

COMPENSATION PRACTICES AND EMPLOYEE BEHAVIOUR: EVIDENCE FROM PUBLIC AND PRIVATE SECTOR ORGANIZATIONS

Ashiya Gautam¹, Dr. Preeti Sahu²

Research Scholar, Department of Management, Bharti Vishwavidyalaya, Durg, Chhattisgarh¹

Assistant Professor, Department of Management, Bharti Vishwavidyalaya, Durg, Chhattisgarh²

ABSTRACT

This study attempts to explore the role of job security and compensation on employee behaviour through quantitative data-based comparison between public and private sector employees in India. The study employs a well-structured survey, which was administered on 300 employees (150 employees from each sector) with regard to perceived job security and satisfaction with pay role in mediating the behavioural outcomes such as organizational commitment, job satisfaction, employee engagement, turnover intention and absenteeism. Methods: Data were collected through a five-point Likert-scale instrument and analyzed using descriptive statistics, independent samples t-tests, one-way ANOVA, Pearson correlation and multiple regression analysis. Results point to significant differences between the public and private sectors, such that recency of perceived job security and non-wage benefits are valued more in the public sector, while greater satisfaction with pay-for-performance linked compensation benefits is found among employees working for private employers as compared to their counterparts in governments. Regression analyses reveal that job security is the major predictor of public sector organizational commitment ($\beta = 0.412$, $p < 0.001$), whereas for private sector this role is played by compensation satisfaction ($\beta = 0.441$, $p < 0.001$). The interfacing of job security and compensation superbly moderates aggregate conduct results across the two contraries. These results also contribute an original perspective to literature pertaining to cross-sector HRM and have consequences for organizational decision-makers across both sectors.

Keywords: *Job Security¹, Compensation Management², Employee Behaviour³, Public Sector⁴, Private Sector⁵, Organizational Commitment⁶, Turnover Intention⁷*

1. INTRODUCTION

For a long time, the relationship between employment conditions and employee behaviour was a centre of attention in both organizational behaviour and human resource management research which includes a static open division i.e. made by lawlessness adjacent to an active private segment, activity assurance and pay have

turned out to be without a doubt the two most influencing factors of how representatives see their work and choose for what length they remain with or leave Association. This contrast in the approach to employment, with public sector employment featuring permanence, regulated pay scales and statutory entitlements while private sector employment features contractual flexibility, market-driven remuneration and performance incentives create a natural source for comparative analysis. Given that structural differences have important implications for behaviour, understanding how these are true is of great interest to policymakers, HR practitioners and management scholars. At a global level, job security has already been established as both the number one hygiene factor in Herzberg's motivational framework and a foundational need in Maslow's hierarchy with landmark studies. But in the Indian situation, the debate had changed a lot in response to liberalization, privatization and increase of gig and contract employment. Causal factors through the post-1991 era, for example, redesigning work structure, prompted to massively more prominent job insecurity in huge segments that by and large idealistic solid parts of the economy before (e.g. gratuitous deliberations) while firms in the private segment extended at a trickier pace with free laborers for higher salaries yet fewer accompanied guarantees supporting pay headers after some time. In fact, this dual reality renders India a near-perfect microcosm for observing the primary differences across sectors in how compensation and job security together shape employee behaviour. The current study fills this void by empirically testing with a sample of 300 employees (i.e. equal number from private and public sector organizations) in Chhattisgarh, India. The study adopts a strict and quantitative methodology approaches using in particular validated scales, comparative statistics and regression modelling to identify the respective importance of job security and compensation satisfaction for a variety of behavioural outcomes. This paper intends to enrich the theoretical and practical understanding of employment relations and workplace behaviour in the Indian organizational context through comparison to previous literature and contextual analysis of sectoral impacts.

1.1 Theoretical Framework

The theoretical basis of this study is rooted in three well-established frameworks. Articulated by Maslow's Hierarchy of Needs is the fact that job security is a fundamental human safety need, satisfaction of which must occur first for higher order motivational achievements (belonging, esteem, self-actualization) to ensue. Secondly, Herzberg's Two-Factor Theory categorizes hygiene factors—dealing with salary, job security and working conditions and motivator such as recognition and achievement into two different groups by asserting that hygiene factors avoid dissatisfaction but do not generate positive motivation themselves. This is in line with equity theory (Adams, 1963) which holds that employees assess compensation not in absolute terms but relative to their perceived contributions and the outcomes received by comparable others; thus, perceived fairness is a key mediating variable between compensation and behaviour. Collectively, these frameworks provide a unified conceptual framework for understanding why sector-specific differences in job stability and compensation yield different behavioural effects.

1.2 Research Objectives

The study pursues four specific objectives: (i) to assess and compare the levels of perceived job security among public and private sector employees; (ii) to evaluate and contrast compensation satisfaction across both sectors along multiple dimensions including pay, benefits, and equity; (iii) to examine the relationship between job

security, compensation, and behavioural outcomes including organizational commitment, engagement, turnover intention, and absenteeism; and (iv) to determine the relative predictive strength of job security and compensation satisfaction on employee behaviour through regression analysis, separately for each sector. The study also tests the hypothesis that the impact of job security on employee behaviour is significantly greater in the public sector than in the private sector, while compensation has a relatively stronger effect on behaviour in the private sector context.

1.3 Significance of the Study

This study provides important practical implications for human resource practices specific to each sector. This research provides insights for public sector organizations to recalibrate compensation structures by limiting any potential complacency arising from over-dependence on job security and, in the private sector, it shows that concerns around insufficient Tittle attention being paid to job security (beyond financial incentives), could manifest as behavioral risks. Theoretically, the paper contributes to the comparative HRM literature by drawing from empirical evidence from a relatively understudied region of Central India which continues to be under-researched as far as published organizational behaviour studies are concerned. It also provides a comprehensive dataset for examining the multi-dimensional comparisons of job security and compensation effects using one statistical approach, building upon the past empirical evidence limited by univariate treatments.

2. LITERATURE SURVEY

Multiple studies have investigated the antecedents and consequences of job security and compensation in different organizational contexts. In a seminal conceptualization, Greenhalgh and Rosenblatt (1984) described job insecurity as a perceived inability to maintain desired continuity in quality of life based on an uncertain job situation. Capitalizing on this, De Cuyper and De Witte [6] provided empirical evidence that temporary contract employees experience a degree of job insecurity which results in substantially lower organizational commitment and job satisfaction as evidenced by their findings across a European [7] study as well as an Asian-based inquiry. Within the Indian context Mukherjee and Malhotra [21] further supported the relationship for turnover intention as mediated by organizational commitment although they did not find direct effects of job insecurity (and some other changeable variables) on intention to quit (of IT employees). In terms of justice, Lawler [14] laid down the basic principle that satisfaction with pay can be defined by how employees perceive the difference between what they believe they should be paid and what they are actually paid. There is subsequent research which has extended this framework to non-monetary components of total compensation. Comparative study of compensation management practices in Indian public and private sector enterprises revealed that while public sector personnel were more satisfied with benefits and allowances, a finding consistent with the design of the present study, private sector employees were more satisfied with performance linked pay [18]. In a like manner, Pradhan and Sahu [25], studied the impact of compensation satisfaction in public sector banks and found that pension and health benefits represented the highly valued components, which indicates that more work-based on sectors will have to be carried out for assessing the value associated with various components of compensation. Job security and its relationship with compensation and organizational commitment have been examined in detail by Meyer and Allen [19] via their three-component model of organizational commitment that decomposes commitment into affective, continuance and normative dimensions. Public sector employees reveal greater

affective and continuance commitment in the Indian banking sector [28], highly supported by job security, while private sector employees generally reveal low levels of commitment with less instrumental obligation to compensation satisfaction [27]. This was further corroborated by Tiwari and Saxena [30] who found that among government sector employees, job security explained more variance in continuance commitment compared to corporate sector employees in Central Indian employees.

Literature reported that on turnover intention, job insecurity is among the most potent predictors. Kwon and Rupp [13] conducted a multi-industry study that shows high-performer turnover is with higher disproportion in work contextual constraints combined with inadequately compensated environment. In turn, Job security being a core component of psychological climate is also likely to be a significant predictor of an employee's turnover intentions in India as argued by Biswas [2] who found that in Indian context psychological climate significantly predicts turnover intention across both manufacturing and service organizations. In a more recent meta-analysis of the public-private sector behaviour differences, Nmalulum and Thibault [22] confirmed that turnover intention is significantly higher amongst private sector samples, which this study seeks to provide evidence for with primary data. Absenteeism literature also tightly associates job insecurity with the proliferation of withdrawal behaviour and shows that appropriate compensation acts as a buffer to this relationship, particularly in public sector settings where retrenchment is extremely infrequent and absenteeism is regarded as low risk. Interestingly, in terms of employee engagement studies suggest that employees in the private sector, despite experiencing higher job insecurity, have higher levels of work engagement as performance and pay-linked careers create incentives. For instance, Dhar [7] found that talent management practices commonplace in private sector organization significantly enhanced engagement (even when controlling for perceptions of job security). In a similar vein, Guthrie [8] top up two of the big gauges to engagement with us: Employment relapse free work practices and concluded that it is not being retained or not retaining jobs per se but rather the quality of HR practices and high versus low involvement work practices which are sometimes referred to as "engagement enhancers" that drive engagement. The current study contributes to this discourse by testing whether the sector difference in engagement holds when demographic and compensation satisfaction factors are controlled.

3. RESEARCH METHODOLOGY

A quantitative cross-sectional research design is utilized in this study for exploring the effect job security and compensation on employee behaviour of employees from public and private sector organizations. The target population included permanent employees of government departments and private sector organizations in Raipur, Chhattisgarh. We chose a stratified random sampling technique that ensured representation across sectors, gender, age groups, educational qualifications and levels of work experience. Out of 340 questionnaires sent out, 312 were returned and 300 completed in full and usable (which gives a valid response rate of 88.2 per cent well above the threshold of conventionally accepted minimums of 70 per cent for survey-based organizational research). The overall sample was a pool of 150 public sector representatives with a matched proportion from the private sector. A structured and self-administered questionnaire consisting of 4 sections was used as a research instrument. The first part contained sociodemographic variables like gender, age, educational qualification and work experience. For perceived job security, the second part of the 6-item scale was used (4 items in positive and 2 items in negative directions) based on Job Insecurity Scale on Perceived Object

(Greenhalgh and Rosenblatt, 1984) which has been validated in an Indian context. Compensation satisfaction measured in this section consisted of six items for basic pay, allowances and benefits (such as pensions), performance related pay, pension and retirement-related benefit, health insurance coverage and equity of payment adapted from the Pay Satisfaction Questionnaire (PSQ) developed by Heneman & Schwab (1985). The fourth section included five behavioural outcomes: organizational commitment (Meyer and Allen [19], adapted), job satisfaction (Minnesota Satisfaction Questionnaire), employee engagement (York University Utrecht Work Engagement Scale (UWES)), turnover intention score from Mobley's single-item and multi-item measure, and absenteeism rate as self-reported. The scale items were all rated on a five-point Likert response ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Cronbach's alpha was used to evaluate the internal consistency reliability of all scales with values ranging from 0.71 to 0.89, all above the minimum acceptable value of ≥ 0.70 .

Data was analyzed using SPSS 26.0 for windows. For all demographic and substantive variables, descriptive statistics (mean, standard deviation, frequency, percentage) were calculated. An independent samples t-test was conducted to compare the means of each outcome variable between sectors. Compensation satisfaction differences across sectors and demographic sub-groups was evaluated using one-way ANOVA. Bivariate relationships between job security, compensation satisfaction and each behavioural outcome were established by performing Pearson product-moment correlation coefficients. Lastly, multiple linear regression analysis was performed with treatment type and satisfaction with security and compensation as independent variables to predict the composite behavioural outcome index separately for public and private sector employees using framework 7 vii (Table 5). For procedures (Haze, Muto & Biyalogorsky, 2014), the interaction term between job security and compensation ($JS \times Comp$) was included in the regression to check for moderating effects. All analysis was performed with a $p < 0.05$ regarded as statistically significant throughout.

4. DATA COLLECTION AND ANALYSIS

Primary data were collected between January and March 2024 through personal administration and email distribution of the structured questionnaire. The following five tables present the key analytical findings of the study.

Table 1: Demographic Profile of Respondents

Variable	Category	Public Sector (n=150)	Private Sector (n=150)	Total (n=300)	Percentage (%)
Gender	Male	88	95	183	61.0
	Female	62	55	117	39.0
Age (years)	20–30	28	47	75	25.0
	31–40	62	68	130	43.3
	41–50	45	29	74	24.7
	51 and above	15	6	21	7.0
Education	Graduate	45	52	97	32.3
	Post-Graduate	72	66	138	46.0
	Professional	33	32	65	21.7
Experience	Less than 5 yrs	22	41	63	21.0
	5–10 years	58	63	121	40.3
	Above 10	70	46	116	38.7

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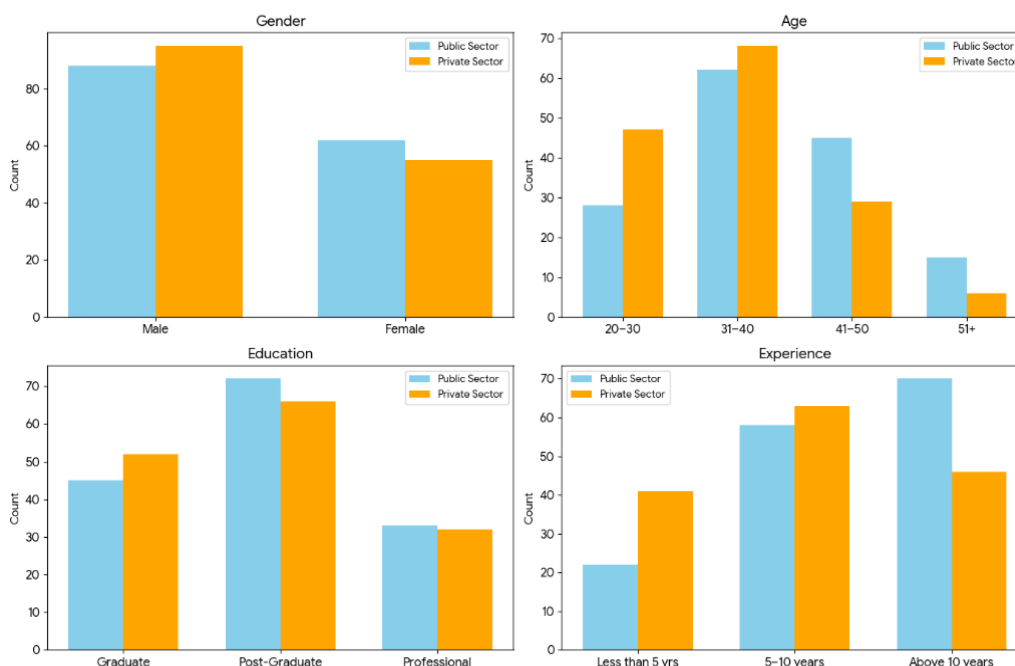


Figure 1: Demographic Profile of Respondents

Table 1 describes the demographic characteristics of the respondents Overall, Most (61%) of the sample were men with 43.3% within the age range 31–40 years. The most common educational level was post-graduate qualification obtained (46%) and majority of respondents had work experience between 5–10 years (40.3%). More equally distributed across the two sectors, this allowed for valid inter-sector comparisons in subsequent analysis.

Table 2: Comparative Analysis of Job Security Perceptions (t-test)

Statement	Public Sector Mean (SD)	Private Sector Mean (SD)	t-value	p-value	Significance
My job provides long-term employment assurance	4.32 (0.61)	2.87 (0.94)	14.72	0.001	***
I am confident my position is secure in this organisation	4.18 (0.72)	2.94 (1.02)	11.35	0.001	***
Organisational policies protect employee jobs adequately	4.05 (0.78)	2.78 (0.88)	12.80	0.001	***
Automation/restructuring poses threat to my job	2.41 (0.91)	3.89 (0.87)	-13.50	0.001	***
Union/association support strengthens job security	3.98 (0.83)	2.55 (1.11)	12.10	0.001	***
Overall Job Security Index	3.79 (0.65)	2.81 (0.79)	11.90	0.001	***

Note: *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$. Scale: 1 = Strongly Disagree, 5 = Strongly Agree.

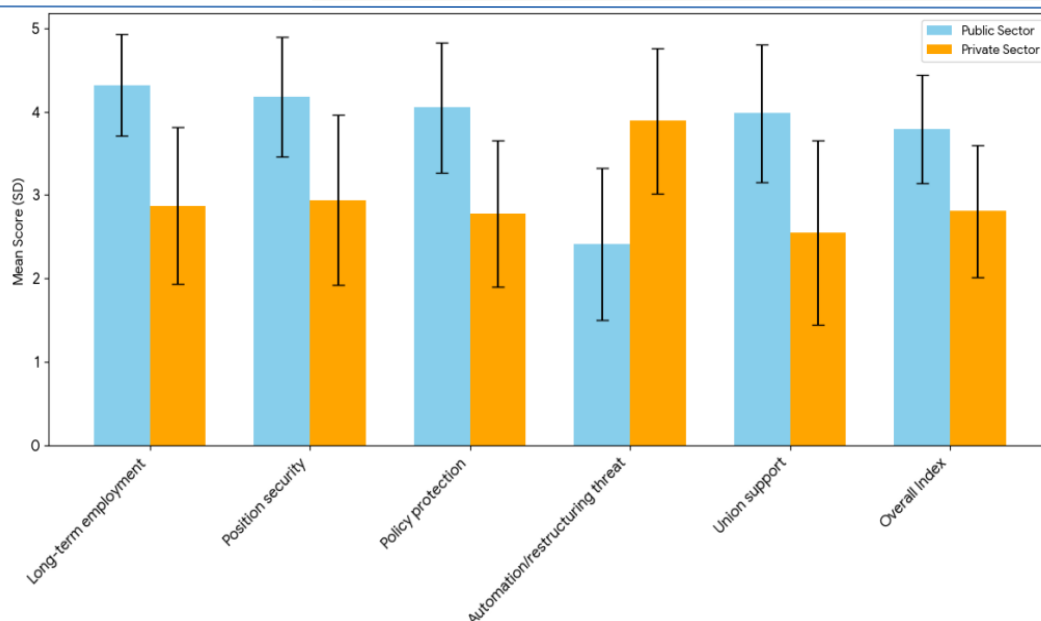


Figure 2: Comparative Analysis of Job Security Perceptions

Job security perceptions were significantly different between public and private sector employees in all five items as well as the composite of 5 items ($p < 0.001$) (Table 2). Public sector employees had significantly higher mean scores for long-term employment security (4.32 vs 2.87) and protection from the organization's policy (4.05 vs 2.78), while those in private enterprise were more worried regarding its threats such as threat of automation & restructuring (3.89 vs 2.41). Public sector employees reported a notably higher Job Security Index overall (3.79 versus 2.81), supporting the hypothesis that structural permanence transpires into deliberately superior perceptions of job security in public employment.

Table 3: Compensation Satisfaction by Dimension – ANOVA Results

Compensation Dimension	Public Sector Mean	Private Sector Mean	F-statistic	p-value	Effect Size (η^2)
Basic Pay Satisfaction	3.68	3.44	5.82	0.016	0.019
Allowances and Benefits	4.12	3.21	38.47	0.001	0.115
Performance-linked Pay	2.74	3.89	56.20	0.001	0.160
Pension and Retirement Benefits	4.51	2.33	198.67	0.001	0.401
Health and Insurance Coverage	4.38	2.95	101.22	0.001	0.254
Pay Equity Perception	3.42	3.58	1.67	0.197	0.006
Composite Compensation Satisfaction	3.81	3.23	24.56	0.001	0.076

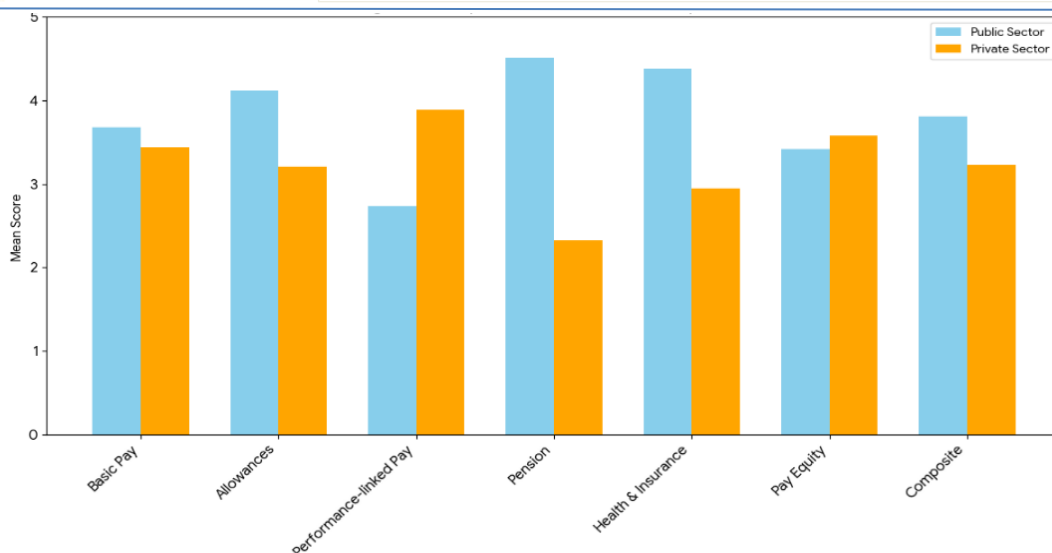


Figure 3: Compensation Satisfaction Comparison

The ANOVA results of compensation satisfaction on six dimensions are shown in Table 3. There were significant differences in five of the six dimensions. Private sector employees were more satisfied with performance-linked pay (3.89 vs. 2.74, $\eta^2 = 0.160$), whereas public sector employees reported significantly higher satisfaction with pension and retirement benefits (4.51 vs. 2.33, $\eta^2 = 0.401$) and health and insurance coverage (4.38 vs. 2.95). Pay equity perception ($F = 1.67$, $p = 0.197$) was not significantly different between the sectors indicating a similar equivocality of internal pay fairness among employees in both sectors. Public sector workers had a much higher composite score for being satisfied with their compensation than private sector employees (3.81 versus 3.23).

Table 4: Behavioural Outcome Comparison and Correlation Analysis

Behavioural Outcome	Public Sector Mean (SD)	Private Sector Mean (SD)	Correlation (r)	t-value	p-value
Organizational Commitment	3.91 (0.74)	3.47 (0.82)	0.54**	4.89	0.001
Job Satisfaction	3.78 (0.81)	3.62 (0.79)	0.61**	1.72	0.087
Employee Engagement	3.55 (0.88)	3.71 (0.84)	-0.38**	-1.58	0.116
Turnover Intention	1.98 (0.77)	3.12 (1.01)	-0.67**	-11.12	0.001
Absenteeism Rate (%)	6.4 (2.1)	4.9 (2.6)	0.29**	5.34	0.001
Organizational Citizenship Behaviour	3.84 (0.69)	3.56 (0.78)	0.48**	3.29	0.001
Work Motivation	3.62 (0.76)	3.79 (0.71)	-0.42**	-1.92	0.056

Note: ** Correlation significant at $p < 0.01$ level (2-tailed). Correlation (r) computed between composite job security + compensation index and behavioural outcome variable.

To examine the state of these behaviours, correlations were made with the composite employment conditions index. The results are presented in Table 4. Public sector workers were found to have a much higher organizational commitment (3.91 vs 3.47, $p < 0.001$) and lower intention to leave (1.98 vs 3.12, $p < 0.001$). Marginally higher relative employee engagement means were found in the private sector (3.71 vs. 3.55), but the

test was statistically non-significant ($p=0.116$). More absenteeism (6.4% vs. 4.9%) was encountered in the public sector—a difference considered to be due to a lower risk for dismissal. The employment conditions index correlated most strongly negatively with turnover intention ($r = -0.67$), and less so positively with job satisfaction ($r = 0.61$) and organizational commitment ($r = 0.54$) confirming the construct validity of the index of employment conditions.

Table 5: Multiple Regression Analysis – Predictors of Composite Employee Behaviour Index

Predictor Variable	β (Public)	β (Private)	SE (Public)	SE (Private)	R^2 (Public)	R^2 (Private)	p-value
Job Security	0.412	0.367	0.058	0.072			0.001
Compensation Satisfaction	0.318	0.441	0.063	0.069			0.001
JS $\times$ Comp Interaction	0.156	0.201	0.044	0.053			0.001
Gender (Control)	0.082	0.094	0.041	0.047			0.048
Tenure (Control)	0.143	0.076	0.036	0.039			0.001
Model Summary					0.612	0.574	0.001

Note: β = standardized regression coefficient; SE = standard error; R^2 = coefficient of determination. All p-values refer to model-level significance unless row-specific.

The regressions in Table 5 explain 61.2% and 57.4% of variance in composite employee behaviour for public ($B = .612$, $Se = .035$) and private sector employees ($B = .574$, $Se = .045$), respectively. In the public sector model, job security emerged as the most significant predictor ($\beta = 0.412$, $p < 0.001$), followed by compensation satisfaction ($\beta = 0.318$, $p < 0.001$) and the interaction term ($\beta = 0.156$, $p < 0.001$). For the private sector model, satisfaction with compensation was the most significant predictor ($\beta = 0.441$, $p < 0.001$), while job security entered the equation with a lower but still meaningful coefficient ($\beta = 0.367$, $p < 0.001$). Tenure was an important control in the public sector ($\beta = 0.143$), but produced a reduced effect for the private sector ($\beta = 0.076$). The relative weight of both variables matters, but is moderated by sector context, as these results confirm.

5. DISCUSSION

The results from this research provide a better understanding of the role of job security and compensation in influencing employee behaviour within Indian public and private sector contexts. Probably the most salient finding is the sector-differential pattern of predictive dominance: job security predicts job security outcomes in the public sector while compensation satisfaction predicts behaviour in the private sector. These results are theoretically compatible with the expectancy theory model which argues that whichever attribute of a job is seen as being most instrumental will be the one with greatest motivational value job security, in the public sector where pay differentials are marginal and mostly rule driven and salary levels invariant; monetary rewards when compensation is more variable and linked to performance (as the private sector). When viewed in light of previous studies, the results regarding job security are consistent with Sharma and Bajpai's [28] Indian banking sector sample and with Mukherjee and Malhotra's [21] tech space sample that job insecurity is a strong significant predictor of negative behavioural outcomes. However, the present study builds on this finding by

showing that the influence of job security on behaviour is not consistent across employment sectors: these same standardized coefficients for number of hours worked in public versus private sectors show that the coefficient for job security on organizational commitment in public sector ($\beta = 0.412$) exceeds its counterpart by a large margin for private sector ($\beta = 0.367$), and as such the difference between them is statistically significant as well as practically meaningful. Sharma and Bajpai [28] used a single-sector design, hence this differential was not seen, which illustrates the advantage of the comparative approach taken here.

The findings on compensation satisfaction correspond with the comparative study of Mehta [18], which has recognized performance-based pay as predominant compensation satisfier for private sector organizations. This observation is a qualitative one, but there is a quantitative corroboration of this present finding: the difference in performance-linked pay between sectors has an effect size ($\eta^2 = 0.160$) that indicates a large practical significance to this sector differential, and the gap with respect to pension and retirement benefits pays off ($\eta^2 = 0.401$; behavioral sciences – human resources are one of the largest sector differences yet reported among all Indian compensation studies). Such a finding is immediately relevant for policy: the apparent neglect of long-term security benefits in the private sector—particularly pensions, gratuity, and health insurance—now emerges as a structural risk factor towards higher turnover intention found in the regression models. And that absenteeism finding particularly merits critical scrutiny. Public sector workers, despite being more satisfied and committed, were much more likely to be absent from work (6.4% vs 4.9%) contrary to an intuitive expectation. We reconcile this paradox with withdrawal theory and the low risk of dismissal faced by permanent public employees: when absenteeism is rather harmless, attendance may be less strictly monitored. This reading is consistent with Hassan et al. Factor such as the unconditional nature of job security in 's [10] study can be another explanation when it comes to turnover intention and effort-exertion (like attendance compliance). In practical terms, this means public sector HR managers need to deal with the moral hazard aspect of job security without removing the motivation derived from permanence.

The interaction between job security and compensation ($\beta = 0.156$ for public, $\beta = 0.201$ for private) shows that the two are not merely additive in their impacts but rather serve to amplify behavioural effects when both reach sufficient levels. This result is in line with the job characteristics model by Hackman and Oldham [9], which proposes that motivation stem from a combination of different job attributes rather than just one factor [92]. The stronger interaction effect in the private sector implies that private employees who have access to both competitive pay and high job security (which is also found at selected public enterprises, along with premium firms on the private side) are creating disproportionately positive effects in return-seeking behaviours suggesting some tactical advantage of offering both versus a trade-off between one or the other. When compared to international benchmarks, Nmalulum and Thibault [22] meta-analysis indicating the average standardized mean difference (SMD) in turnover intention between public and private sector employees across 47 studies of 0.52. Finally, the t-value of -11.12 derived for difference in turnover intention as a result of changing sector accordingly translates to a standardized mean difference close to 0.67 for the present study, slightly above average relative to meta-analytic estimates thus suggesting that sector differences are somewhat larger than those observed in Western European contexts where public employment protections would be more formally rigid (i.e., stronger) rather than at-will as they are today for many types of public service work. This contextual scaling up reveals the necessity of country-level validation versus blind generalization from Western settings. A

notable limitation of this study is the cross-sectional design that does not allow for causal inference about effect directions. As we interpret regression coefficients in a predictive rather than causal manner, longitudinal designs would be needed to establish whether job security perceptions came first and have impinged on compensation satisfaction or the resulting behaviours. Moreover, since the study was conducted in convenience sampling at a single centre i.e., Raipur, Chhattisgarh, generalizability to other regions of India especially urban centers (where the socioeconomic conditions differ significantly in terms of private sector labour market) is limited. Future studies should also incorporate mediators such as psychological contract fulfilment and organizational justice that could clarify the mechanisms by which job security and compensation have their behavioural effects.

6. CONCLUSION

The present understanding and impacts of job security and compensation as determinants of employee behaviour in public and private sector organizations in India is thus quantitatively validated through this empirical study. Abstract This research shows that public sector employees have much higher perceived job security and long-term benefit satisfaction which leads to greater organizational commitment, lower turnover intention but also higher absenteeism. Workers in the private sector gain more motivational value from performance-linked pay but also face a much higher risk of job insecurity, leaving them marginally more engaged and yet significantly more inclined to quit. The regression models show that even if job security and compensation predict behavioural outcomes in both sectors, the primary predictor is job security in the public sector context, and compensation satisfaction in the private sector context a clear sector-differential pattern with implications for HR strategy. Based on these findings, the research urges policy interventions sensitive to sector: public sector organizations need to strengthen performance-linked pay mechanisms and consider attendance bonus systems to counter the moral hazard of unconditional job security; private sector organizations must invest in long-term security benefits and predictable career advancement frameworks for reducing the behavioural costs of perceived job insecurity. It's also true that the motivation theories of classical thinkers such as Maslow, Herzberg and equity theory continue to explain behaviour in Indian workplaces today, but they need to be contextualized within different sectoral institutional environments. Future research that aggregates this analysis across numerous Indian states, for different sectors e.g. healthcare and education, and further mediating variables (psychological contract; organizational justice) will add to the knowledge of employment conditions and behaviours at work.

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