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COMPARISON OF HRM IN INDUSTRIAL AND IN PUBLIC SECTORS IN GREECE

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Abstract

In contemporary socio-economic conditions, both private and public organizations focus on higher growth rates. This can be achieved through streamlining the human resource management in the organizations to enhance productivity. In this respect, it is essential to understand the prevailing HRM practices and their impact on the public and private employees of Greece. The current study to enable the transition of firms' effective and flexible organizations undertakes a comparative analysis of the prevailing HRM practices. The comparison of the perception of employees reveals similarities in terms of internal, HRM, and leadership factors. While, there is a difference in opinion for the factors of external, leadership, employee commitment, ownership culture and people, policy plus the process which is observed among private and public sector employees.

Keywords: *HRM; Human Resource Management; Industrial Sector; Public Sector, Greece*

JEL Codes: *H83, J24, O15*

1. Introduction

In conjuncture with the global economic crisis of 2007-2008, Greece continuously witnessed high deficits of the current account balance with the problem of oversized gross external debt. To address these economic problems, reforms were undertaken to ensure greater coordination and liberalization in the public and private sectors (Economakis, Frunzaru & Zisimopoulos, 2016). The industrial relations systems in Greece consequentially have been transformed. However, the public sector remains a major employer in Greece. Also, concerning the human resource aspect of employment rights and status of public servants and private sector employees, there exist differences. These include access to employment, setting of working hours, wages, and trade union rights (Ellis, 2018; Karakioulafis, 2008).

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There are concerns in HRM that affect both public and private sectors in Greek firms including those of leadership, organizational culture, work-life balance, career scopes, and training programs for employees (Xanthopoulou & Kefis, 2019). However, with the presence of dual structure in the economy, that is, both public and private sector, the human resource management (HRM) practices are also dualistic. While the public sector practices are inclined towards unionization and standard practices. On the other hand, organizations in industrial sectors in Greece use formalized mechanisms of HRM practices. These are flexible, personal, and based on the involvement and participation of employees and employers (Psychogios & Wood, 2010). In this context, the current paper seeks to compare the HRM practices in the public and industrial sectors prevailing in Greece. The current study aims to compare the HRM practices prevailing in the industrial and public sectors in Greece.

2. Literature review

To guide the present study and attainment of its aim, the current section will present an analysis of previous studies and academic literature. In this section, the HRM practices in the industrial and public sectors of Greece are analyzed.

a) *HRM in the industrial sector of Greece*

The HRM practices in the industrial sector of Greece are impacted by the cultural context of the local community and prevailing conditions of job insecurity among the employees. In this conservative climate, HRM strategies and practices are largely directed to build the ethos in the private firms to generate credibility and trust among the employees (Freed, Hyatt, Papachristou & Papalexandris, 2012). A report published by OECD in 2012 suggests that HRM framework in the industrial sector in Greece protect employee by providing rights such as those of unionization, strike, and job protection against dismissal of the employees. Additionally, a study by Katou, Budhwar & Patel in 2014, suggests that in prevailing conditions of the industrial sector in Greece, HRM practices of a firm play important role in improving the psychological capital and preventing employees from feeling unsafe or discouraged (Katou, Budhwar & Patel, 2014). Thus, the studies suggest that HRM in the industrial sector in Greece focuses on the development of confidence and optimism among employees to improve both employee and organizational performance.

b) HRM in the public sector of Greece

Public sector organizations in Greece face HRM issues such as over-burden on employees, misconduct, high levels of bureaucracy, and productivity. This is the result of stagnation in grade promotions and unexpected pay cuts. In this respect, the HRM strategies of incentive and rewards, participation in decision making, leadership behavior, designing of appropriate work positions, and benchmarking outcomes are some methods for improvement of the efficiency level of the personnel (Rossidis,

Aspiridis, Blanas, Bouas & Katsimardos, 2016). Also, at the same report that published by OECD in 2012 suggests that the HRM framework in the public sector has legal provisions to protect the rights of the employees. These include the practices of providing social security to employees, pensions, the right to strike and form a union, and guarantees for long-time employment opportunities. Also, HRM in the public sector organization in Greece is increasingly involving practices inspired by private companies. These include the adoption of practices such as performance management, management of employees through objectives and results, business process reengineering, and training for the inclusion of new-age technologies (Xanthopouloua & Kefis, 2019). Thus, the public sector in Greece requires HRM practices and measures to enhance competitiveness and improve efficiency.

3. Research Methodology

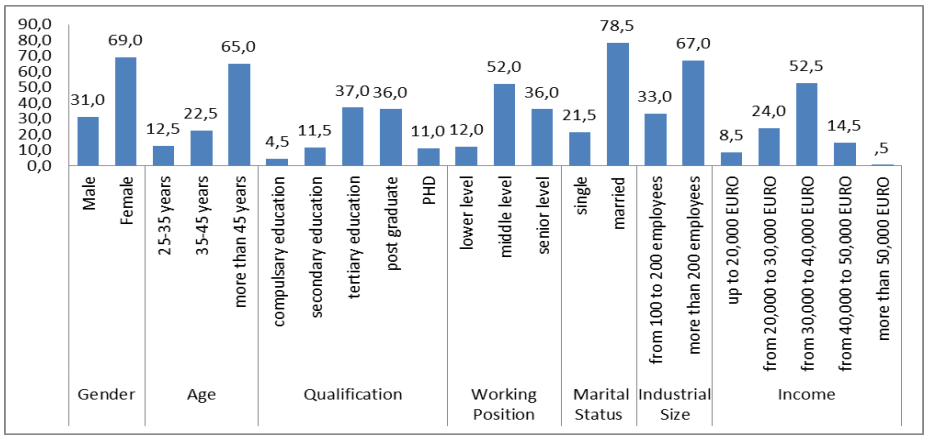
To present the comparative analysis of HRM in public and private sector organizations in Greece, the current paper will use deductive research philosophy. The philosophy is selected to understand employee's perspective regarding prevailing HRM practices and how it impacts their individual and organizational productivity. To analyze the same, primary research using quantitative data is undertaken in the study. Using purposive and snowball sampling methods, the study gathered responses from 200 public and 200 private-sector employees to understand their demography, background knowledge, and perception on job satisfaction, policies of HRM policies that impact organizational productivity and success. The data gathered was analyzed using statistical analysis tools of frequency distribution and SPSS to provide results discussed in this study ahead.

4. Data Analysis

The data gathered from 400 hundred respondents was analyzed using a quantitative method using statistical and mathematical modeling. The demography to understand the respondent population of public and private sector employees is analyzed first. Figure 1 presents the demographic characteristics of public sector employees in the region of Eastern Macedonia of Greece and Thrace.

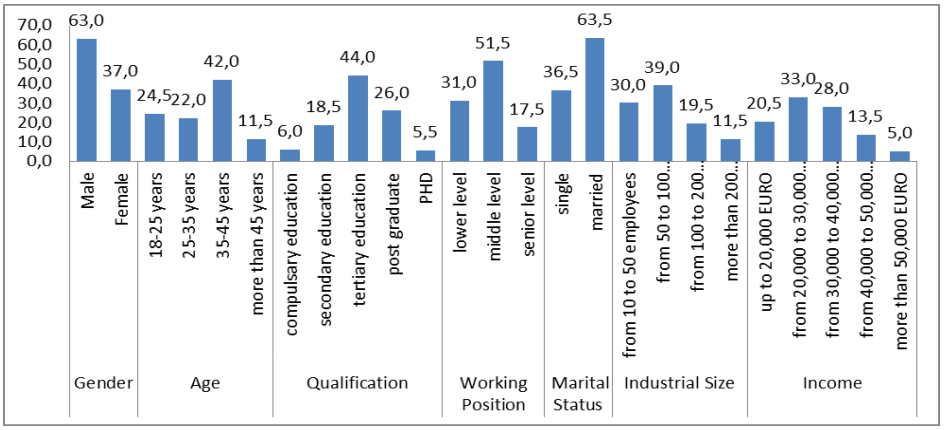
The demography suggests that public sector respondents are mostly female, of age more than 45 years married, have an educational qualification of tertiary level, working for firms employing more than 200 employees in the middle management level, and earn between 30,000 to 40,000 Euros per year. Similarly, the private sector demography is presented below.

Figure 1. Public Sector Demographic Analysis



Source: authors' own research, 2021

Figure 2. Private Sector Demographic Analysis

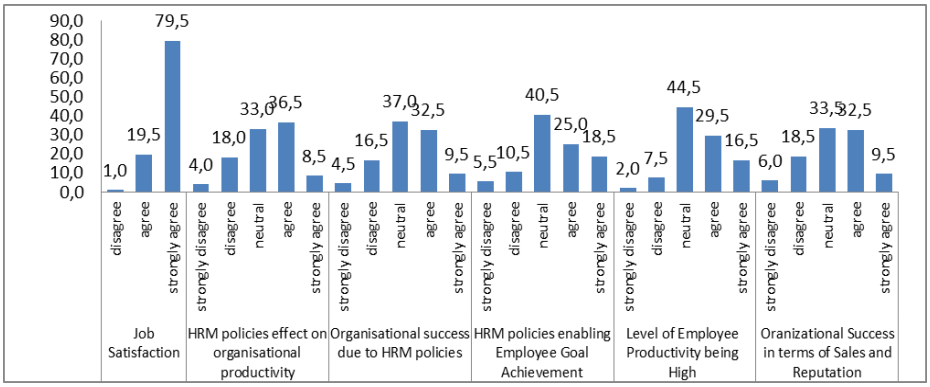


Source: authors' own research, 2021

Figure 2 presents the results of a demographic survey for private-sector employees. Maximum participants to the survey in the private sector are male, between 35 to 45 years of age, married, educated to tertiary level, working in firms with 50 – 100 employees, employed at the middle level, and have annual earning between 20,000 to 30,000 Euro.

Similarly, the findings on background information attained through the questionnaire for the public sector employees are presented in the figure below.

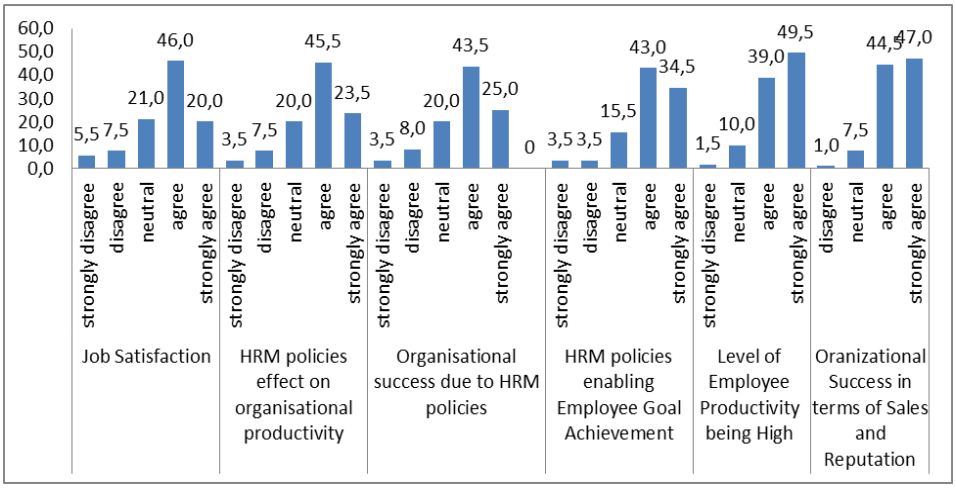
Figure 3. Public Sector Background Analysis



Source: authors' own research, 2021

Figure 3 shows that maximum public sector employees have are neutral or in agreement with the perception of being satisfied with their job, the role of HRM policies in impacting organizational productivity, organizational success, and employee goal achievement, level of high employee productivity, and organizational success in terms of firm's reputation and sales. Likewise, the background analysis for the private sector employees was also conducted and presented in the figure below.

Figure 4. Background Analysis Private Employees



Source: authors' own research, 2021

The Figure above shows that maximum industrial sector employees are in agreement or strong agreement with the perception of being satisfied with their job, the role of HRM policies in impacting organizational productivity, organizational success, and employee goal achievement, level of high employee productivity, and organizational success in terms of firm's reputation and sales.

Having collected the demographic and background data, the responses of 200 public and 200 private-sector employees were comparatively analyzed to understand their perception of different factors of HRM including internal factors, external factors, leadership style, HRM practices, ownership culture, employee commitment, people, policy and process. The coding for the statements is presented in Table 1 in appendix.

a) Reliability Analysis

With the specification of the codes for the considered statements representing various factors of HRM in the public and private sector, the examination of efficiency and reliability needs to be done. In this study the Cronbach's alpha test to measure internal consistency in a related set of items was conducted, the results of which are presented in Table 2 in appendix.

Also, the previous referred table shows the total Cronbach's alpha value and item-wise Cronbach's alpha value for statements representing various factors of HRM. For all factors total Cronbach's value for the statements is higher than the required value of the minimum value of the reliability of 0.7. Thus, they are effective enough in the representation of the factor. Further analysis is undertaken based on item-wise Cronbach alpha value if an item is deleted for statements. Only those statements having an item-wise value less than the total Cronbach alpha value are considered for further analysis. Thus, the variables C4, D1, E4, F3, I2, J1, K5, and R1 are eliminated from the model.

b) Inferential analysis

The selected statements are examined using inferential methods to conclude differences in the HRM practices for public and private sectors. Herein, hypothesis-based analysis is conducted based on data gathered from the two group's formulated i.e. public employees and private employees. To comparatively analyze the difference in perception of employees concerning factors of HRM factors affecting the work environment in organizations in Greece, the below hypothesis was tested.

H01: There is no significant difference in the different HRM factors of internal environment, external environment, HRM policies, leadership, employee commitment, ownership culture, and people, policy, and process in affecting the work environment, job satisfaction, and organizational productivity in organizations of public vs. private sector organizations in Greece

HA1: There is a significant difference in the different HRM factors of internal environment, external environment, HRM policies, leadership, employee commitment, ownership culture, and people, policy, and process in affecting the work environment, job satisfaction, and organizational productivity in organizations of public vs. private sector organizations in Greece

To summarize the dataset for factors internal environment, external environment, HRM policies, leadership, employee commitment, ownership culture,

and people, policy plus process for both private and public organizations, descriptive analysis is presented in table 3 in appendix.

Table 3 represents the descriptive statistics for the difference in opinion of the public and private sector respondents based on different HRM factors. The descriptive statistics presented suggest that the mean values for internal factors and HRM policies are more relevant for private industry employees. While, the external factors, leadership, employee commitment, ownership culture, people, policy, and process of HRM are more relevant for the public sector employees. The standard deviation is close to 1 for both public and private employees and varies from disagreeing to strongly agree for both public and private employees. As the standard error value is close to 0, it denotes there are fewer biases present in the results. Further, Levene's Test for Equality of Variances and T-Test for equality of means is conducted to derive the significance of this test, the results for this are presented in Table 4 in appendix.

Levene's test for equal variances at a 95% confidence level for the maximum HRM factors reveals that the significance value is less than 0.05 or the required significance value. This denotes that equal variance is present in the dataset and further t-test for equal variance assumed data will be conducted. For maximum variables denoting HRM factors, the p-values are less than the significance level of 0.05. This suggests that the null hypothesis of no significant difference in the different HRM factors of internal environment, external environment, HRM policies, leadership, employee commitment, ownership culture, and people, policy, plus process in affecting the work environment, job satisfaction, and organizational productivity in organizations of public vs. private sector organizations in Greece is rejected. Thus the two groups of public and private sector employees are impacted differently in terms of work environment, job satisfaction, and organizational productivity in organizations by the HRM factors of internal environment, external environment, HRM policies, leadership, employee commitment, ownership culture, and people, policy plus process.

5. Conclusion

To attain the aim of comparatively studying the prevailing HRM practices in the public and private sector in Greece, a quantitative analysis method is used to find a linkage between the variables. The survey was taken from 200 public and private sector employees respectively to gather their perception of HRM practices prevailing in Greece. The findings suggest that based on hypothesis examination at a 5% level of significance, the employees find the parameters of internal and HRM policies to be more relevant for the private sector employees. While, the factors of external, leadership, employee commitment, ownership culture, and people, process, and policy are more relevant for the public sector employees. Hypothesis based analysis further suggests that for different HRM factors of internal environment, external environment, HRM policies, leadership, employee commitment, ownership culture,

and people, policy, and process, the public and private sector employees perceive a difference in a work environment, job satisfaction, and organizational productivity in Greece. Thus, public sector organizations could focus on implementing transformational leadership style, and adapting new parameters of dependability and trust or having regular monitoring for having better accountability and responsibility of civil servants. Further, private sector organizations could have modernization of their institutional framework or development of cooperation based working to enhance the capacity and HRM effectiveness. Due to limited time and resources study is restricted to 200 employees of each organization and some regions only, thus, future studies could widen this scope by having inclusion of wider sample size and region along with determining the impact of respective factors on job satisfaction of employees.

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APPENDIX

Table 1. Coding for statements

Factors	Parameters	Statement	Coding
Internal Factors		Preferences of management match with that of the employees.	A1
		Priorities of management are conducive to the work environment	A2
External factors		Government regulations are complied with seamlessly in the organisation	B1
		Organisation adapts easily to the economic conditions of the country.	B2
HRM Practices	Absence Management	Organization has absenteeism policies like disciplinary action	C1
		Organization arranges for substitutes in case of absenteeism	C2
		HRM has policies to prevent absenteeism like attendance bonus	C3
		Employee health and well-being activity is designed to promote good physical health, good lifestyle choices and good mental health	C4
	Behavior management	Bullying is prohibited at the workplace	D1
		Abusive conduct/ language is penalised	D2
		Organization has strict rules against gossiping and usage of social media	D3
		Insubordination is penalized	D4
	Career Management	Training programs offered has improved my performance	E1
		Efficient training needs assessment methods are put in place	E2
		HR team counsels and advises employees on career moves	E3
		Psychological testing, career planning workshops and pre-retirement workshops are arranged regularly	E4
	Downsizing	Organisation has early retirement policy	F1
		Organization has voluntary termination policy	F2
		Organization has compulsory termination policy	F3
		Laid off employees are treated with respect	F4
		Employees are given options on how to exit the organization	F5
	Job Evaluation	Evaluation process is designed to reflect inputs from all levels of the organization	G1
		System measures results as well as how they are achieved	G2
		I believe the system is fair and legally defensible	G3
		Ratings are actual and reflect true performance	G4
		Evaluation meetings are meaningful and productive	G5
		Appraisal process is continuous and simple	G6
	Employee relation	Workplace conflicts are resolved seamlessly	H1
		Organization tries to foster better relationship with employees	H2
		Organization involves employees in decisions that affect them	H3
		Employees are provided opportunity to offer suggestions for improvement	H4
		Communication methods are friendly and approachable	H5
		Organization cares about overall happiness of employees	H6

	Knowledge Management	Organization has a system in place for knowledge sharing and transfer	I1
		Documented procedures centrally stored for ease of access across the firm	I2
		Knowledge creation is everyone's job and everybody contributes to it	I3
		Organization has culture to encourage good communication, teamwork, innovation and lifelong learning	I4
		Latest technology like video conferencing, DSS, e-learning, and MIS are used for knowledge management	I5
	Performance appraisal	Your immediate director involves you in performance appraisal system	J1
		You receive constructive feedback throughout the year	J2
		Your director maintains a positive approach towards your appraisal	J3
		Appraisal system is beneficial in improving skills	J4
		Appraisal system is practical, achievable and realistic	J5
	Work Life Balance	You feel tired and depressed due to work	K1
		You are unable to spend time with family due to work	K2
		You work in shifts	K3
		You are not able to get the time for working out and maintaining a healthy diet	K4
		Organization has a separate policy for work life balance involving flexible working hours, days off, job sharing, counselling, career sabbatical, and family support programs	K5
	Success planning	Organization has a succession policy	L1
		People are considered equitably for leadership position	L2
		Succession policy of organization has helped it against competitors	L3
Leadership	Transformational leadership	Organization leaders prefer to work hand in hand with all members	M1
		Organization's leaders set long-term valuable goals	M2
	Charismatic leadership	Leader makes use of the charisma to motivate employees	N1
		Leader uses eloquent conversation and strong persuasive power in leading employees	N2
	Super Leadership	Organization's leaders are self-learnt and self-made from experience	O
	Contextual leadership	Organization's leader is the mediator and attempts at positively influencing others in the group	P1
		Organization's leaders give utmost priority to , namely, time, location and culture of the organization while behaving with their followers	P2
	Full text leadership	Leadership style in organization changes as per situation	Q
Employee commitment		I would accept almost any type of job assignment in order to keep working for this organization	R1
		I am proud to tell others that I am part of this organisation	R2
		I speak highly of my organisation to my friends	R3
		I would recommend this as a good place to work	R4
Ownership culture		Employees are always informed about the organisational decisions	S1
		Employees are always informed about the operational process	S2
		Employees have the capacity to have financial stake/bonus in the organization	S3
People, policy, process		The people practices followed in the organization is clear and agreeable	T1
		The overall guidelines and policies in the organization are clear and agreeable	T2
		The operational process followed in organization are detailed and executable	T3

Table 2. Reliability Analysis for statements of HRM

Coding	Total Chronbach Alpha	Cronbach's Alpha if Item Deleted
A1	0.84	-
A2		-
B1	0.89	-
B2		-
C1	0.88	0.83
C2		0.81
C3		0.80
C4		0.91
D1	0.79	0.81
D2		0.67
D3		0.71
D4		0.74
E1	0.83	0.74
E2		0.74
E3		0.77
E4		0.88
F1	0.81	0.70
F2		0.76
F3		0.85
F4		0.79
F5		0.70
G1	0.92	0.92
G2		0.89
G3		0.89
G4		0.89
G5		0.92
G6		0.92
H1	0.86	0.84
H2		0.84
H3		0.84
H4		0.81
H5		0.83
H6		0.85
I1	0.72	0.60
I2		0.83
I3		0.56
I4		0.62
I5		0.70
J1	0.86	0.92
J2		0.81
J3		0.81
J4		0.80
J5		0.80
K1	0.86	0.79
K2		0.79
K3		0.82
K4		0.82
K5		0.92
L1	0.87	0.75
L2		0.87
L3		0.83
M1	0.86	0.81
M2		0.84
N1		0.82
N2		0.83
O		0.84
P1		0.84
P2		0.85
Q		0.86
R1	0.91	0.93
R2		0.84

R3		0.91
R4		0.84
S1	0.87	0.73
S2		0.87
S3		0.86
T1	0.83	0.72
T2		0.73
T3		0.83

Table 3. Descriptive Statistics HRM Factors

		Group Statistics					
		Factors	**Professional Status**	**N**	**Mean**	**Std. Deviation**	**Std. Error Mean**
Internal Factors		A1	civil servant	200.00	3.61	0.78	0.05
			private industry employee	200.00	4.01	0.99	0.07
		A2	civil servant	200.00	4.07	0.91	0.06
			private industry employee	200.00	4.22	0.84	0.06
External factors		B1	civil servant	200.00	4.75	0.43	0.03
			private industry employee	200.00	3.90	0.93	0.07
		B2	civil servant	200.00	4.74	0.44	0.03
			private industry employee	200.00	3.54	1.02	0.07
HRM Policies	**Absence Management**	C1	civil servant	200.00	2.45	1.55	0.11
			private industry employee	200.00	4.45	0.79	0.06
		C2	civil servant	200.00	2.70	1.55	0.11
			private industry employee	200.00	4.12	1.00	0.07
		C3	civil servant	200.00	2.12	1.40	0.10
			private industry employee	200.00	3.64	1.56	0.11
	Behaviour management	D2	civil servant	200.00	3.17	0.83	0.06
			private industry employee	200.00	4.10	0.91	0.06
		D3	civil servant	200.00	1.76	0.68	0.05
			private industry employee	200.00	3.47	1.18	0.08
		D4	civil servant	200.00	2.75	0.96	0.07
			private industry employee	200.00	4.83	0.61	0.04
	Career Management	E1	civil servant	200.00	3.39	1.05	0.07
			private industry employee	200.00	3.57	1.06	0.07
		E2	civil servant	200.00	3.00	1.11	0.08
			private industry employee	200.00	3.15	1.27	0.09
		E3	civil servant	200.00	2.27	1.25	0.09
			private industry employee	200.00	2.68	1.13	0.08
	Downsizing	F1	civil servant	200.00	4.93	0.26	0.02
			private industry employee	200.00	1.45	0.78	0.06
		F2	civil servant	200.00	4.93	0.26	0.02
			private industry employee	200.00	3.14	1.48	0.10
		F4	civil servant	200.00	4.99	0.12	0.01
			private industry employee	200.00	4.11	0.90	0.06
		F5	civil servant	200.00	5.00	0.07	0.01
			private industry employee	200.00	2.35	1.23	0.09
		G1	civil servant	200.00	3.58	1.00	0.07
	Job Evaluation		private industry employee	200.00	3.63	0.97	0.07
		G2	civil servant	200.00	3.13	1.14	0.08
			private industry employee	200.00	3.40	1.18	0.08
		G3	civil servant	200.00	3.17	1.11	0.08
			private industry employee	200.00	3.23	1.22	0.09

		G4	civil servant	200.00	2.88	1.12	0.08
			private industry employee	200.00	3.19	1.37	0.10
		G5	civil servant	200.00	3.01	1.18	0.08
			private industry employee	200.00	3.96	1.11	0.08
		G6	civil servant	200.00	3.34	1.04	0.07
			private industry employee	200.00	2.93	1.09	0.08
	Employee relation	H1	civil servant	200.00	4.13	0.70	0.05
			private industry employee	200.00	4.23	0.84	0.06
		H2	civil servant	200.00	4.27	0.73	0.05
			private industry employee	200.00	3.92	0.86	0.06
		H3	civil servant	200.00	4.42	0.60	0.04
			private industry employee	200.00	3.79	1.24	0.09
		H4	civil servant	200.00	4.08	0.75	0.05
			private industry employee	200.00	3.84	1.02	0.07
		H5	civil servant	200.00	4.06	0.62	0.04
			private industry employee	200.00	4.10	0.84	0.06
		H6	civil servant	200.00	4.14	0.75	0.05
			private industry employee	200.00	2.89	1.00	0.07
	Knowledge Management	I1	civil servant	200.00	3.49	0.72	0.05
			private industry employee	200.00	3.79	1.06	0.07
		I3	civil servant	200.00	2.99	1.03	0.07
			private industry employee	200.00	3.44	1.22	0.09
		I4	civil servant	200.00	3.42	0.91	0.06
			private industry employee	200.00	3.65	1.09	0.08
		I5	civil servant	200.00	2.51	0.90	0.06
			private industry employee	200.00	4.03	0.95	0.07
	Perforamance appraisal	J2	civil servant	200.00	3.24	0.85	0.06
			private industry employee	200.00	3.83	1.02	0.07
		J3	civil servant	200.00	2.88	0.94	0.07
			private industry employee	200.00	3.63	1.09	0.08
		J4	civil servant	200.00	2.90	1.10	0.08
			private industry employee	200.00	3.53	1.15	0.08
		J5	civil servant	200.00	2.63	1.03	0.07
			private industry employee	200.00	3.47	1.18	0.08
	Work Life Balance	K1	civil servant	200.00	2.33	1.67	0.12
			private industry employee	200.00	3.04	1.34	0.09
		K2	civil servant	200.00	2.22	1.56	0.11
			private industry employee	200.00	3.17	1.12	0.08
		K3	civil servant	200.00	2.54	1.78	0.13
			private industry employee	200.00	2.90	1.65	0.12
		K4	civil servant	200.00	2.05	1.53	0.11
			private industry employee	200.00	3.35	1.13	0.08
	Success planning	L1	civil servant	200.00	2.63	1.38	0.10
			private industry employee	200.00	4.22	0.87	0.06
		L2	civil servant	200.00	2.52	1.46	0.10
			private industry employee	200.00	3.38	1.42	0.10
		L3	civil servant	200.00	2.60	1.60	0.11
			private industry employee	200.00	3.85	1.20	0.08
Leadership	**Transformational leadership**	M1	civil servant	200.00	2.77	1.05	0.07
			private industry employee	200.00	3.47	1.24	0.09
		M2	civil servant	200.00	3.55	0.84	0.06
			private industry employee	200.00	4.02	0.96	0.07
	Charismatic leadership	N1	civil servant	200.00	2.86	0.95	0.07
			private industry employee	200.00	3.69	0.92	0.07
		N2	civil servant	200.00	3.28	0.89	0.06
			private industry employee	200.00	3.95	0.93	0.07
	Super Leadership	O1	civil servant	200.00	3.22	1.33	0.09
			private industry employee	200.00	3.98	1.10	0.08
		P1	civil servant	200.00	3.84	0.75	0.05

	Contextual leadership		private industry employee	200.00	4.10	0.81	0.06
		P2	civil servant	200.00	4.59	0.60	0.04
			private industry employee	200.00	4.56	0.76	0.05
	Full text leadership	Q1	civil servant	200.00	3.74	1.35	0.10
			private industry employee	200.00	4.30	0.85	0.06
Employee commitment		R2	civil servant	200.00	4.65	0.67	0.05
			private industry employee	200.00	3.52	1.22	0.09
		R3	civil servant	200.00	4.31	0.79	0.06
			private industry employee	200.00	3.87	1.08	0.08
		R4	civil servant	200.00	4.90	0.30	0.02
			private industry employee	200.00	3.78	1.22	0.09
Ownership culture		S1	civil servant	200.00	4.49	0.72	0.05
			private industry employee	200.00	3.54	1.21	0.09
		S2	civil servant	200.00	4.52	0.64	0.05
			private industry employee	200.00	4.09	1.07	0.08
		S3	civil servant	200.00	4.52	0.71	0.05
			private industry employee	200.00	3.15	1.52	0.11
People, policy, process		T1	civil servant	200.00	4.11	0.71	0.05
			private industry employee	200.00	4.14	0.79	0.06
		T2	civil servant	200.00	4.40	0.53	0.04
			private industry employee	200.00	4.38	0.73	0.05
		T3	civil servant	200.00	4.70	0.50	0.04
			private industry employee	200.00	4.54	0.61	0.04

Table 4. Equality of means and variance result for HRM Factors

Independent Samples Test										
		Levene's Test for Equality of Variances		**t-test for Equality of Means**						
		F	**Sig.**	**t**	**df**	**Sig. (2-tailed)**	**Mean Difference**	**Std. Error Difference**	**95% Confidence Interval of the Difference**	
									Lower	**Upper**
A1	Equal variances assumed	0.51	0.47	-4.56	398.00	0.00	-0.41	0.09	-0.58	-0.23
	Equal variances not assumed			-4.56	376.93	0.00	-0.41	0.09	-0.58	-0.23
A2	Equal variances assumed	0.00	0.97	-1.66	398.00	0.10	-0.15	0.09	-0.32	0.03
	Equal variances not assumed			-1.66	395.28	0.10	-0.15	0.09	-0.32	0.03
B1	Equal variances assumed	33.19	0.00	11.76	398.00	0.00	0.86	0.07	0.71	1.00
	Equal variances not assumed			11.76	281.49	0.00	0.86	0.07	0.71	1.00
B2	Equal variances assumed	107.73	0.00	15.38	398.00	0.00	1.21	0.08	1.05	1.36

	Equal variances not assumed			15.38	270.92	0.00	1.21	0.08	1.05	1.36
C1	Equal variances assumed	234.70	0.00	-16.24	398.00	0.00	-2.00	0.12	-2.24	-1.75
	Equal variances not assumed			-16.24	295.41	0.00	-2.00	0.12	-2.24	-1.75
C2	Equal variances assumed	77.35	0.00	-10.95	398.00	0.00	-1.43	0.13	-1.68	-1.17
	Equal variances not assumed			-10.95	339.61	0.00	-1.43	0.13	-1.68	-1.17
C3	Equal variances assumed	4.66	0.03	-10.24	398.00	0.00	-1.52	0.15	-1.81	-1.23
	Equal variances not assumed			-10.24	393.28	0.00	-1.52	0.15	-1.81	-1.23
D2	Equal variances assumed	0.63	0.43	-10.74	398.00	0.00	-0.94	0.09	-1.11	-0.76
	Equal variances not assumed			-10.74	394.96	0.00	-0.94	0.09	-1.11	-0.76
D3	Equal variances assumed	72.47	0.00	-17.82	398.00	0.00	-1.72	0.10	-1.90	-1.53
	Equal variances not assumed			-17.82	316.73	0.00	-1.72	0.10	-1.90	-1.53
D4	Equal variances assumed	84.62	0.00	-25.99	398.00	0.00	-2.08	0.08	-2.24	-1.92
	Equal variances not assumed			-25.99	336.35	0.00	-2.08	0.08	-2.24	-1.92
E1	Equal variances assumed	0.01	0.94	-1.71	398.00	0.09	-0.18	0.11	-0.39	0.03
	Equal variances not assumed			-1.71	397.97	0.09	-0.18	0.11	-0.39	0.03
E2	Equal variances assumed	4.79	0.03	-1.26	398.00	0.21	-0.15	0.12	-0.38	0.08
	Equal variances not assumed			-1.26	391.39	0.21	-0.15	0.12	-0.38	0.08
E3	Equal variances assumed	4.61	0.03	-3.48	398.00	0.00	-0.42	0.12	-0.65	-0.18
	Equal variances not assumed			-3.48	394.47	0.00	-0.42	0.12	-0.65	-0.18
F1	Equal variances assumed	173.50	0.00	59.69	398.00	0.00	3.48	0.06	3.37	3.59
	Equal variances not assumed			59.69	243.90	0.00	3.48	0.06	3.37	3.59

F2	Equal variances assumed	624.55	0.00	16.81	398.00	0.00	1.79	0.11	1.58	2.00
	Equal variances not assumed			16.81	210.82	0.00	1.79	0.11	1.58	2.00
F4	Equal variances assumed	245.30	0.00	13.64	398.00	0.00	0.88	0.06	0.75	1.01
	Equal variances not assumed			13.64	206.22	0.00	0.88	0.06	0.75	1.01
F5	Equal variances assumed	850.97	0.00	30.41	398.00	0.00	2.65	0.09	2.48	2.82
	Equal variances not assumed			30.41	200.31	0.00	2.65	0.09	2.48	2.82
G1	Equal variances assumed	0.11	0.74	-0.51	398.00	0.61	-0.05	0.10	-0.24	0.14
	Equal variances not assumed			-0.51	397.74	0.61	-0.05	0.10	-0.24	0.14
G2	Equal variances assumed	2.21	0.14	-2.37	398.00	0.02	-0.28	0.12	-0.50	-0.05
	Equal variances not assumed			-2.37	397.55	0.02	-0.28	0.12	-0.50	-0.05
G3	Equal variances assumed	3.24	0.07	-0.51	398.00	0.61	-0.06	0.12	-0.29	0.17
	Equal variances not assumed			-0.51	394.74	0.61	-0.06	0.12	-0.29	0.17
G4	Equal variances assumed	10.36	0.00	-2.48	398.00	0.01	-0.31	0.13	-0.56	-0.06
	Equal variances not assumed			-2.48	382.82	0.01	-0.31	0.13	-0.56	-0.06
G5	Equal variances assumed	0.77	0.38	-8.27	398.00	0.00	-0.95	0.11	-1.18	-0.72
	Equal variances not assumed			-8.27	396.49	0.00	-0.95	0.11	-1.18	-0.72
G6	Equal variances assumed	0.18	0.67	3.80	398.00	0.00	0.41	0.11	0.20	0.61
	Equal variances not assumed			3.80	397.02	0.00	0.41	0.11	0.20	0.61
H1	Equal variances assumed	6.08	0.01	-1.29	398.00	0.20	-0.10	0.08	-0.25	0.05
	Equal variances not assumed			-1.29	386.64	0.20	-0.10	0.08	-0.25	0.05
H2	Equal variances assumed	2.58	0.11	4.38	398.00	0.00	0.35	0.08	0.19	0.51
	Equal variances not assumed			4.38	386.77	0.00	0.35	0.08	0.19	0.51

H3	Equal variances assumed	84.84	0.00	6.40	398.00	0.00	0.63	0.10	0.43	0.82
	Equal variances not assumed			6.40	288.04	0.00	0.63	0.10	0.43	0.82
H4	Equal variances assumed	21.75	0.00	2.68	398.00	0.01	0.24	0.09	0.06	0.42
	Equal variances not assumed			2.68	363.69	0.01	0.24	0.09	0.06	0.42
H5	Equal variances assumed	31.80	0.00	-0.54	398.00	0.59	-0.04	0.07	-0.19	0.11
	Equal variances not assumed			-0.54	366.11	0.59	-0.04	0.07	-0.19	0.11
H6	Equal variances assumed	4.30	0.04	14.04	398.00	0.00	1.25	0.09	1.07	1.42
	Equal variances not assumed			14.04	369.92	0.00	1.25	0.09	1.07	1.42
I1	Equal variances assumed	8.40	0.00	-3.32	398.00	0.00	-0.30	0.09	-0.48	-0.12
	Equal variances not assumed			-3.32	351.96	0.00	-0.30	0.09	-0.48	-0.12
I3	Equal variances assumed	13.53	0.00	-3.99	398.00	0.00	-0.45	0.11	-0.67	-0.23
	Equal variances not assumed			-3.99	386.55	0.00	-0.45	0.11	-0.67	-0.23
I4	Equal variances assumed	4.55	0.03	-2.29	398.00	0.02	-0.23	0.10	-0.43	-0.03
	Equal variances not assumed			-2.29	385.38	0.02	-0.23	0.10	-0.43	-0.03
I5	Equal variances assumed	2.63	0.11	-16.46	398.00	0.00	-1.53	0.09	-1.71	-1.34
	Equal variances not assumed			-16.46	396.92	0.00	-1.53	0.09	-1.71	-1.34
J2	Equal variances assumed	4.66	0.03	-6.27	398.00	0.00	-0.59	0.09	-0.78	-0.40
	Equal variances not assumed			-6.27	384.97	0.00	-0.59	0.09	-0.78	-0.40
J3	Equal variances assumed	11.58	0.00	-7.39	398.00	0.00	-0.75	0.10	-0.95	-0.55
	Equal variances not assumed			-7.39	389.78	0.00	-0.75	0.10	-0.95	-0.55
J4	Equal variances assumed	1.12	0.29	-5.64	398.00	0.00	-0.64	0.11	-0.86	-0.41
	Equal variances not assumed			-5.64	397.44	0.00	-0.64	0.11	-0.86	-0.41

J5	Equal variances assumed	4.46	0.04	-7.60	398.00	0.00	-0.84	0.11	-1.06	-0.62
	Equal variances not assumed			-7.60	391.05	0.00	-0.84	0.11	-1.06	-0.62
K1	Equal variances assumed	42.18	0.00	-4.70	398.00	0.00	-0.71	0.15	-1.01	-0.41
	Equal variances not assumed			-4.70	380.46	0.00	-0.71	0.15	-1.01	-0.41
K2	Equal variances assumed	86.57	0.00	-7.02	398.00	0.00	-0.95	0.14	-1.22	-0.68
	Equal variances not assumed			-7.02	360.79	0.00	-0.95	0.14	-1.22	-0.68
K3	Equal variances assumed	10.57	0.00	-2.13	398.00	0.03	-0.37	0.17	-0.70	-0.03
	Equal variances not assumed			-2.13	395.87	0.03	-0.37	0.17	-0.70	-0.03
K4	Equal variances assumed	55.52	0.00	-9.66	398.00	0.00	-1.30	0.13	-1.56	-1.04
	Equal variances not assumed			-9.66	366.88	0.00	-1.30	0.13	-1.56	-1.04
L1	Equal variances assumed	85.37	0.00	-13.77	398.00	0.00	-1.59	0.12	-1.82	-1.36
	Equal variances not assumed			-13.77	334.98	0.00	-1.59	0.12	-1.82	-1.36
L2	Equal variances assumed	1.41	0.24	-6.02	398.00	0.00	-0.87	0.14	-1.15	-0.58
	Equal variances not assumed			-6.02	397.75	0.00	-0.87	0.14	-1.15	-0.58
L3	Equal variances assumed	74.27	0.00	-8.82	398.00	0.00	-1.25	0.14	-1.52	-0.97
	Equal variances not assumed			-8.82	368.58	0.00	-1.25	0.14	-1.52	-0.97
M1	Equal variances assumed	8.01	0.00	-6.10	398.00	0.00	-0.70	0.11	-0.93	-0.47
	Equal variances not assumed			-6.10	388.06	0.00	-0.70	0.11	-0.93	-0.47
M2	Equal variances assumed	0.14	0.71	-5.22	398.00	0.00	-0.47	0.09	-0.65	-0.29
	Equal variances not assumed			-5.22	390.94	0.00	-0.47	0.09	-0.65	-0.29
N1	Equal variances assumed	0.64	0.42	-8.83	398.00	0.00	-0.83	0.09	-1.01	-0.64

	Equal variances not assumed			-8.83	397.74	0.00	-0.83	0.09	-1.01	-0.64
N2	Equal variances assumed	0.03	0.87	-7.38	398.00	0.00	-0.67	0.09	-0.85	-0.49
	Equal variances not assumed			-7.38	397.15	0.00	-0.67	0.09	-0.85	-0.49
O1	Equal variances assumed	20.67	0.00	-6.28	398.00	0.00	-0.77	0.12	-1.00	-0.53
	Equal variances not assumed			-6.28	384.65	0.00	-0.77	0.12	-1.00	-0.53
P1	Equal variances assumed	3.67	0.06	-3.31	398.00	0.00	-0.26	0.08	-0.41	-0.11
	Equal variances not assumed			-3.31	395.59	0.00	-0.26	0.08	-0.41	-0.11
P2	Equal variances assumed	2.66	0.10	0.51	398.00	0.61	0.04	0.07	-0.10	0.17
	Equal variances not assumed			0.51	378.16	0.61	0.04	0.07	-0.10	0.17
Q1	Equal variances assumed	32.88	0.00	-4.96	398.00	0.00	-0.56	0.11	-0.78	-0.34
	Equal variances not assumed			-4.96	335.56	0.00	-0.56	0.11	-0.78	-0.34
R2	Equal variances assumed	83.80	0.00	11.56	398.00	0.00	1.14	0.10	0.94	1.33
	Equal variances not assumed			11.56	309.90	0.00	1.14	0.10	0.94	1.33
R3	Equal variances assumed	13.57	0.00	4.70	398.00	0.00	0.45	0.09	0.26	0.63
	Equal variances not assumed			4.70	363.01	0.00	0.45	0.09	0.26	0.63
R4	Equal variances assumed	303.38	0.00	12.65	398.00	0.00	1.13	0.09	0.95	1.30
	Equal variances not assumed			12.65	223.04	0.00	1.13	0.09	0.95	1.30
S1	Equal variances assumed	54.52	0.00	9.55	398.00	0.00	0.95	0.10	0.75	1.15
	Equal variances not assumed			9.55	325.56	0.00	0.95	0.10	0.75	1.15
S2	Equal variances assumed	11.81	0.00	4.93	398.00	0.00	0.44	0.09	0.26	0.61
	Equal variances not assumed			4.93	325.84	0.00	0.44	0.09	0.26	0.61
S3	Equal variances assumed	194.99	0.00	11.63	398.00	0.00	1.38	0.12	1.14	1.61

	Equal variances not assumed			11.63	282.08	0.00	1.38	0.12	1.14	1.61
T1	Equal variances assumed	4.30	0.04	-0.40	398.00	0.69	-0.03	0.08	-0.18	0.12
	Equal variances not assumed			-0.40	394.01	0.69	-0.03	0.08	-0.18	0.12
T2	Equal variances assumed	28.59	0.00	0.39	398.00	0.69	0.03	0.06	-0.10	0.15
	Equal variances not assumed			0.39	364.37	0.69	0.03	0.06	-0.10	0.15
T3	Equal variances assumed	19.47	0.00	2.86	398.00	0.00	0.16	0.06	0.05	0.27
	Equal variances not assumed			2.86	384.39	0.00	0.16	0.06	0.05	0.27