.	The private administration is responsible for its employees.
Source of income	The state administration receives income in the form of taxes, fines, fees, etc.	Private management receives income through profit.
Executive compensation	Government administrators receive salaries	Private executives are rewarded at the expense of profits
Type of activity	Political activity.	Entrepreneurial activity.

Job satisfaction is a psychological state in which employees feel positive about the job itself and related aspects (including the work environment, job status, working methods, work pressure, problems, interpersonal relationships at work, etc.) during the work process. There are many factors that affect job satisfaction. Some of the key factors are listed below.

(1) The work varies in its level of difficulty. Employees prefer the organization to give them the opportunity to use their own skills and abilities, offer many different tasks, give a certain degree of freedom, and receive timely feedback on the quality of the work. Simple work exhausts people, but working too hard can also cause frustration and setbacks, and in severe cases, anxiety. In moderately difficult conditions, most employees feel content and satisfied.

(2) A fair reward. Employees hope that the distribution system and advertising policy will make them feel honest, understood, and meet their expectations. Job satisfaction is achieved when wages are distributed based on job requirements, personal skill level, labor productivity, and average market wages. However, it should be remembered that not everyone works only for the sake of money, and the connection between reward and pleasure lies not in the absolute income but in a sense of justice.

(3) A favorable working environment. Employees care not only about their personal comfort, but also about work efficiency. Research has shown that employees want the physical environment in which they work to be safe and comfortable, including the fact that temperature, lighting, noise, and other environmental factors are not too strong or too weak. In addition, a significant number of employees hope that the workplace will be closer to home, the environment will be clean, the equipment will be more modern, and there will be enough tools and equipment available.

(4) Harmonious interpersonal relationships. People do more than just work to earn money or achieve significant success. For most workers, the workplace also meets their social needs. Friendly and responsive colleagues increase employee satisfaction with their work. The boss's behaviour is also a significant factor in determining satisfaction.

(5) Matching the profession with the job. A high level of correspondence between the employee's personality and profession will give one more pleasure. When people's personality traits match their chosen profession, they find that they have the ability to adapt to the demands of the job and are more likely to succeed in that job. Therefore, the factor of personal job compatibility should also be taken into account when studying job satisfaction.

2.5. Research Methods

Figure 1 illustrates the development of a research model. Based on this framework, assumptions about causal relationships between key variables, such as relevance of workplace education, professional skills, social policy, etc., were formed. To test and prove the hypothetical claims of the study, t-tests, correlation analysis, and hierarchical analysis with multiple regression were conducted.

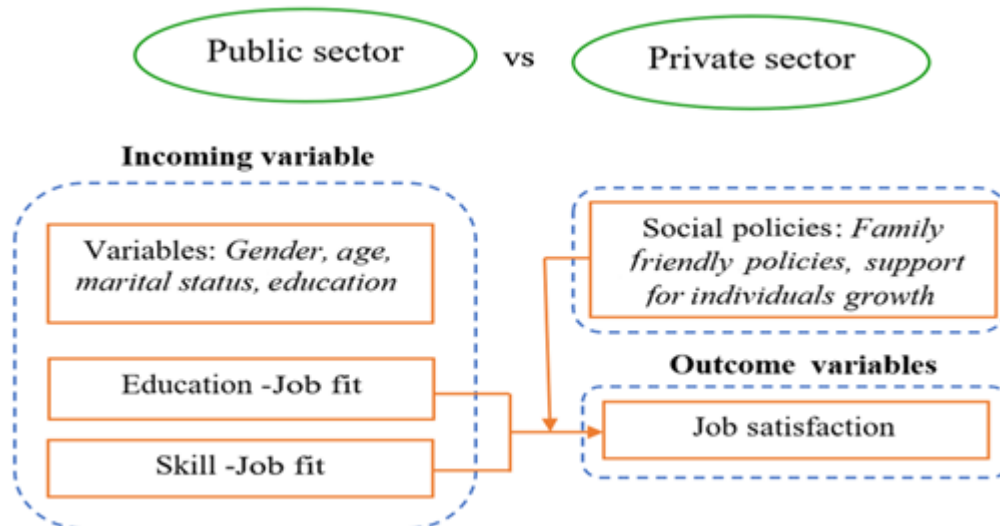


Figure 1.
Research model.

705 employees were selected, including 402 employees of private institutions and 303 employees of public sector organizations. The survey was received from private institutions and public sector organisations in mongorods of Akmola Oblast and Aktobe Oblast. Private sector organizations were medium-sized industrial or commercial institutions, and public sector employees worked in regional and local governments. The survey was conducted in Google Forms, and the link was sent to the respondents. The respondents answered the survey at a convenient time for them. Almost half of the respondents were men, and the average age was 36. The employees who participated in the selection have higher education (82.1%). The remaining 1.3% have graduated from high school, and the remaining 16.6% have incomplete higher education. Of the sample, 49.8% were married and 50.2% were not married (Table 3).

Table 3.
Characteristics of respondents.

Variables		Repeatability	Percentage (%)
Gender	Male	405	57.5
	Female	300	42.5
Age	From 20 to 30 years old	112	15.8
	From 31 to 40 years old	239	33.9
	From 41 to 50 years old	269	38.1
	From 51 to 60 years old	85	12.2
Type of work place	Public sector	303	42.9
	Private sector	402	57.1
The level of education	Middle school	10	1.3
	Incomplete higher education	117	16.6
	Higher education	578	82.1
Type of work	Permanent	588	83.4
	Temporary	117	16.6

The sample consisted of 57.5% men and 42.5% women. The majority of respondents belonged to the age group "from 41 to 50 years old" (38.1%), followed by "from 31 to 40 years old" (33.9%) and "from 20 to 30 years old" (15.8%). Most of

the people included in the sample worked in the "private sector" (57.1%). The sample had the highest percentage of individuals with "higher education" (35.7%). Of the 705 respondents, 588 were "permanent" employees (83.4%), and 117 were "temporary" (16.6%).

The study attempted to determine the difference in job satisfaction between the public and private sector. Therefore, respondents were asked to rate their job satisfaction on a 5-step Likert scale from 1 (very satisfied) to 5 (not very satisfied). Nine aspects measure job satisfaction in this study: satisfaction with wages, job security, job content, working conditions, working hours, personal development, interpersonal relationships, student equality, and social security programs. As the most important independent variable, a person's job compliance was divided into alignment with education and qualifications. The respondents were asked to assess the correspondence of their education and profession (1= very low; 2 = low; 3 = sufficient; 4= high; 5 = very high). The following rating scale was used to assess the degree of compliance between different competencies and a specific position in demand: 1 = very low or very high level; 2 = low or high level; 3= sufficient. The organization has also divided its policies into socially-oriented ones that encourage individual growth as a limitation.

In order to determine how social policy affects the relationship between labor and job satisfaction, the terms of interaction were formulated as follows: (1) "education-job compliance" policy \times "family-oriented policy", (2) "education-job compliance" policy \times "support for individual growth", (3) "skills-job compliance" policy \times "Family-oriented policy" (4) and job qualification compliance \times support for individual growth.

3. Results

To assess the average level of job satisfaction in the public and private sectors, the t-test method for an independent sample was used. Table 4 reveals that public sector workers exhibit higher levels of satisfaction across all job satisfaction categories compared to their private sector counterparts. In addition, there are differences between the two groups (public and private sectors) that are statistically significant on all issues related to job satisfaction.

Table 4.
t-value for independent samples.

Degree of job satisfaction		Public sector	Private sector	t-value
Salary	The average value	3.11	2.84	-6.043***
	Standard deviation	0.71	0.69	
Job security	The average value	3.58	3.13	-9.039***
	Standard deviation	0.71	0.68	
Job content	The average value	3.67	2.34	-7.524***
	Standard deviation	0.68	0.63	
Working conditions	The average value	3.50	3.24	-10.173***
	Standard deviation	0.59	0.57	
Number of working hours	The average value	3.67	3.66	-6.287***
	Standard deviation	0.67	0.68	
Personal development	The average value	3.11	2.98	-6.743***
	Standard deviation	0.67	0.64	
Relationships between colleagues	The average value	3.58	3.34	-9.083***
	Standard deviation	0.64	0.62	
The fairness of the assessment	The average value	3.43	3.40	-8.543***
	Standard deviation	0.68	0.64	
Social security program	The average value	3.29	3.84	-14.449***
	Standard deviation	0.60	0.64	

Note: ***: $p < 0.001$.

To determine the degree of correlation, an analysis of the relationship of variables in hypotheses was used. The results were as follows: positively correlated with age, level of education, family policy, and encouragement of individual growth. Age is positively associated with education and related professional skills and negatively with educational attainment, family policy, support for individual development, and job satisfaction. The level of education is positively correlated with family policy, support for individual development, and job satisfaction. Combining education and qualifications negatively impacts growth and job satisfaction. The correspondence between education and competencies is positively correlated with the compatibility of competencies and work, family-oriented policies, and the promotion of individual growth and job satisfaction. Family policy positively links the harmonization of qualifications and professions, thereby promoting individual growth and job satisfaction. Family policy is positively associated with encouraging personal growth and job satisfaction. Table 5 shows a positive correlation between the promotion of personal growth and job satisfaction.

Table 5.
Correlation analysis.

Variables		Mean	S.D.	1	2	3	4	5	6	7	8
Gender	1	0.64	0.123	1							
Age	2	4.67	1.124	0.022*	1						
The level of education	3	4.71	1.478	0.117*	0.632**	1					
Education – job fit	4	2.41	0.526	0.002	0.024*	-0.021*	1				
Skill – job fit	5	2.47	0.527	0.001	-0.041*	-0.017*	0.217**	1			
Family friendly policies	6	1.61	0.623	0.328*	-0.647**	0.274**	0.131**	0.119**	1		
Support for individual growth	7	1.35	0.621	0.168*	-0.149**	0.317**	0.128**	0.114**	0.741**	1	
Job satisfaction	8	3.14	0.631	-0.002	-0.140**	0.429**	0.169**	0.315**	0.394**	0.445**	1

Note: *: p<0.05, **: p<0.01.

At the first stage, the following parameters, such as gender, age, and education level, were accepted as control parameters of job satisfaction. The second stage introduced criteria for matching knowledge and work, along with qualifications. At the third stage, the social policy parameter was introduced (a policy aimed at the family and promoting personal growth). At the final stage of the analysis, variables were used representing the relationship between workplace qualification compliance/family-oriented policy and workplace qualification compliance/support for individual growth.

Table 6.
Results of multiple regression analysis: Public sector.

Variables	Model 1 Standardized coefficient β (t-statistics)	Model 2 Standardized coefficient β (t-statistics)	Model 3 Standardized coefficient β (t-statistics)	Model 4 Standardized coefficient β (t-statistics)
Group 1				
Gender	0.011(1.460)	0.019(1.518)	0.019(0.504)	0.028(0.541)
Age	0.018(0.3142)	0.017(0.367)	0.017(0.122)	0.026(0.535)
Education	0.270*** (8.265)	0.364*** (5.598)	0.159*** (5.687)	0.154*** (3.448)
Group 2				
Education – Job fit		0.045(1.000)	0.049(0.912)	0.078(0.651)
Skill – Job fit		0.002(.093)	-0.004(-0.027)	-0.002(-0.014)
Group 3				
Family friendly policies			0.380*** (7.475)	0.363*** (4.338)
Supports for individual growth			-0.001(-0.017)	0.084(2.047)
Group 4				
Education – job fit / Family friendly policies				-0.687(-2.087)
Education – job fit / Supports for individual growth				0.376(0.577)
Skill – job fit / Family friendly policies				0.547(0.871)
Skill – job fit / Supports for individual growth				-0.382(-0.678)
Adjusted R^2	0.061	0.070	0.134	0.248
F-statistic	18.012***	12.074***	14.631***	8.323***

Note: ***: p<0.01.

Table 6 shows the results of the analysis of the impact on job satisfaction in the public sector. Model 1 accounts for 6.1% of the total differences in job satisfaction. Model 2 accounts for about 7.0% of the differences, while variant 3 accounts for about 13.4%. The 4th form accounts for about 24.8% of the difference in job satisfaction. The results of models 1, 2, 3, and 4 confirm that the level of education increases job satisfaction. The results of models 3 and 4 confirm a positive relationship between family policy and job satisfaction. In model 4, social policy does not have a statistically significant limiting effect on the relationship between job retention and job satisfaction.

Table 7.

Results of multiple regression analysis: Private sector.

Variables	Model 1 Standardized coefficient β (t-statistics)	Model 2 Standardized coefficient β (t-statistics)	Model 3 Standardized coefficient β (t-statistics)	Model 4 Standardized coefficient β (t-statistics)
Group 1				
Gender	0.041(1.560)	0.059(1.518)	0.011(0.504)	0.041(0.684)
Age	0.011(0.134)	0.012(0.127)	0.041(0.146)	0.013(0.435)
Education	0.249*** (8.247)	0.259*** (7.525)	0.157*** (4.587)	0.154*** (3.448)
Group 2				
Education – job fit		0.091(1.081)	0.078(0.312)	0.078(0.651)
Skill – job fit		0.004(.093)	-0.001(-0.056)	-0.002(-0.047)
Group 3				
Family friendly policies			0.290*** (5.258)	0.343*** (3.938)
Supports for individual growth			-0.001(-.014)	0.074(3.072)
Group 4				
Education – job fit/Family friendly policies				-0.154(-3.011)
Education – job fit/Supports for individual growth				0.476(.577)
Skill – job fit/Family friendly policies				0.660(0.791)
Skill – job fit/Supports for individual growth				-0.782(-0.738)
Adjusted R^2	0.08	0.087	0.136	0.138
F-statistic	10.021 ***	11.042 ***	10.437 ***	12.498 ***

Note: ***: $p < 0.01$.

Table 7 shows the results of the analysis of the impact on job satisfaction in the private sector. Model 1 accounts for 8.0% of the total differences in job satisfaction. Model 2 accounts for about 8.7% of the differences, while model 3 accounts for about 13.6%. The 4th form accounts for about 12.4% of the difference in job satisfaction. The results of models 2, 3, and 4 confirm that matching professional training and qualifications increases job satisfaction. In models 3 and 4, family-oriented measures and support for individual growth increase job satisfaction. The results of model 4 show that family-oriented social policy has a statistically significant deterrent effect on the relationship between relevant qualifications and job satisfaction.

4. Discussion

In the research, it is argued that public and private organizations should be treated differently, and public and private organizations should act differently [48]. government organizations typically employ service-oriented employees, whereas private organizations typically employ business-oriented employees [49]. The factors determining job satisfaction vary greatly in the public and private sectors. Matching a person to their position, education, and qualifications does not mean high job satisfaction, especially in the public sector. Such results may be due to clear differences in motivation, attitude, and behavior of employees of public and private sectors. Social policy reduces the conflict of roles, and social policy has a positive effect on job satisfaction in the public and private sectors. The relationship between qualifications, relevant work, and family-oriented social policies is important in the private sector and in the public sector. The positive relationship between employee satisfaction in the public and private sectors and social policy is confirmed by us.

Alesina, et al. [13] the practical implications of these results can be presented as follows: the relatively higher level of job satisfaction in government organizations can be explained by reliable jobs and well-established career development systems in the public sector of Kazakhstan. These functional and institutional advantages and privileges can provide greater psychological and emotional stability to government employees than for employees in the private sector. This is especially important for small and medium-sized private companies that expect lower working conditions and benefits, so it is necessary to develop more attractive factors that can increase job satisfaction. The findings also point to the need to develop internal incentive systems focused on public value in the public sector. This is due to the fact that monetary and external incentives are the main factors influencing job satisfaction of government employees and private employees (<https://adilet.zan.kz/eng/docs/Z1500000416>, 2023). Our results highlight the importance of testing and validating research hypotheses exploring differences between public and private organizations regarding social policy and employee satisfaction.

In the era of the knowledge-based economy, the role of human capital in the development of enterprises is increasing every day, and employee satisfaction is closely linked to the development of the enterprise. The theory of employee satisfaction is becoming more popular. Satisfaction is influenced by external factors such as the social environment, personal characteristics and abilities of employees, as well as the employees themselves, such as the complexity of work or official duties, and the harmony of relationships.

Employees are one of the most important resources of the company, and employee satisfaction is directly related to the productivity and competitiveness of the company. Thus, regular employee satisfaction surveys are one of the most important elements of management. Based on the data from the latest employee satisfaction survey, the report will analyze the key factors of employee satisfaction and propose appropriate improvement strategies aimed at enhancing employee satisfaction and company competitiveness.

The results of the employee satisfaction survey analysis show that the work environment, benefits and managers are key factors affecting employee satisfaction. Companies should pay attention to improving these aspects and develop appropriate strategies and measures. Improving working conditions, increasing benefits, strengthening leadership and management, and providing employees with development opportunities can all be effective ways to increase employee satisfaction and company competitiveness. At the same time, companies should regularly conduct employee satisfaction surveys to take into account the needs and opinions of employees, continue to improve company management, and increase employee satisfaction.

5. Conclusion

In this study, we drew the following theoretical conclusions from the results of the analysis:

The primary goal of the study was to investigate job satisfaction among employees in both the public and private sectors. This study also attempted to identify nine factors influencing job satisfaction. In the study, we examined job satisfaction in the public and private sectors of Kazakhstan, analyzing various previous factors (demographic characteristics, alignment with education, work, qualifications, social policy). In the study, we used an independent t-test, correlation analysis, and multiple regression analysis. First, it was found that public sector workers in all job satisfaction categories were more satisfied compared to their private sector counterparts.

Looking at nine factors of job satisfaction (salary, job security, job content, working conditions, working hours, personal development, human relations, assessment fairness, and welfare program) revealed that public sector employees were more satisfied with their work than those who worked in the private sector. The author's research cites these studies [50].

After testing the hypotheses, this study confirms that alignment of education and qualifications with work does not have a positive effect on job satisfaction in the public sector; only social policy has a positive effect on job satisfaction in the public sector. This study also confirms that education is compatible with work, skills are compatible with the workplace, and low-growth policies (aimed at supporting family and individual growth) have a positive effect on job satisfaction in the private sector.

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