

Chapter 5
Inter Service Sector Comparison
and Analysis

5.1. Inter Service Sector Comparison

Different factors of retention play different roles in retaining and satisfying the employees, employed in different services sectors. Although the common objective of all the services sectors is to provide different kinds of services to the society, but the human resources who are delivering their valuable services, their needs and wants vary. In the previous chapter the researcher has already made an indepth analysis of the various factors of employee retention in the four selected service sector. In the present chapter a genuine attempt has been made to go more indepth in analysing the factors of employee retention and make an inter service sector comparison between the four selected sectors with respect to each individual factor. For this purpose a hypothesis has been formulated which assumes that significant difference exist between the services sector with respect to the nine factors of employee retention.

Table 5.1: Difference in Various Factors Between Various Service Sectors

Factors	Sectors	N	Mean	S.D	F	Sig
Compensation	Educational Institution	227	14.76	3.246	38.817	.000
	Hospital	106	18.53	3.270		
	Banks	104	16.62	2.455		
	Insurance	81	16.60	2.787		
Recognition	Educational Institution	227	19.80	3.820	16.283	.000
	Hospital	106	22.58	3.391		
	Banks	104	20.95	3.173		
	Insurance	81	21.64	3.533		
Career Progression	Educational Institution	227	13.06	2.692	12.721	.000
	Hospital	106	14.50	2.623		
	Banks	104	14.54	2.242		
	Insurance	81	14.31	2.596		

Factors	Sectors	N	Mean	S.D	F	Sig
Involvement in decision making	Educational Institution	227	16.99	3.207	15.778	.000
	Hospital	106	19.20	2.880		
	Banks	104	17.72	2.682		
	Insurance	81	18.69	2.814		
Work life Balance	Educational Institution	227	10.19	1.710	11.124	.000
	Hospital	106	11.33	1.683		
	Banks	104	10.44	1.648		
	Insurance	81	10.49	1.682		
Work environment	Educational Institution	227	22.80	2.833	6.769	.000
	Hospital	106	23.83	2.678		
	Banks	104	22.59	3.210		
	Insurance	81	24.04	3.076		
Training and Learning	Educational Institution	227	18.79	3.859	15.128	.000
	Hospital	106	21.36	3.381		
	Banks	104	20.59	3.334		
	Insurance	81	20.62	3.576		
Leadership	Educational Institution	227	17.68	3.598	10.706	.000
	Hospital	106	19.63	2.796		
	Banks	104	17.93	3.030		
	Insurance	81	19.12	3.156		
Job Security	Educational Institution	227	7.96	1.306	8.326	.000
	Hospital	106	8.67	.993		
	Banks	104	8.27	1.232		
	Insurance	81	8.33	1.255		

The table above clearly reveals that for all the identified factors of employee retention significant difference exists across the investigated services sectors as $p < 0.05$ at 5% level of significance.

Subsequent upon the findings of the above section indicating the existence of significant difference among the various factors of employee retention in the four services sector, one additional analysis has been conducted by making a paired comparison among the services sector with relation to the nine identified factors of retention to find if any significant difference exists between the paired sectors in relation to each and every individual factor of employee retention.

5.2. Education Vs. Hospital

The first analysis tries to find out if any significant difference exist between the employees working in the education sector and the health sector with regard to the factors of employee retention with the help of Students t-test. The analysis is tabulated below.

Table 5.2: Comparison Between Educational Institutes and Hospitals

Factors	Sectors	N	Mean	S.D	t
Compensation	Educational Institution	227	14.76	3.246	- 9.67
	Hospital	106	18.53	3.270	
Recognition	Educational Institution	227	19.80	3.820	- 6.78
	Hospital	106	22.58	3.391	
Career progression	Educational Institution	227	13.06	2.692	-5.14
	Hospital	106	14.50	2.623	
Involvement in Decision Making	Educational Institution	227	16.99	3.207	- 6.13
	Hospital	106	19.20	2.880	
Work life Balance	Educational Institution	227	10.19	1.710	- 5.85
	Hospital	106	11.33	1.683	
Work environment	Educational Institution	227	22.80	2.833	-3.12
	Hospital	106	23.83	2.678	

Factors	Sectors	N	Mean	S.D	t
Training and Learning	Educational Institution	227	18.79	3.859	-6.12
	Hospital	106	21.36	3.381	
Leadership	Educational Institution	227	17.68	3.598	- 5.42
	Hospital	106	19.63	2.796	
Job Security	Educational Institution	227	7.96	1.306	- 0.25
	Hospital	106	8.67	.993	

The above table clearly reveals that significant difference exist between educational institutes and hospitals with regard to various factors of employee retention as the observed or calculated value is >1.96 (table value) except for the factor Job Security as the calculated value is < 1.96 .

5.3. Education Vs. Bank

An attempt has been made by the researcher to compare two service sectors, i.e. education and banks who provide totally different services to the society from each other with respect to the extracted factors of employee retention. The results of the analysis are tabulated below.

Table 5.3: Comparison Between Educational Institutes and Banks

Factors	Sectors	N	Mean	S.D	t
Compensation	Educational Institution	227	14.76	3.246	- 5.46
	Banks	104	16.62	2.455	
Recognition	Educational Institution	227	19.80	3.820	- 2.95
	Banks	104	20.95	3.173	
Career progression	Educational Institution	227	13.06	2.692	- 5.29
	Banks	104	14.54	2.242	
Involvement in Decision Making	Educational Institution	227	16.99	3.207	-2.09
	Banks	104	17.72	2.682	

Factors	Sectors	N	Mean	S.D	t
Work life Balance	Educational Institution	227	10.19	1.710	- 1.25
	Banks	104	10.44	1.648	
Work environment	Educational Institution	227	22.80	2.833	0.58
	Banks	104	22.59	3.210	
Training and Learning	Educational Institution	227	18.79	3.859	- 4.28
	Banks	104	20.59	3.334	
Leadership	Educational Institution	227	17.68	3.598	- 0.64
	Banks	104	17.93	3.030	
Job Security	Educational Institution	227	7.96	1.306	- 0.11
	Banks	104	8.27	1.232	

The above table shows that significant difference exist between educational institutions and banks with respect to factors such as compensation, recognition, career progression, involvement in decion making and training and learning as calculated or observed value is > 1.96 . On the other hand no significant difference exists between the two sectors with respect to work life balance, work environment, leadership and job security.

5.4. Education Vs. Insurance

The table below makes a comparison between the views of the employees working in the education sector as well as the insurance sector with regard to the employee retention factors.

The table reveals that for the factors compensation, recognition, career progression, involvement in decision making, work environment, training and learning and leadership singnificant difference exist between the two sectors as calculated value is greater than table value. But in case of work life balance and job security as

calculated or observed value is < 1.96 , no significant difference exist between the two sectors.

Table 5.4: Comparison Between Educational Institutes and Insurance

Factors	Sectors	N	Mean	S.D	t
Compensation	Educational Institution	227	14.76	3.246	- 4.97
	Insurance	81	16.60	2.787	
Recognition	Educational Institution	227	19.80	3.820	- 4.00
	Insurance	81	21.64	3.533	
Career Progression	Educational Institution	227	13.06	2.692	- 3.79
	Insurance	81	14.31	2.596	
Involved in Decision Making	Educational Institution	227	16.99	3.207	- 4.59
	Insurance	81	18.69	2.814	
Work life Balance	Educational Institution	227	10.19	1.710	- 1.5
	Insurance	81	10.49	1.682	
Work environment	Educational Institution	227	22.80	2.833	- 3.18
	Insurance	81	24.04	3.076	
Training and Learning	Educational Institution	227	18.79	3.859	- 3.89
	Insurance	81	20.62	3.576	
Leadership	Educational Institution	227	17.68	3.598	- 5.14
	Insurance	81	19.12	3.156	
Job Security	Educational Institution	227	7.96	1.306	- 0.13
	Insurance	81	8.33	1.255	

5.5. Hospitals Vs. Banks

The work involved in hospitals and banks is very stressful and involves a lot of responsibility. While the hospital staff have to spend all their time in taking care of their patients, on the other hand the bankers have to spend their time in taking care of the money of the public. The working conditions, environment and requirement of both the sectors are totally different. Here a comparison is made between the hospitals and banks with regard to the common factors of employee retention.

Table 5.5: Comparison Between Hospitals and Banks

Factors	Sectors	N	Mean	S.D	t
Compensation	Hospital	106	18.53	3.270	- 4.78
	Banks	104	16.62	2.455	
Recognition	Hospital	106	22.58	3.391	3.62
	Banks	104	20.95	3.173	
Career Progression	Hospital	106	14.50	2.623	- 0.12
	Banks	104	14.54	2.242	
Involvement in Decision Making	Hospital	106	19.20	2.880	3.79
	Banks	104	17.72	2.682	
Work life Balance	Hospital	106	11.33	1.683	3.71
	Banks	104	10.44	1.648	
Work environment	Hospital	106	23.83	2.678	3.1
	Banks	104	22.59	3.210	
Training and Learning	Hospital	106	21.36	3.381	1.64
	Banks	104	20.59	3.334	
Leadership	Hospital	106	19.63	2.796	4.25
	Banks	104	17.93	3.030	
Job Security	Hospital	106	8.67	.993	0.13
	Banks	104	8.27	1.232	

The above table shows that except for the factors career progression, training and learning and job security, significant difference exists between the two sectors under investigation with respect to the other factors of employee retention.

5.6. Hospitals Vs. Insurance

The following table tries to highlight, if any difference exist between employees working in hospitals and insurance with regard to the factors of employee retention.

Table 5.6: Comparison Between Hospitals and Insurance

Factors	Sectors	N	Mean	S.D	t
Compensation	Hospital	106	18.53	3.270	4.49
	Insurance	81	16.60	2.787	
Recognition	Hospital	106	22.58	3.391	1.84
	Insurance	81	21.64	3.533	
Career Progression	Hospital	106	14.50	2.623	0.51
	Insurance	81	14.31	2.596	
Involvement in Decision Making	Hospital	106	19.20	2.880	1.24
	Insurance	81	18.69	2.814	
Work life Balance	Hospital	106	11.33	1.683	3.5
	Insurance	81	10.49	1.682	
Work environment	Hospital	106	23.83	2.678	- 0.05
	Insurance	81	24.04	3.076	
Training and Learning	Hospital	106	21.36	3.381	1.42
	Insurance	81	20.62	3.576	
Leadership	Hospital	106	19.63	2.796	1.19
	Insurance	81	19.12	3.156	
Job Security	Hospital	106	8.67	.993	0.11
	Insurance	81	8.33	1.255	

The table above reveals very interesting facts because except for the factors compensation and work life balance no significant difference exists between the

two sectors with respect to the other seven factors of employee retention as calculated or observed value > 1.96 (table value).

5.7. Banks Vs. Insurance

The last comparison is between two similar sectors i.e., banking and insurance. They are similar in the sense that both the sectors are involved in handling and managing the wealth of the public. It is interesting to observe in the above table that no significant difference exist between the factors such as compensation, recognition, career progression, work life balance, training and learning and job security. But significant difference exists between the two sectors with respect to involvement in decision making, work environment and leadership provided to the sbordinates.

Table 5.7: Comparison Between Banks and Insurance

Factors	Sectors	N	Mean	S.D	t
Compensation	Banks	104	16.62	2.455	0.05
	Insurance	81	16.60	2.787	
Recognition	Banks	104	20.95	3.173	- 1.41
	Insurance	81	21.64	3.533	
Career Progression	Banks	104	14.54	2.242	0.64
	Insurance	81	14.31	2.596	
Involvement in Decision Making	Banks	104	17.72	2.682	- 2.425
	Insurance	81	18.69	2.814	
Work life Balance	Banks	104	10.44	1.648	- 0.21
	Insurance	81	10.49	1.682	
Work environment	Banks	104	22.59	3.210	- 8.53
	Insurance	81	24.04	3.076	
Training and Learning	Banks	104	20.59	3.334	- 0.05
	Insurance	81	20.62	3.576	
Leadership	Banks	104	17.93	3.030	- 2.59
	Insurance	81	19.12	3.156	
Job Security	Banks	104	8.27	1.232	- 0.35
	Insurance	81	8.33	1.255	

5.8. Cumulative Paired Comparison

Table 5.8 below attempts to cumulate the results obtained from the above tables. If we analyze each and every factor separately, we find that for the first factor i.e., compensation significant difference can be observed among the various pairs except for the last pair (Banks Vs. Insurance) as calculated or observed value is < 1.96 . For the second factor recognition except for the last two pairs of the services organization, significant difference exist between the other pairs in the table. For the factor career progression it can be observed that for the first three pairs significant difference exists. In case of involvement in decision making significant difference exist between all the five pairs of services sectors except for the pair Hospital Vs Insurance. For the factor work life balance significant difference exist between first, fourth and fifth pairs of the services sector. The factor which needs attention is the last factor i.e. job security where it can be noticed that no significant difference exist between any of the pairs as the $t < 1.96$.

Table 5.8 Cumulative Comparison

Factors	Education Vs. Hospital 1 t	Education Vs. Bank 2 t	Education Vs. Insurance 3 t	Hospital Vs. Bank 4 t	Hospital Vs. Insurance 5 t	Banks Vs. Insurance 6 t
Compensation	- 9.67	- 5.46	- 4.97	- 4.78	4.49	0.05
Recognition	- 6.78	- 2.95	- 4.00	3.62	1.84	- 1.41
Career Progression	-5.14	- 5.29	- 3.79	- 0.12	0.51	0.64
Involvement in decision	- 6.13	-2.09	- 4.59	3.79	1.24	- 2.425
Work life Balance	- 5.85	- 1.25	- 1.5	3.71	3.5	- 0.21
Work environment	-3.12	0.58	- 3.18	3.1	- 0.05	- 8.53
Training and Learning	-6.12	- 4.28	- 3.89	1.64	1.42	- 0.05
Leadership	- 5.42	- 0.64	- 5.14	4.25	1.19	- 2.59
Job Security	- 0.25	- 0.11	- 0.13	0.13	0.11	- 0.35