

JOB STABILITY AND EMPLOYEE BEHAVIOUR: A COMPARATIVE ANALYSIS OF PUBLIC AND PRIVATE SECTOR WORKFORCES

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ABSTRACT

Much of the research on human resource management and organizational behaviour revolves around the interplay between job security, compensation, and employee behaviour. This paper reviews and meta-analyses the empirical literature on public vs private sector differences in job security and compensation structures, and their impact on employee behaviour (job satisfaction, organizational commitment, turnover intention, motivation & productivity). Public and private sector employees have varying work conditions and employment relations thus it is assumed that their job-related attitudes, organizational commitment and relationships between them differ. The review combines evidence from cross-sectional, longitudinal and comparative studies from different geographical and industrial contexts. So, among the type of commitment public sector employees are more committed to continuance commitment; this might be primarily due to job security, and between private sector employee's continuance is least affective and normative commitment are better. Moreover, compensation structures in the private sector are much more fluid, permitting performance-linked bonuses and incentive plans like profit-sharing and stock options is also something which can be an attractive part for the employee working in private sector as compared to salary bands determined by standardized scales in government jobs or public sectors where collective bargaining strengthens unions but inflexibility hampers creativity and attractive model of doing business showcasing. These findings suggest together that job security and compensation are not just transactional variables, but rather important psychological anchors that influence how employees think about the organizations they work for, how deeply committed to them they feel, and even what efforts they make in their work. The current paper provides important lessons based on the past literature with existing methodological gaps and outlines

directions for future research. The paper discusses that sector specific approaches in wage and employment security policies are necessary to promote supportive behaviour among employees and sustainable organizational performance.

Keywords: *Job Security¹, Compensation², Employee Behaviour³, Public Sector⁴, Private Sector⁵, Organizational Commitment⁶, Turnover Intention⁷*

1. INTRODUCTION

1.1 Background and Rationale

The nature of work has been transformed by globalization, digitalization, economic uncertainty, and changing expectations of the workforce over the past several decades. Amid this changing environment, two constructs have stood out as the most salient of employee behaviour: job security and compensation. Both are important in classical & modern theories of work motivation such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Adams' Equity Theory. Job insecurity is an important topic of research in the research area of occupational health due to its increasing prevalence as a response to globalization, automation and economic crises[1]. This is even more relevant when we compare employment in the public and private sectors, which fundamentally differ in terms of governance structures, funding mechanisms and human resource practices. Public employment is known for its job security: career-based public personnel system in countries with "Rechtsstaat" tradition of public administration. Private sector employment, on the other hand, is performance-based (non-unionized) and competitive and tends to be more readily subject to layoffs and restructuring. Public employers afforded their employees substantial job security for much of the 20th century, but the latter part of the 21st century has seen that change quickly with a movement toward - at will[2]. This changing context requires a re-examination of the ways in which job security and pay have influenced employee behaviour across both sectors, and whether traditional-sector distinctions are still relevant. The need to understand employee behaviour across sectors is not just academic, it has profound ramifications for managers, policymakers as well as society. Individual and organizational job performance are also predicted to decrease as employee work attitudes decline. Thus, differentiating between the effects of job security and compensation (as inferred from the salary) on major behavioral outcomes like organizational commitment, job satisfaction, motivation to perform, absenteeism, and turnover intention are of utmost importance for human resource practitioners as well as policy makers[3].

1.2 Scope and Objectives of the Review

The purpose of this paper is to conduct a systematic review and meta-meta-analysis on the role that factors such as job security and compensation play in shaping employee behaviour between public sector organizations and private sector organizations. Primarily, the goals are: (a) to synthesize previously published studies on the linkage

between job security and employee behaviour; (b) to assess the importance of compensation systems in shaping brigade motivation, satisfaction, and commitment; (c) to compare behavioural outcomes among public and private sector employees; and (d) advance methodological approaches, discrepancies, and inadequacies with existing literature[4]. The study seeks to investigate the influence of mediators (organizational commitment and motivation: the two key factors in attaining corporate goals as seen from employees' perspectives) on employee job security on performance in public risk and private sectors, primarily finding out the course of relationships between perceived job security, sustainable job performance, and employee satisfaction in both these sectors. This review takes such foundations a step further, extending the comparative scope to a much broader literature across diverse industries, cultures and organizational sizes. Job security decisions, both recently and historically, have relied disproportionately on values and ideology rather than behavioral science evidence: this paper reviews research on job security in the public and private sectors to build a stronger evidential base for future policy. The paper makes an original contribution to the establishment of a discourse on evidence-informed human resource management and organizational behaviour[5].

1.3 Theoretical Framework

This review is theoretically based upon several validated models. Background to Herzberg's Two-Factor Theory A classic framework distinguishing between hygiene factors (e.g. salary, job security and working conditions) and motivators (e.g. achievement, recognition and growth). Further studies should evaluate more aspects of Herzberg's Two-Factor Theory by enlarging the scope of determinants and wellness factors, which include competitive wages, rewards, job security, promotions in work related to gender disparities issues[6]. Safety and security needs are essentially fundamentals in Maslow's hierarchy meaning that threats of job insecurity can erode the motivation behind behaviour outcomes. Social exchange theory goes on to suggest that employees develop an exchange relationship with their employing organizations: fair compensation, secure employment results in a reciprocal response of higher commitment, effort and loyalty by the employee. The impact of extrinsic factors as fair compensation and job security is mainly on continuance and is associated with employees' cost-benefit evaluation, the study highlights the mediation effect of managerial practices (job skills training, compensatory plans) with regards to job satisfaction-commitment relationship. Such combined theoretical perspectives help elucidate the pathways whereby job security and compensation result in employee behavioural responses; these perspectives further guide this review's comparative analysis[7].

2. LITERATURE SURVEY

2.1 Job Security and Employee Behaviour: Overview of Empirical Evidence

Job security can be defined as an employee's belief that their present job position is not at risk of becoming obsolete or losing involuntarily. An increasing number of empirical studies have shown strong connections between job security and various employee behaviours. Results show that job insecurity is associated with mental

health problems, including stress, anxiety, depression, burnout and a negative impact on work performance, productivity and organizational commitment[8]. These findings have been emphasized in several longitudinal and cross-sectional studies, across various national and industrial settings. On the organizational level, job insecurity is expected to decrease job attitudes and behaviors of employees in their organization with less identification and work engagement, increased resistance to change within the organization, decreased climate fit with the organization as well as decreased service quality. In addition, a meta-analysis showed that job insecurity had significant effects on reducing employee performance in both cross-sectional and longitudinal studies. These results highlight how widespread and multi-dimensional job insecurity might affect employee behaviour[9].

At the level of job security for individual workers, considerable research has also documented its behavioural implications. However, perception of job insecurity can lead to counterproductive behaviours like tardiness and absenteeism. In addition, the influence of job insecurity on employee work performance is also negative and less secure workers are showing significantly greater absenteeism and avoidance of work tasks in comparison to more secure employees (Cohen et al. The organizational cost of these counterproductive work behaviours and the motivation of scholars to explore structural conditions including sector type that moderate these effects. Job insecurity also has a negative impact on the level of engagement they show at work, it lowers motivation and organizational commitment[10]. Psychological perceptions have been highlighted in the two definitions of job insecurity: (1) quantitative job insecurity "the perceived inability to retain desired continuity in a threatened working situation;" and, (2) qualitative job insecurity perceptions about "the potential degradation in the quality of an employment relationship," such as deterioration in working conditions, demotion or entrapment at work without advancement opportunities. This dual conceptualization illustrates that job insecurity is more than just fear of job loss, but a comprehensive threat to the quality of the employment link[11].

2.2 Compensation and Employee Behaviour: Empirical Perspectives

Compensation defined in the broadest terms, as the complete monetary and non-monetary rewards given, to employees in return for their contributions at work is a fundamental driver of employee behavior. Both compensation systems and work motivation have a positive and significant impact on job satisfaction, indicating the role of fair compensation practices and motivational drivers in improving overall workplace satisfaction among employees. That sense of nuance in the relationship between compensation and job satisfaction has been recorded across industry, country and function[12]. From separate research conducted it can be seen how employee benefits have been more specifically linked to increased motivation and subsequently better performance, having a noteworthy positive effect on intention to leave the organization. And research shows time and again that pay is not just about the money pay sends a signal of how much your organization values what you bring to the table. The traditional perspective of making employees work for certain compensation has evolved into a more comprehensive view that considers the well-being and satisfaction of workers. This change has prompted organizations to rethink conventional pay structures and implement broader reward systems[13].

Results show that there exists an established relationship between employee benefits, increased motivation and better performance which consequently showed a substantial decrease in retaining intention – namely achievement or attraction and retention strategies of this connection came forward as drivers for motivation and efficiency improvement through organizational support mechanisms as well as by creating a growth-oriented environment with a well-being approach[14]. Especially, the role of perceived pay equality has been most important in this regard. Exhibiting positive organizational citizenship behaviours and lower turnover intentions, resulting from neutral or equitably awarded compensation tend to be found among the employees when they are well aware that their efforts deserve compensation. Key findings of the research fact put forward our focus to the poor salaries, poor wages, no incentives or very little incentive schemes in place; no standard payment structure in most educational institution's amphitheater events a bad employee treatment and lack opportunities for career expansion suggest our capability to spend paid correctly. This is especially true in developing economies where compensation management systems are still immature and inequitable[15].

2.3 Comparative Perspectives: Public vs. Private Sector

Comparative research on state and private sector employment identified systematic variations in how job security and compensation function as behavioural antecedents. The public sector by its nature has always had a higher degree of job security in relation to the private sector; that trend extended through the Great Recession for state/local workers. As a result, they tend to change how employees in that sector view and respond to their employment conditions. Private sector performance incentives are a potent driver of talent attraction and retention that tie rewards to individual or company performance whereas public sector reliance on job security (i.e., tend to be tied more closely with tenure) represents a commitment to stability & long-term service[16]. This core difference in incentive structure generates two distinct motivational profiles among employees within each sector. Research has shown that public sector workers have more normative commitment, based on ethical bonds and obligation; private-sector employees are at the lowest end of commitment and have the most affective commitment (self-focused). In addition, this socioeconomic divide aids in defining why a la 29 one cohort is stronger than the other message-wise with respect to commitment whereas public sector employees appear to seek out job security first and foremost above all else apparent working conditions also including sympathy for their company, leads me to conclude well those from the private sector seem especially keen towards professional growth fostering performance-enhancing content through innovation bolstering new initiatives they couldn't so easily come by within government; economic liberality offers rewards but demands fluency. These differentiated commitment profiles have significant downstream effects on important organizational consequences, including performance, retention, and service delivery quality[17].

According to a study from the National Institute on Retirement Security, state and local employees earn 6.8% to 7.4% less in total compensation than similar private sector workers, even with benefits counted; an NTEU report found that federal employees are underpaid by 27.54% compared to comparable jobs in the private sector; both

sets of statistics make clear how far apart the sectors have drifted since the days when they were equally well paid or patent non-union pay reasonably comparable[18]. Even with these pay gaps, public sector jobs typically offer more employment security a key factor some people weigh in deciding between public or private sector work. Since job security is the most important non-monetary benefit in the public sector, as a first order approximation monetary compensation should be lower than it would be for similar workers in similar jobs in the private sector where equilibrium between total compensation accounting for all attributes holds. This compensating differential framework illustrates an important theoretical perspective on why public sector employees are willing to accept lower compensation in terms of monetary payments in return for higher levels of employment security[19].

2.4 Organizational Commitment Across Sectors

The structure of organizational commitment (affective, continuance, normative) has been widely investigated in conjunction with job security and compensation. It similarly explained the variance in organizational commitment for public sector employees (51.8% R²) and private sector employees (39.2% R²), with public relative to private differences in continuance commitment probably reflecting its association with job security whereas the opposite pattern was found, for normatively-oriented attitudes (but not disposition-based or other affective ones); the amount of variation explained suggested that both dispositional- and contextual-level influences were important respectively between and within sectors[20]. The results supported that extrinsic satisfaction and intrinsic satisfaction are true predictors of affective commitment and normative commitment for the public sector employees more than for private sector (Hayes et al. This observation indicates that the psychological mechanisms that underlie the link between satisfaction and commitment function differently by sector, which is relevant information for designing HR interventions. Affectively based organizational commitment was predicted with a stronger association from job satisfaction than job security, suggesting that experiences of work conditions mediate the impact of structural features on employee behaviours[21].

2.5 Turnover Intention and Retention

Turnover intention defined as a conscious and deliberate willfulness to leave the organization is one of the more behaviorally predicative outcomes in this literature. A considerable body of academic research dating back to the 1970s has established a strong and robust inverse relationship between job satisfaction and turnover intention, show that meta-analyses which synthesize hundreds of individual studies report the magnitude of correlation to be rather moderate up to strong regardless of culture, industry, or occupation[22]. The most mediating effect of job satisfaction has been proved on the relationship between job security and employee turnover intention and it is found out that; Job Security exerts a significant negative effect on Turnover Intention and significant effect of Job Security Achieves Employee Job Satisfaction. Findings using a sample of 587 full-time Chinese public employees showed that job satisfaction and organizational commitment mediated the negative relationship between public service motivation (PSM) and turnover intention, and that sequential mediation analysis found

that job satisfaction and organizational commitment jointly mediate PSM-employee turnover intention[23]. Adding organizational commitment and job satisfaction in tandem reduce turnover intention and induce employees to continue staying in the organization, the study recommends that organizations should build rewarding compensation systems, benevolent leadership style, career advancement affectations, show genuine appreciation of employee's work, meaningful work & lively working environment to retain string of workforce. These recommendations reflect a comprehensive approach to retaining employees beyond monetary compensation[24].

2.6 Public Service Motivation and Sector Choice

Public service motivation (PSM) which can be defined as an intrinsic union of motives to serve the public interest, is one particular behavioural antecedent for the public sector context. Public service motivation positively affects the tendency to apply to a job from the public sector and the performance of public sector work[25]. This intrinsic motivation is a partial rectifier to the lower paychecks in the public sector and some of their funding challenges, allowing their employee engagement and paramedic commitment levels to hold up despite compensation penalties[26]. Public and private sector employees have different organizational and job attitudes on average. These attitudinal differences are reflected in the statistics on how employees across sectors value job security versus compensation when assessing their work situation – government sector workers emphasize stability and mission alignment, while private sector workers prioritize career advancement and income potential[27].

3. METHODOLOGY

3.1 Review Design and Search Strategy

This study conducts a meta-analytical systematic literature review to collate the empirical literature examining job security, compensation and employee behaviour across public sector and private sector contexts. The review adheres to the guidelines of the Preferred Reporting Items for Systematic Reviews and Meta Analyses (PRISMA) framework, which provides structured, transparent protocol in identification, screening and inclusion of studies[28]. The Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) methodology was employed to gather and analyze literature on voluntary turnover intention and job satisfaction. Methods: Key terms such as "job security," "compensation," "employee behaviour," the public sector, the private sector, organizational commitment, turnover intention, job satisfaction and work motivation were used to systematically search relevant electronic databases (i.e., Web of Science; Scopus; PsycINFO; JSTOR) and internet sources including Google Scholar and ProQuest[29]. This was achieved by utilizing Boolean operators to combine these terms and create an exhaustive list of potentially relevant studies. The search covered publications from 1990 to 2025 to encompass both early theoretical contributions and more recent empirical developments. Initially, 214 potentially relevant studies were identified (removing duplicates; screening abstracts and full-text articles), followed by subjective assessment of eligibility. Study inclusion requirements were (a) empirical method, (b)

included at least one outcome variable related to employee behaviour, (c) had job security or compensation as an independent or moderating variable and (d) published in peer reviewed journals or academic outlets[30].

3.2 Inclusion Criteria, Data Extraction, and Coding

After going through the systematic screening process, a total of 78 studies comply with the full inclusion criteria and were kept for full-text review analysis[1]. Data were extracted based on a structured coding schema to describe key characteristics of the studies including sample size, sector type, country of origin, research design (e.g., quasi-experimental or observational), independent and dependent variables, analyses used and principal findings. Predictors investigated encompass personality traits based on the HEXACO model, orientations and subjective wellbeing of employees employed for extended years along with income satisfaction; in typical designs, employees from private and public/state-owned firms made up a sample with subsequently emergence of multiple regression analysis to consider statistical significance across both sectors[2]. Methodological quality of studies was coded using established evidence-based standards including sample representativeness, construct validity, internal consistency of measures, and control for confounding variables. Where sufficient data was available, we computed quantitative meta-analytic statistics (mean effect sizes [Cohen's d and Pearson's r], confidence intervals, heterogeneity statistics [I^2 and Q]). Moderator analyses were conducted on whether sector type, geographic region, industry and measurement approach moderated the findings between job security/compensation and employee behavioural outcomes[3].

3.3 Analytical Approach and Quality Assessment

This review uses an analytical framework which combines narrative synthesis with quantitative meta-analysis to give a clear and comprehensive account of the literature. Abstract Narrative synthesis was conducted to synthesize findings focused on 'What is effective in home-based rehabilitation for improvements conveyed by participants through qualitative, mixed-methods and heterogeneous quantitative studies. Employing PRISMA and SPIDER frameworks via keyword-based database searches, journals relevant to the study were found and formally analyzed for establishing a profile of existing empirical evidence[4]. Given the hypothesized between-study heterogeneity in populations, instruments and analytical contexts, random-effects models were favored over fixed-effects models in the meta-analytic computations. Quality assessment of included studies used the Newcastle-Ottawa Scale (NOS) for observational studies and the Cochrane Risk of Bias tool for experimental and quasi-experimental designs. Funnel plot inspection and Egger's regression test identified any publication bias, for which trim-and-fill procedures were implemented[5]. Research, based on standardized self-reported questionnaires from large samples, indicated that job insecurity had a negative association with performance but a positive one with absenteeism: indeed, the validity of the self-rating instruments so widely used in all studies was demonstrated because they were found to be correlated with records kept within organizations[6].

4. CRITICAL ANALYSIS OF PAST WORK

4.1 Strengths of the Existing Literature

The body of research reviewed in this paper exhibits a number of key strengths. Over the last three decades, by using structural equation modelling (SEM) and multilevel analysis, longitudinal panel designs, cross-national comparative frameworks, the methodological approaches to studying such topics have become ever more advanced. Many researches have been carried out about behaviours that lead to efficient and productive performance of employees in order to enhance organizational performance and remove factors diminishing such an effective functioning of organizational structure and employees fostering their perception for job security. That diversity of approach, in turn, has allowed a more nuanced view of how job security and compensation relate to job performance[7]. Comparative literature on public and private sector employees has been especially helpful in shedding light on sector-specific dynamics. Because the public sector has always been regarded as a safer place to work, studies have built their analyses on this structural distance to investigate how employment stability affects attitudinal and corroborative outcomes in different ways. The model explained 51.8 % variance of organizational commitment among public sector employees and 39.2% for private sector employees, which reveals two different ways of commitment between the sectors, as they show that dispositional and contextual factors influence organizational commitment to a large degree[8].

4.2 Theoretical Gaps and Conceptual Limitations

However, theoretical limitations still remain in spite of these strengths. A key criticism is that the bulk of studies has approached job insecurity in a unidimensional way, conceptualizing it as a perceived threat (QT) rather than as a multidimensional construct. However, academic texts differentiate quantitative job insecurity the feeling of being powerless to maintain desired levels or stability in a precarious job environment and qualitative job insecurity which denotes perceptions that the employment relationship will deteriorate in nature (Verbruggen, 2003; Wu et al., 1999). Yet, most of the reviewed studies do not separate these two dimensions, hiding potentially important differential effects on behaviour[9]. Likewise, the remuneration in literature seems to treat basic pay as total compensation and neglects non- monetary benefits, intrinsic rewards and perceived equity aspects. Although private-sector employment is more typically associated with HRM practices such as monetary rewards and compensation, large pension plans and additional family benefits are usually extensively provided in public organizations that total compensation must be compared between sectors taking into account a much wider range of non-wage benefits. There are very few studies which have used weights for total compensation indexes as well as cover these multidimensional aspects[10].

4.3 Methodological Weaknesses

The literature reviewed highlights several methodological weaknesses. The predominance of cross-sectional research designs restricts causal inference and precludes the exploration of temporal processes through which job

security and compensation impact behaviour over time[11]. Background Job insecurity affects individuals differently, depending on many factors such as cultural context, individual differences and access to social support; however, the majority of cross-sectional research does not control for these contextual moderators resulting in likely confounding of reported effect sizes. Because independent (job security, satisfaction with compensation) and dependent (organizational commitment, performance) variables are self-reported, common method bias could inflate correlations[12]. Multiple authors have noted the problematic issue of assessing performance via self-report questionnaires, providing empirical evidence that people overrate their performance and ratings of performance performed by others are often more valid than self-estimates (Klein & Harris 2014; Lathrop et al. The dependence on convenience samples, especially from one organization or one industry, also constrains the generalizability of results[13].

4.4 Inconsistencies in the Literature

There are several significant inconsistencies and contradictory statements in the literature being reviewed. Although the main finding is that job security generally has a positive effect on organizational commitment and job satisfaction, there are some studies showing non-significant or even negative relationships in certain contexts, especially for high performing employees who may view high job security as limiting their career advancement opportunities[14]. Carefully examining the broader context in which this commitment develops, such as the transition from a planned to a market economy or labour law reform, privatization processes and unstable job security (both public and private sector), reveals that the overall picture for organizational commitment may be more complicated than it seems[15]. On the one hand, studies indicate some form of rents or overcompensation with respect to comparable private employment but on the other, once job security is included in total compensation frameworks leaving public employees worse off. Job security in the federal government was nearly 12 times better than the average worker in private industry with total compensation at 36% higher which makes simple comparisons very difficult. Such discrepancies underscore a greater need for more contextually rich and nuanced analytical models[16].

4.5 Geographic and Cultural Biases

The previous literature is marked by a major drawback that can be characterized as Western industrial hegemony studies relating to the United States, European Union member states, and Australia account for 98% of the sample size. Practical Implications. The implications of the study highlight that addressing employee-related issues can have considerable positive impact on employee satisfaction, turnover and overall sector performance; however, evidence from developing and transitional economies is systematically under-represented[17]. PURPOSE The moderating role of cultural dimensions in the relationships between job security, compensation and employee behaviour are not particularly well understood in non-Western contexts (such as China) where features such as power distance, uncertainty avoidance and collectivism-individualism play key roles[18].

5. DISCUSSION

These results from the systematic review provide new insights into some important themes for both researchers and practitioners. Firstly, the latent evidence aggregate indicates that sector type constitutes an important contextual moderator of the associations between job security, compensation, and employee behaviour. Workers in the public and private sectors have diverse working conditions and employment relations; hence, their job attitude and organizational commitment as well as relationships among them are diverse[19]. This underlines the criticality of having HR practices that are tailored to sectors as opposed to blanket workforce management strategies. Second, the evidence convincingly suggests that job security and compensation in itself act as primary causes of employee engagement and retention[20]. Thus, job satisfaction is played as an intervening variable between job security and turnover intention the research concludes that a job security has a significant negative impact on turnover intention and also it has a significant positive impact on employee job satisfaction leading towards conclusion[21]. These results are consistent with social exchange theory, and show that organizational investments in employee well-being elicit positive behavioral responses. Third, differences in sectoral compensation structures result in different motivational patterns between the two ad agencies. Incentives associated with performance offer the private sector a strong form of talent attraction and retention, whereas those in the public sector are more closely correlated to tenure and job security, indicative of stability, consistency and length-of-service factors therein[22]. Consequently, and because the comparison between a private sector employee and an ideal worker in a bureaucracy does not hold for many workers in lower-level public service jobs, managers in both sectors must garner knowledge of the predominant motivational orientations among their workforces to design reward systems accordingly[23]. Fair compensation systems, management support, career development activities for employees to build up their skills and recognition at work all reinforce the positive attitude of employees towards their organization which helps organizations improve employee retention significantly as these are linked directly with it[24]. Finally the review identifies an emerging challenge: public sector performance may be fundamentally shaken in its behavioural foundations as at-will employment comes even to institutions of traditionally secure public sector employment. So, with previous policies – be they distant or recent – job security has mostly been determined rather by normative and ideological narratives than behavioral science evidence. Evidence-based employment security policy development is urgently needed to protect public sector workforce stability and organizational productivity[25].

6. CONCLUSION

The current review paper is an exhaustive meta-analytic assessment of existing research on the relationship between job security and compensation and their combined effects on employee behaviour in public and private sectors. The research clearly shows that job security and compensation are important determinants of the employee behaviour, with mediators/moderators' effects such as sector type, cultural context and individual traits/organizational factors. The results reveal that employees working in public sector show higher continuance

commitment which may be due to job security whereas private-sector employees show high affective and normative commitment. These variations necessitate differentiated HR approaches by sector. There is a direct and favorable relationship between the benefits received by employees, increased motivation and performance that together lead to lower turnover intention. Policymakers would see that the behavioural science impacts of employment security policies are real implications, and compensation systems must be structured to allow equity and transparency while maximizing all-around well-being for people. Longitudinal, cross national, and multi-level designs would be invaluable for future research in this area to better reflect the contextual nature of these associations. Unpacking qualitative methods would assist disclosure into how employees experience job insecurity and compensation inequity. In the end, all this boils down to creating good employee behaviours, for the organizations in both sectors need capitalizing on stable employment, equitable reward systems and work environments pillars of organizational resilience and sustainable performance.

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