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# ELECTRONIC GOVERNMENT SERVICES AND BENEFITS IN THE PRIVATE AND PUBLIC CONTEXT: A JORDANIAN CASE STUDY

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#### **ABSTRACT**

The study was selected for its theoretical and practical importance in the field of E-government services . This importance arises from that the E-government services has the potential to involve citizens in the governance process by engaging them in interaction with policymakers throughout the policy cycle and at all levels of government. The population of the study is all employees working with electronic government in Amman City in Jordan. A stratified proportional-random sample of total population is selected in order to answer the questions posed in the questionnaire. Total of (250) useable questionnaires were obtained with a response rate of (70.8%). The questionnaire consists of two parts: The first part included general data of personal variables (management level, service period, sector, gender, and age) The second part included (21) items representing benefits of E-Government services . The five- point Likert scale was used for each item in the questionnaire. Statistical Package for Social Sciences (SPSS) which is usually used in the social sciences studies was chosen to analyze the collected data. The main results and conclusions of this study are summarized as follows: There are significant statistical evidences those differences between employees in the benefits of e-government due to the following factors: management level, service period, sector, gender, and age.

#### **KEYWORDS**

E-Government Services, Private and Public Context, and Jordan.

#### INTRODUCTION

ince the early seventies of the last Century, the subject of work stress, its causes, effects E-government is not simply a matter of giving government officials computers or automating old practices. Neither the use of computers nor the automation of complex procedures can bring about greater effectiveness in government or promote civic participation. Focusing solely on technological solutions will not change the mentality of bureaucrats who view the citizen as neither a customer of government nor a participant in decision-making. (Helle and Andersen, 2008).

Understood correctly, e-government utilizes technology to accomplish reform by fostering transparency, eliminating distance and other divides, and empowering people to participate in the political processes that affect their lives.

Governments have different strategies to build e-government services. Some have created comprehensive long-term plans. Others have opted to identify just a few key areas as the focus of early projects. In all cases, however, the countries identified as most successful have begun with smaller projects in phases on which to build a structure. (Nathan and Wamukoya 2007)

E-Government services are intangible products involving deeds, performances or efforts that cannot be physically possessed: it is differentiate from goods on three key dimensions that must be considered in successful, intangible, inseparability and variability.

Electronic Government Service is not unique to any country. In developed countries around the world, more and more of the total economic well being is dependent on services. As nations become more sophisticated, the demand for electronic government services grows. E-government services face several challenges when assessing the competitive environments, such as price competition and legal services.

In evaluating its competitive environment, E-government needs to find ways to differentiate its services from those of direct competitors.

#### PROBLEM OF THE STUDY

There should be more effective linkages between citizens and government through e-government services which can be done in phases and costs of implementation depend on current infrastructure availability, supplier and user capabilities, and mode of service delivery. The more complicated and sophisticated the kind of services the government wants to offer, the more expensive it is.

#### RELATED LITERATURE REVIEW

(Nripendra and Others, 2013) the purpose of this paper is to empirically examine the performance of the alternative IS/IT adoption models used more frequently in the citizen centric adoption of e-government systems. Such analysis will not only provide a trend about the models and subsequent constructs being utilized in this area of research but also guides us toward laying a foundation for the formulation of an alternative integrated model for citizen centric adoption of e-government services. The findings of this research indicate that TAM is by far the best suited model for analyzing citizen centric adoption of e-government services. It was also found that although diffusion of innovation innovation diffusion theory (DOI|IDT) is the second highly used model, only three of its constructs (i.e. compatibility, complexity, and relative advantage) were in use across various studies. Moreover, it was visualized that constructs such as drivability and observables were never used in the e-government context. Similarly, the constructs from TPB have not been used up to the presence of the model across various studies. All the constructs (i.e. performance expectancy, effort expectancy, and social influence) of the UTAUT model, except facilitating conditions, have been used quite regularly.

(Brendan, 2013) the aim of this paper is to examine the benefits and the status of e-government in Nigeria, the barriers to the accomplishment of the goal, and some ways out. The study finds that e-government would provide faster access to government information, lower administrative costs, increase transparency in government ministries, and reduce bribery and corruption, among others. These opportunities are threatened by low bandwidth and internet penetration, inadequate ICT infrastructure and technicians, incessant power outages, technological obsolescence, and other barriers. The Nigerian government should carry out a SWOT analysis of the e-government project in the country, strengthen the e-government infrastructure and ensure steady power supply before embarking on the e-government project again.

(Fang and Others ,2012)the purpose of this paper is to identify and study the key issues and challenges facing e-government services from an integrative perspective, and to provide strategies and policy recommendations to address them in a broad and holistic way. The authors have identified a variety of important issues and challenges facing e-government development in Dubai. Of them, they focus on language issues on websites, e-integration, uptake of e-government services and the digital divide, and quality of Dubai e-government websites and e-services.

Given that Dubai was ranked the number one eCity in the Arab World and the eighteenth in the world in e-government implementation, this insightful case study has wider implications. It contributes to a better understanding of the key issues in e-government development in the Arab nations. The broad and holistic strategies developed through this study address the root causes of the issues, which could help governments not only in Dubai but also in other countries in their policy making.

(Hassan and others, 2011) aims to thoroughly review the research literature concerning e-service in the public sector (2000-2009) for the purpose of summarizing and synthesizing the arguments and ideas of the main contributors to the development of e-service research and explore the different perspectives. In addition, the paper attempts to identify the key characteristics of e-service; and to gather conceptual perspectives on the nature, scope, and transformation to e-service.

The paper develops a clear articulation of the concept, nature; boundaries, components, and elements of e-service which is significant in order to understand the e-service research better and manage e-service in the public sector. With a rapid growth in the volume of research output on the topic of e-service, the paper considers different viewpoints, theories, and methods in e-service research to date to draw conclusions about current status and possible future directions for e-service in the public sector.

(Fang-Ming and others ,2009) investigate the efficiency and satisfaction of electronic records management systems (ERMS), which has been of interest to archivists and records managers, in electronic government (e-government) agencies in Taiwan.

Also applies data envelopment analysis to measure the relative efficiency and satisfaction in different types of e-government agencies. After conducting a large-scale survey of e-government agencies in Taiwan, a matrix of efficiency and satisfaction is developed and show that the efficiency of ERMS in central agencies exceeds that in local agencies, and the efficiency in upper level agencies exceeds that in lower level agencies. The efficiency in business agencies exceeds that in administration agencies and public schools. Additionally, ERMS user's satisfaction in e-government agencies is linearly related to ERMS efficiency.

(Habin and others, 2008) contributes to the literature by enriching the views on e-government services and their evaluation via introducing a reference model concept. The CEES project will be the first attempt to apply the reference model concept in the information systems evaluation domain. Despite the wide adoption of reference models in software process, software design, and business process automation, the concept is yet to be applied to the IS evaluation domain.

**(Yousef Elsheikh and others, 2008),** examines the challenges encountered in e-government implementation, as well as the potential opportunities available in the context of Jordanian society.

The findings and implications of this study reveal Jordan is still lagging behind in utilizing information and communication technologies for delivering government services online.

An understanding of the current status of e-government in Jordan can help policy makers in the country pursue development of the public sector organisations on the one hand, and would be of importance for Jordan's economic future success on the other.

(Nathan and Wamukoyo ,2007), indicate that, with the proliferation of information communication technologies (ICT), electronic records are being generated in many public sector organizations in Africa, which has resulted in many challenges hitherto never experienced by archivists and records managers. Also shows that, while various e-records readiness tools are available in the West, none of them addresses e-records readiness issues in Africa where systems and procedures for managing records both paper and electronic are inadequate.

The paper of (Efthimios and others, 2007) introduces a process for developing a metadata element set that will describe e-government resources in digital collections. The outcome of the process is a metadata schema that reuses as many elements as possible from existing specifications and standards (termed as an e-government metadata application profile). The use of e-government metadata is to facilitate the electronic categorization and storage of governmental resources, as well as to enhance users' electronic interactions with the public sector.

(N Ben and Rogerson, 2006), looks at citizen-facing e-government and considers how the non-discretionary nature of the citizen's relationship with government makes citizen-facing e-government different from business-consumer e-commerce. E-government should offer a good level of data protection and security, and has a role in educating citizens in matters of computer security. Advantages and disadvantages that may come from e-government adoption are considered, including a number of ways in which cost savings and increases in convenience may be achieved.

(France and Hiller, 2006), proposes a conceptual framework of the stages of electronic government that describes and integrates the unique relationship between the government and its varied constituents, and identifies and applies the global constraints that affect the implementation of e-government at each stage. The paper then provides an example of implementation of the framework by exploring the issue of privacy in electronic government. The relationships mapped the stages of e-government, affected by global motivators and constraints, are unique and complex. Policy and implementation of e-government should take account of these complexities. Privacy in e-government issues differs significantly when global motivators and constraints are viewed across the complex framework of government stages by constituency.

(David and others, 2004), investigated the factors related to decision making when people consider and evaluate the usage of an online e-government delivery mechanism. The approach taken was based on a combination of attitudinal technology adoption models and the service quality concept, with data gathered via a questionnaire.

#### SIGNIFICANCE OF THE STUDY

The subject of this study was selected for its theoretical and practical importance in the field of E-government services. This importance arises from that the E-government services has the potential to involve citizens in the governance process by engaging them in interaction with policymakers throughout the policy cycle and at all levels of government.

#### **OBJECTIVES OF THE STUDY**

In general, this study aims at achieving the following objectives:

- 1. Compare the relationship between the management level variable and the variant study dimensions (Benefits of Electronic Government in the private and public).
- 2. Compare the relationship between the service period of the employee variable and the variant study dimensions (Benefits of Electronic Government in the private and public).
- 3. Compare the relationship between the sector variable and the variant study dimensions (Benefits of Electronic Government in the private and public).
- 4. Compare the relationship between the gender variable and the variant study dimensions (Benefits of Electronic Government in the private and public).
- 5. Compare the relationship between the age variable and the variant study dimensions (Benefits of Electronic Government in the private and public).

#### **TERMINOLOGY OF THE STUDY**

**Electronic Government**: Refers to the use of information technology to free movement of information to overcome the physical bounds of traditional paper and physical based systems

#### HYPOTHESES OF THE STUDY

In the light of the results of the previous studies and the objectives of this study, a number of basic hypotheses will be tested regarding the effect of the benefits of electronic government services and the personal variables. These hypotheses are:

- 1. There are statistical significant evidences that differences exist between employees to benefits of E-Government in the private and public due to the management level of employee.
- 2. There are statistical significant evidences that differences exist between employees to benefits of E-Government in the private and public due to service period of employee
- 3. There are statistical significant evidences that differences exist between employees to benefits of E-Government in the private and public due to sector of employee
- 4. There are statistical significant evidences that differences exist between employees to benefits of E-Government in the private and public due to gender of employee
- 5. There are statistical significant evidences that differences exist between employees to benefits of E-Government in the private and public due to age of employee

#### LIMITATIONS OF THE STUDY

As it is expected to contribute to theoretical and practical areas, this study is limited to the following:

- 1. It is based only on a questionnaire that was especially developed to fulfill the objectives of the study. Therefore, the results are confined to its validity and reliability.
- 2. It is restricted to the employees working in Amman City.

#### RESEARCH METHODOLOGY

#### POPULATION AND SAMPLE

The population of the study is all employees working with electronic government services in Amman City in Jordan.

A stratified proportional-random sample representing (1%) of total population is selected in order to answer the questions posed in the questionnaire. Total of (250) useable questionnaires were obtained with a response rate of (70.8%). Table (1).

#### DATA COLLECTION

The study adopts two sources of data: secondary and primary data. Secondary data are obtained from literature published in this subject including previous studies. The primary data are collected from field study conducted through a questionnaire that was developed for such purpose. The questionnaire consists of two parts: The first part included general data of personal variables (management level, service period, sector, gender, and age). The second part included (21) items representing benefits of E-Government services. The five- point Likert scale was used for each item in the questionnaire: "strongly agree" given (5) points, "agree" given (4) points, "neutral" given (3) points, "disagree" given (2) points, "strongly disagree" given 1 point. Hence, the average of the item is three points. This average is used to disclose the significance of the causing factors of work stress. If the average of a factor super exceeds the (three), it would be considered a high significant factor, but if it was less than the (three), it would be considered a low significant factor.

#### DATA ANALYSIS METHODS

Statistical Package for Social Sciences (SPSS) which is usually used in the social sciences studies was chosen to analyze the collected data. The following statistical methods for analysis are adopted: Descriptive statistics, to describe the characteristics of the sample depending on frequencies, percentages, means, and standard deviation, "t-test" and "Scheffe test" for prior comparisons, ANOVA to measure the effects of the independent variables on the dependent variable.

#### VALIDITY

The questionnaire has been evaluated by instructors from the Jordanian universities. Their remarks and comments were taken into consideration. For further validity test, the responses of (28) individuals of the sample were tested and evaluated.

#### RELIABILITY

Reliability with composite measures is evaluated for the internal consistency through the "Cronbach's Alpha" measure. The Alpha's for the items are not below (0.77). Therefore, it can be concluded that the reliability of the questionnaire is high.

#### **CHARACTERISTICS OF THE SAMPLE**

Table (1) shows the sample distribution according to the demographic variables. Figures show that 51.6% working in middle management level and 49.2% have 10 years to less than 15 years of Service Period and 50.8% working in public sector and 54.0% male.

Table (2) shows that the employees feel strongly (mean is 4.9820) with variables 2, 3 and 15 which stated that some of the benefits of Electronic Government are: improve delivery of services to citizens, improve interface with business and industries and reduce transaction costs. Table (2) also shows that the employees do not feel strongly with variable7 (the benefit of Electronic Government is Less corruption), (mean is 4.4040).

#### **TESTING THE HYPOTHESES OF THE STUDY**

As stated earlier, the main stream of the hypotheses of this study is to test the differences between employees according to some important variables: management level, service period, sector, gender, and age.

#### HYPOTHESIS (1)

There are statistical significant evidences that differences exist between employees to benefits of E-Government services in the private and public due to the management level of employee.

To test this hypothesis, the "independent sample t. test" analysis was applied (summarized in Table (3)). The value of means indicates that employees feel in the variable 7 more than in variable 21. Therefore, the null hypothesis can be accepted, and it can be concluded that there is significant statistical evidence that differences between the employees exist according to their management level.

It is worth of mentioning that this result is similar to most studies done on the subject.

#### HYPOTHESIS (2)

There are statistical significant evidences that differences exist between employees to benefits of E-Government services in the private and public due to service period of employee. To test this hypothesis, the ANOVA analysis was applied (shown in Table(4)).

Therefore, the null hypothesis can be accepted, and it can be concluded that there is significant statistical evidence that differences between employees according to their service period in variables 4, 7,8,15 and 21. To recognize who feels the strength of the benefits of e-government, the "Scheffe test" is applied for a priori comparison. (Shown in Table (5)).

Result of the **Scheffe** test showed that those employees whose service period are 5 years to less than 10 years and the one whose service period are 10 years to less than 15 years feel the benefits of e-government more than employees whose service period are 15 years and more in variables4, 8, and15 (Empower citizens thought access to knowledge and information, Growth of Revenue and Reduce transaction costs)

To compare this result to results of other studies on the subject, it can be said that this result is similar to most studies done on the subject.

Result of the test also showed that those employees whose service period are 10 years to less than 15 years and whose service period are15 years and more feel the benefits of e-government more than employees whose service period are 5 years to less than 10 years in variables 7and21 (Less corruption and Improve services to the public)

To compare this result to results of other studies on the subject, it can be said that this result is similar to most studies done on the subject.

#### HYPOTHESIS (3)

There are statistical significant evidences that differences exist between employees to benefits of E-Government in the private and public due to sector of employee

To test this hypothesis, the "independent sample t. test" analysis was applied (summarized in Table(6)). The value of means indicates that employees feel in the variables 4,5,8, and 15 (Empower citizens thought access to knowledge and information, More transparency and Growth of Revenue) in public sector more than in private sector and employees feel in the variable 21 in private sector more than in public sector. Therefore, the null hypothesis can be accepted, and it can be concluded that there is significant statistical evidence that differences between the employees exist according to sector.

#### HYPOTHESIS (4)

There are statistical significant evidences that differences exist between employees to benefits of E-Government in the private and public due to gender of employee

To test this hypothesis, the "independent sample t. test" analysis was applied (summarized in Table (7)). The value of means indicates that male employees feel in the variables 5,18 and 19 more than female employees. Therefore, the null hypothesis can be accepted, and it can be concluded that there is significant statistical evidence that differences between the employees exist according to their gender.

Also the value of means indicates that female employees feel in the variables 20 and 21 more than male employees

#### HYPOTHESIS (5)

There are statistical significant evidences that differences exist between employees to benefits of E-Government in the private and public due to age of employee.

To test this hypothesis, the ANOVA analysis was applied (shown in Table (8)).

Therefore, the null hypothesis can be accepted, and it can be concluded that there is significant statistical evidence that differences between employees according to age in variables 6,7,9 and 10. To recognize who feels the strength of the benefits of e-government, the "Scheffe test" is applied for a priori comparison. [Shown in Table (9)].

Result of the **Scheffe** test showed that those employees whose age are 30-Less than 40 years feel the benefits of e-government more than employees whose age are 25- Less than 30 years and 40 years and more in variables 6,7,9, and10

To compare this result to results of other studies on the subject, it can be said that this result is similar to most studies done on the subject.

#### STATISTICAL RESULTS

What are the major the benefits of e-government services? It was found that there are positive attitudes toward statements mentioned in table (2) because their means are above mean of the scale (3), also a quick review of the result in table 2 reveals clearly that variables 2, 3 and 15 has the highest mean value (4.9820) and this means that the respondents feel very strongly that some of the benefits of Electronic Government services are: improve delivery of services to citizens, improve interface with business services and industries and reduce transaction costs. This should not come as a surprise.

Variable (7) has the least mean value (the benefit of Electronic Government services is Less corruption), (mean is 4.4040).

#### CONCLUSIONS

The main results and conclusions of this study are summarized as follows: There are significant statistical evidences that differences between employees exists in the benefits of e-government. These differences are due to the following factors:

Management level, service period, sector, gender, and age.

#### **RECOMMENDATIONS**

In order to lighten benefits of e-government services, the study recommends the following:

- 1. The private sector should play a critical role in funding e-government projects.
- 2. E-government projects must be financially sustainable
- 3. Governments should create websites that allow users to conduct transactions online
- 4. E-government services should have the potential to involve citizens in the governance process by engaging them in interaction with policymakers throughout the policy cycle and at all levels of government.

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## QUESTIONNAIRE: ELECTRONIC GOVERNMENT SERVICES AND BENEFITS IN THE PRIVATE AND PUBLIC CONTEXT: A JORDANIAN CASE STUDY PART ONE – PERSONAL DATA

#### 1. Management Level:

- -Middle Management.
- -First line management.

#### 2. Service Period:

- 5 years to less than 10 years.
- 11 years to less than 15 years.
- 16 years and more.
- 3. Sector:
- Public.
- Private.
  4. Sex:
- -Male.
- -iviale. -Female.
- -1 Ciliai
- 5. Age:
- 25- Less than 30 years.
- -31-Less than 40 years.
- -41 years and more.

#### **PART TWO – QUESTIONNAIRE STATEMENTS**

Put the sign (v) in front of each item of the following on the right column

No.	Electronic Government Services Benefits	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Creating more efficient and convenient relations government to government					
2	Improve delivery of services to citizens					
3	Improve interface with business and industries					
4	Empower citizens thought access to knowledge and information					
5	More transparency					
6	Smoother flow of information					
7	Less corruption					
8	Growth of Revenue					
9	Reduction of Cost					
10	Creating more efficient and convenient relations citizen to government					
11	Allocation of resources					
12	More Public awareness					
13	Reduction in the duplication of efforts					
4	Improve competitiveness					
15	Reduce transaction costs					
16	Affordable and equitable access to online government services					
17	Security of transactions					
18	Alternative methods of service delivery					
19	Ensure the privacy and security of information and transactions					
20	Creating more efficient and convenient relations citizen to business					
21	Improve services to the public					

#### **TABLE 1: SAMPLE DISTRIBUTION**

Percent	Frequency		
51.6	129	Middle Management.	Management Level
48.4	121	First line management.	
100.0	250	Total	
Percent	Frequency		
32.4	81	5 years to less than 10 years	Service Period
49.2	123	10 years to less than 15 years.	
18.4	46	15 years and more	
100.0	250	Total	
Percent	Frequency		
50.8	127	Public	sector
49.2	123	Private	
100.0	250	Total	
Percent	Frequency		
54.0	135	Male	gender
46.0	115	Female	
100.0	250	Total	
Percent	Frequency		
28.8	72	25- Less than 30 years	age
30.8	77	30-Less than 40 years	
40.4	101	40 years and more	
100.0	250	Total	



### TABLE 2: STANDARD DEVIATION AND MEAN FOR ALL VARIABLES

Standard Deviation	Mean	variables
.20830	4.9520	1
.20830	4.9820	2
.20830	4.9820	3
.20830	4.8720	4
.20830	4.7766	5
.20830	4.3741	6
.77975	4.4040	7
.20830	4.5118	8
.20830	4.8811	9
.20830	4.6771	10
.20830	4.9408	11
.20830	4.9720	12
.20830	4.9720	13
.20830	4.5252	14
.20830	4.9820	15
.20830	4.6251	16
.20830	4.9720	17
.20830	4.9720	18
.20830	4.7862	19
.20830	4.8890	20
.67444	4.7987	21

#### TABLE 3: T. TEST FOR MANAGEMENT LEVEL

TABLE 3. 1. TEST FOR WANAGEWENT LEVEL							
Variable 21	Variable 7		level				
4.5581	4.9457	Mean	1.00				
.83766	.22742	Std. Deviation					
4.8760	4.6529	Mean	2.00				
.37794	1.07789	Std. Deviation					
4.7120	4.8040	Mean	Total				
250	250	N					
.67444	.77975	Std. Deviation					
	Variable 21 4.5581 .83766 4.8760 .37794 4.7120 250	Variable 21 Variable 7 4.5581 4.9457 .83766 .22742 4.8760 4.6529 .37794 1.07789 4.7120 4.8040 250 250	Variable 21         Variable 7           4.5581         4.9457         Mean           .83766         .22742         Std. Deviation           4.8760         4.6529         Mean           .37794         1.07789         Std. Deviation           4.7120         4.8040         Mean           250         250         N				

#### **TABLE 4: ANOVA ANALYSIS FOR SERVICE PERIOD**

	Sig.	F	Mean Square	df	Sum of Squares	Variables
.012	4.502	.190	2	.380	Between Groups	4
		.042	247	10.424	Within Groups	
			249	10.804	Total	
.000	9.494	5.404	2	10.808	Between Groups	7
		.569	247	140.588	Within Groups	
			249	151.396	Total	
.012	4.502	.190	2	.380	Between Groups	8
		.042	247	10.424	Within Groups	
			249	10.804	Total	
.012	4.502	.190	2	.380	Between Groups	15
		.042	247	10.424	Within Groups	
			249	10.804	Total	
.000	21.084	8.258	2	16.517	Between Groups	21
		.392	247	96.747	Within Groups	
			249	113.264	Total	

	TABLE 5: SCHEFFE TEST FOR SERVICE PERIOD								
Sig.	Sig. Std. Error Mean Difference (I-J)		(J) service	(I) service	Variables				
.858	.02940	.01626	2.00	1.00	4				
.018	.03793	.10870(*)	3.00						
.858	.02940	01626	1.00	2.00					
.035	.03550	.09244(*)	3.00						
.018	.03793	10870(*)	1.00	3.00					
.035	.03550	09244(*)	2.00						
.001	.10796	42066(*)	2.00	1.00	7				
.002	.13929	49383(*)	3.00						
.001	.10796	.42066(*)	1.00	2.00					
.854	.13039	07317	3.00						
.002	.13929	.49383(*)	1.00	3.00					
.854	.13039	.07317	2.00						
.858	.02940	.01626	2.00	1.00	8				
.018	.03793	.10870(*)	3.00						
.858	.02940	01626	1.00	2.00					
.035	.03550	.09244(*)	3.00						
.018	.03793	10870(*)	1.00	3.00					
.035	.03550	09244(*)	2.00						
.858	.02940	.01626	2.00	1.00	15				
.018	.03793	.10870(*)	3.00						
.858	.02940	01626	1.00	2.00					
.035	.03550	.09244(*)	3.00						
.018	.03793	10870(*)	1.00	3.00					
.035	.03550	09244(*)	2.00						
.000	.08956	57302(*)	2.00	1.00	21				
.000	.11554	45867(*)	3.00						
.000	.08956	.57302(*)	1.00	2.00					
.573	.10816	.11435	3.00						
.000	.11554	.45867(*)	1.00	3.00					
.573	.10816	11435	2.00						

The mean difference is significant at the .05 level.

TABLE	(6)	T. TEST	FOR	SECTO	R
IADLL	101	I. ILJI		JLCIO	LIV.

21	15	8	5	4		sector
4.5354	4.8449	4.7449	4.5449	4.2449	Mean	public
.85259	.29024	.29024	.29024	.29024	Std. Deviation	
4.9943	5.0000	5.0000	5.0000	5.0000	Mean	private
.33420	.00654	.09356	.03031	.10927	Std. Deviation	

#### **TABLE 7: T. TEST FOR GENDER**

21	20	19	18	5		gender
4.8741	4.8765	5.0000	4.9121	4.9000	Mean	male
.35470	.21099	.304551	.23266	.10455	Std. Deviation	
4.5217	5.0000	4.7391	4.7391	4.6391	Mean	female
.88206	.30455	.50455	.30455	.30455	Std. Deviation	

#### TABLE 8: ANOVA ANALYSIS FOR AGE OF EMPLOYEE

Sig.	F	Mean Square	df	Sum of Squares					
.006	5.248	.220	2	.440	Between Groups	q6			
		.042	247	10.364	Within Groups				
			249	10.804	Total				
.018	4.093	2.429	2	4.857	Between Groups	q7			
		.593	247	146.539	Within Groups				
			249	151.396	Total				
.006	5.248	.220	2	.440	Between Groups	q9			
		.042	247	10.364	Within Groups				
			249	10.804	Total				
.006	5.248	.220	2	.440	Between Groups	q10			
		.042	247	10.364	Within Groups				
			249	10.804	Total				



TABLE 9: SCHEFFE TEST FOR AGE OF EMPLOYEE					
Sig.	Std. Error	Mean Difference (I-J)	(J) age	(I) age	Variable
.027	.03358	.09091(*)	2.00	1.00	6
1.000	.03159	.00000	3.00		
.027	.03358	09091(*)	1.00	2.00	
.015	.03099	09091(*)	3.00		
1.000	.03159	.00000	1.00	3.00	
.015	.03099	.09091(*)	2.00		
.359	.12627	18110	2.00	1.00	7
.018	.11880	33938(*)	3.00		
.359	.12627	.18110	1.00	2.00	
.399	.11653	15829	3.00		
.018	.11880	.33938(*)	1.00	3.00	
.399	.11653	.15829	2.00		
.027	.03358	.09091(*)	2.00	1.00	9
1.000	.03159	.00000	3.00		
.027	.03358	09091(*)	1.00	2.00	
.015	.03099	09091(*)	3.00		
1.000	.03159	.00000	1.00	3.00	
.015	.03099	.09091(*)	2.00		
.027	.03358	.09091(*)	2.00	1.00	10
1.000	.03159	.00000	3.00		
.027	.03358	09091(*)	1.00	2.00	
.015	.03099	09091(*)	3.00		
1.000	.03159	.00000	1.00	3.00	
.015	.03099	.09091(*)	2.00		

<sup>\*</sup> The mean difference is significant at the .05 level.



## REQUEST FOR FEEDBACK

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With sincere regards

Thanking you profoundly

**Academically yours** 

Sd/-

Co-ordinator

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