A STUDY BASED ON HR PRACTICES AND ITS EFFECT ON WORK ENGAGEMENT IN INDIAN AVIATION INDUSTRY

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BACHELOR OF COMMERCE

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<u>BONAFIDE CERTIFICATE</u>

This is to certify that this Project entitled, **"A STUDY BASED ON HR PRACTICES AND ITS EFFECT ON WORK ENGAGEMENT IN INDIAN AVIATION INDUSTRY"** is a record of genuine work done by **ADHWAITH R. S., REXWIN ROY AND SANGEETH JAMES** under my guidance and supervision in partial fulfilment of the requirements for the award of the Degree of Bachelor of Commerce program of the Mahatma Gandhi University and it is hereby approved for submission.

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DECLARATION

We, ADHWAITH R. S., REXWIN ROY AND SANGEETH JAMES do hereby declare that this project report entitled, "**A STUDY BASED ON HR PRACTICES AND ITS EFFECT ON WORK ENGAGEMENT IN INDIAN AVIATION INDUSTRY** " is a bonafide record of work done by us under the guidance and supervision of Ms. ASHA JOHN, Assistant Professor, Department of Commerce, Bharata Mata College, Thrikkakara and this work has not formed the basis for the award of any academic qualification, fellowship or any other similar title of any other University or Board.

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CHAPTER - 1
INTRODUCTION

HR practices serve as a medium for shaping employees' perceptions, attitudes, and behaviour towards the firm. This study is looking into whether HR procedures at the organizational level are geared to motivate employees in various ways and urge them to go above and beyond their job duties. The primary goal of human resource practices is to improve employees' total contributions while also providing the firm with a competitive advantage. As a result, improvements in human resource practices are required to improve individual performance and organizational success. The study focuses on the efficiency of HR strategies used by various airlines in the Indian aviation business and the influence they have on personnel working in this sector.

1.1 INTRODUCTION

The Indian Aviation Sector plays an important role in the economic development of India; thus, developing Human Resources for this industry has become even more critical to achieving national goals. The aviation industry is similar to the engines of growth of every economy, capable of propelling the economy into the skies. So, with this notion in mind, as well as many other major incidents that the researcher has encountered, the researcher has chosen this topic with great zeal and enthusiasm to see the final results of the research work that has been done neutrally, i.e., without any prior intentions or a bend towards a particular direction. Let us explore what this business has in store for us in terms of diverse HR practices followed by various Indian Airlines and the influence they have on the personnel who work in these organizations. We can say that India's aviation history began in 1911, with the first commercial flight departing from Allahabad, Uttar Pradesh, bound towards Naini. The first airline was Tata Airlines, which was founded in 1932 by Mr. JRD Tata. In 1946, Tata Airlines was renamed Air India. For long years, plane travel was considered an elite hobby in India. This viewpoint evolved from the 'Maharajah' syndrome, in which only the wealthy and powerful could afford to travel by air due to the high cost of air travel.

The aviation industry is an important aspect of the country's infrastructure, and it has a significant impact on the expansion of commerce, industry, business, trade, and tourism by making remote portions of the country accessible and stimulating corporate activity and economic growth. The Indian Parliament passed 'The Air Corporation Act' in 1953. According to this Act, Air India Corporation Limited and Indian Airlines were founded by combining all eight domestic airlines. Air India and Indian Airlines retained the monopoly until 1991, when economic reforms opened up civil aviation to private operators. For the first time, the government authorized air taxi service. Following the amendment of the Act in 1994, a number of private airlines were permitted to conduct scheduled flights and began domestic operations. In 1911, Air India was amalgamated into Indian Airlines. It connects India to many of the world's largest cities. GoAir, Air India, IndiGo, SpiceJet and Jet Airways are the major airlines that operate in India. They connect over 80 cities and business centres across India, and with the liberalization of the Indian aviation sector, they now also run international flights. Even today, despite the fact that the Mumbai-Delhi air corridor is ranked 10th among the world's busiest routes, a huge portion of India's air transport remains unexplored.

1.2 SCOPE OF THE STUDY

Human Resource department is the prominent area of aviation industry. This research is being conducted to investigate whether HR practices at the organizational level are designed to motivate employees in different ways and encourage them to put forth extra ordinary efforts. Ernakulam in Kerala is the area selected for random sampling. The basic aim of Human Resource practices is to improve the overall contribution of employees and to provide competitive edge to the organization. Therefore, in order to enhance the individual's performance and organization's success, improvement in HR Practices is required. HR practices should ensure that organization's activities are on the right path and in alignment with its organizational objectives. These kinds of HR practices will help an airline company to recruit the right kind of employees for each job. We all know that an organization comprising of dedicated, encouraged, skilled, and intelligent human resources can achieve any kind of challenging goals.

1.3 RELEVANCE OF THE STUDY

Some of the human resource challenges have been identified in the Indian aviation business and therefore, an up-to-date investigation is required.

- Working hours and shift patterns are not conducive to family and health.
- Delayed troubleshooting can lead to costly errors and waste.
- Inappropriate staffing.
- Limited flexibility.
- Managing and addressing work-related behavioural issues.

1.4 OBJECTIVES

- To understand the profile of HR in aviation sector.
- To study the relationship between HR practices and the work engagement of their employees.
- To evaluate whether training programs are conducted in the industry for employee development.
- To identify the benefits that employees acquired form training sessions.

1.5 METHODOLOGY

The study made by the use of both primary and secondary data. As it is primarily descriptive, the study is based on primary data collected from the questionnaire prepared. For sample selection, convenient sampling was utilized. 112 participants were drawn from Ernakulam. Secondary data are ones that have been gathered and released by someone else for this reason. They are generally in the form of finished items. For this study, secondary data was gathered through various published sources including books, journals and internet.

1.6 LIMITATIONS

- Employees were unwilling to freely express their opinions.
- Ethical limitations caused the study in gathering various information.

1.7 CHAPTERISATION

This study is presented in five chapters.

Introduction

The first chapter deals with the brief introduction to study. It represents statement of the problem, significance, objectives, methodology and chapterisation.

Review of Literature

This chapter provides both a review of past material and a conceptual review.

Industry Profile

This chapter shows detailed information about the industry and its nature.

Data Analysis and Interpretation

This chapter is the subject matter of the study which gives a detailed analysis of data.

Findings, Suggestions and Conclusion

The fifth chapter is the final and concluding chapter. In this chapter a summary of findings and a set of suggestions are provided.

CHAPTER - 2
REVIEW OF LITERATURE

2.1 INTRODUCTION

The majority of research on human resource practices and workplace engagement has been done in the US and more recently in the UK over the past ten years, but not in India. The majority of the research focused on a specific HRM practice, such as training and development, evaluation of performance, hiring or recruiting, keeping employees, paying and providing benefits, etc., and the impact of the HR practice on the company's performance (Som, 2008). The research done before were restricted to examining how HR practices affected the company's performance. They did not pay much (Arthur 1992, Becker & Huselid, 1998, Delery & Doty) attention to how HR practices affected and how motivated people who are at work. During review of the literature, it was discovered that no single study on HRM or related topics has been undertaken in the Indian aviation sector. However, a few studies from Western and European countries have concentrated on HRM practices in the aviation industry with regard to employee work engagement. It is vital to note that no empirical research has been conducted too far to investigate the impact of HR practices on employee work engagement or studies pertaining to HRM in the Indian Aviation Sector. As a result, there is a void in research investigations in this critical area. The researcher has attempted to fill this gap in her current work. This study will provide significant insight to these organizations' management on the necessity of HRM practices for outstanding and sustainable performance of the companies.

The Human Resource Management (HRM) department's activities are extensive. HR Departments serve as a link between the employees and the management of organizations. They oversee the organization's workforces. HRM develops policies that are mirrored in HR practices. These HR policies and practices are reflected in a variety of activities ranging from manpower planning to selection, recruitment and placement, training and development, performance evaluation, and maintaining and retaining a workforce with appropriate skill sets, thereby assisting the organization in meeting its objectives. There is a considerable amount of information on aviation psychology and human factors research in the aviation sector nevertheless, a realistic analysis of HR practices in the worldwide civil aviation industry appears to be essentially non-existent.

01) Singh Anita, Shukla Timira (2012): The researchers conducted an exploratory study in a tin manufacturing company. The study centres around the fact that employees play a minor role in comparison to other important elements that are much more expensive and demanding. So, the primary aim of the research was to figure out how to generate greater outputs from this smaller section of the organization, i.e., employees by simply offering them the values, rewards, and recognition that they crave.

02) S.K. Bhatia (2005): The main focus of this book titled 'Training and Development: Concepts and Practices: Emerging, Developments, Challenges, and Strategies in HRD' revolves around training: its need, analysis and outcomes. Training is required everywhere, but it is now more vital than ever due to the rapidly changing environment and innovations in the field of information technology. Training is essential for the current conditions in order to enhance them, as well as for future requirements. As a result, the book is appropriate for current managers, students, and faculty members of various management schools.

03) Harter et al. (2009): The researchers demonstrated that there is a link between employee work engagement and corporate success. The link also holds true for interdepartmental, cross-departmental, and other organizations that exist outside of the organization. In practice, businesses would be twice as successful if their employees were more engaged than the norm. Harter and his colleagues did a meta-analysis in 2009 after conducting 199 research investigations in 152 organizations across 44 industries in 26 countries. A total of 955,905 personnel were taken from 32,394 business units. The study's findings focused on the top and bottom 25% and how they affect overall productivity, quality, absenteeism, customer evaluations and needs, and revenues.

04) Dr. Jain, Nisha and D' Lima Christine (2014): Attrition, it was argued, was a smouldering problem for this promising aviation sector, particularly because it failed to adequately utilize its staff, wasting a significant amount of time, money, and resources as a result. Employee attrition has been a difficult issue for the sector, with substantial costs to the industry and seemingly intractable human resource challenges plaguing various organizations worldwide. The goal of this study was to determine the true causes of attrition using literature and a survey of airline cabin crew employees. The study sought to determine the level of attrition. Retention methods were proposed to control attrition based on ground work and a survey of airline cabin crew employees.

05) Shrivastava, Garima and Dr. Gupta P.K. (2013): The study attempted to investigate the impact of human resource practices in banks, both public and private, in the region of Indore, India. According to the report, banks in both sectors used HR practices that were tailored to their customers' needs. This was due to the fact that personnel rules have a direct impact on the satisfaction or discontent of consumers' needs in general. Contrary to popular opinion, banks from different sectors have varied HR practices.

06) Arnold B. Bakker and Evangelia Demerouti (2009): The primary goal of this research is to provide insight into a new perspective on work engagement. To determine the precursors and results of job engagement, the researcher used quantitative and qualitative methods of research. Work engagement was discovered to include three characteristics or qualities: absorption, devotion, and vigor. The high demands of the job necessitate the use of job resources as well as personal resources, which are predetermined factors of work engagement. Employees who are engaged are happier, more contented, and more productive than those who are disengaged. As a result, this study provided a model of job engagement while also emphasizing the individual employees' career growth paths.

07) Thakur, Preeti (2014): This article investigated the impact of employee involvement on work satisfaction in the IT industry. The research was conducted using both primary and secondary data. The survey was conducted on officers and clerks (lower) level personnel in the IT industry. According to the study, increasing accountability and job authority could promote work motivation among officer level employees, however for lower (clerical) level employees, rewards and sanctions are significantly connected with workplace involvement. According to research, one of the most essential variables driving employee engagement is the employee's understanding of how vital his position is to the firm's performance, as well as the relationship between his job and organizational strategy.

08) Fraher, Amy L. (2013): The researcher in this study discusses the aftereffects of 9/11, as this particular incident had a significant impact on the country's aviation sector. The study questioned 127 pilots and first officers from several US airlines, and 43 pilots were studied through semi-structured interviews lasting about one and a half hours to learn about their sentiments. The article concluded that pilots and other employees make mistakes as a result of stress, and that organizational downsizing affects individuals in a variety of ways.

09) McGee and Rennie (2011): They conducted study on emotions and well-being, with the goal of establishing a correlation between employees' levels of work engagement and positive experiences at work. They demonstrated that organizations would gain from the performance of employees if managers cared about their pleasure at work, and it would also boost the chances of their resourcefulness. The researchers emphasized that organizations should focus on developing pleasant emotions rather than focusing solely on issue solving. Giving employees the ability to express their thoughts and ideas upstream is a crucial driver of employee engagement.

10) Zigarmi Drea, Nimon Kim, Houson Dobie, Witt David and Diehl Jim (2009): The goal of this article is to address the lack of consistency in the academic and practitioner literature around the concept of employee work engagement and to provide a platform for the research and application of a refined construct known as employee work passion. This essay examines the contrasts between the two groups of writers' views of engagement and provides a new definition and framework based on social cognitive theory.

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Three recommendations are provided for HRM academics and practitioners who want to improve the data as well as the methodologies utilized in developing engagement or work passion surveys. Engagement or passion surveys should:

(a) Examine the emotive components of the evaluation process in a specific and compelling manner,
(b) Differentiate descriptive cognitions and intentions, and
(c) Separate and confirm intentions from behaviours.

11) Morse and Babcock (2010): It was argued that properly directed and well-trained individuals result in a productive, proficient, and well-organized workforce. They stated that there is a positive association between how employees evaluate the company's HR practices and policies and how customers perceive quality and service. They also highlighted a variety of ways in which employees in an organization contributed to activities such as creativity, problem solving, invention, innovation, and eventual deployment and execution.

12) Rohmetra Neelu (2005): According to the book 'Human Resource Development: Challenges and Opportunities,' human resources make a difference in societies and organizations. If two countries have about comparable resources yet differ in their degrees of development, the gap is explained by their human resources. Scale and success in a knowledge economy are determined by people's abilities and attitudes. It can help you address some of the most important issues in international human resources, cross-cultural management, and training and development by utilizing the power of information technology. The book addresses not only HRD concerns affecting managers and professionals, but also labourers. It addresses the challenges to HRD posed by globalization, technology, and competitiveness. Some of the chapters specifically assess the profession's current state, competency needs, developing issues, and future roles and future of HRD itself.

13) S.K. Bhatia (2005): The author demonstrates in this book, 'International Human Resource Management: A Global Perspective: Practices and Strategies for Competitive Success,' that due to MNC culture, cross-cultural diversity management has become vital and difficult. The book provides in-depth information of this management perspective, namely how to deal with multi-cultural diversity and related challenges. The book is about human resource management in a global context. The book's main focus was how the advent of MNCs brought with them multi-cultural staff and how to deal with them. HR practices in India, the United Kingdom, Japan, France, and the United States were specifically discussed. As a result, the book proved valuable for managers, students, and faculty members at management schools.

14) Geetha Jose, Sebastian Rupert Mampilly (2012): This study focuses on employee engagement, which is a big topic these days. This is also a fascinating topic for managers and academics to investigate. The purpose of this research article was to investigate the relationship between employee engagement and job satisfaction and HR practices using Social Exchange Theory. The researcher in this research effort also underlines the fact that there is a scarcity of research work in this field, both conceptually and practically, with a focus on India.

15) Willis Towers Watson (2016): Employee engagement surveys were done in India in February 2015 for the fiscal year 2015-16. They questioned 133 of India's top firms and executives, collecting responses from senior business leaders, including top management, as well as the HR function, to establish how they perceived engagement surveys and where the drive for engagement came from inside their organizations. According to their research, 86% of respondents saw employee engagement as a critical factor for evaluating managerial performance and thought it was strategic for the firm. However, only 49% of respondents believed this was happening at their organization. According to the research, 82% of employers feel their employees want to be involved with the organization, yet they are not. 75% of respondents believe that top management drives employee engagement activities. Employees should be responsible for their own involvement, according to 60% of respondents. A larger proportion of respondents, around 94%, believed that employee engagement scores should be included in the Leadership KRA; however, only about 38% of them, or about 38% of all respondents, reported that this occurs in their firm. And just a small percentage of respondents, roughly 14%, stated that employee involvement was considered during business discussions. Although 85% of respondents agreed that monthly progress reviews of engagement initiatives had helped the company keep on track, the absence of outcomes appeared to be a source of discontent. After putting survey answers into action, just half of respondents reported seeing clear business results.

16) Zorlu Senyucel Ventus (2009): Wrote a book titled " **Managing Human Resources in the Twenty-First Century**." The title suggests that the book is about human resource management in organizations. The book focuses on an organization's most valuable asset: its human resources, also known as "employees". It explores important problems and debates concerning human resource management and serves as a guide for people who work as human resource managers. This book provides them with an overview of the entire scope of HR Management tasks, including how to manage workforces successfully as a resource and develop them into an asset to the firm in the modern era. It presents the fundamental organizational factors that affect people at work.

17) Geraint, Harvey (2009): The study concentrated on the type of economic structure in the country that could influence organizational achievement, particularly airline success. This research study compares and contrasts the two major aviation industries based on their respective economies, which are both liberal. The two aviation sectors were the United Kingdom and the United States. The researcher used secondary data for the United States and primary data for the United Kingdom. Both countries' aviation sectors employ robust mechanisms. Furthermore, the study demonstrated that if any sector functioning in the liberal economic market could match its frequency with the coordinated economic market, that sector or organization would be obligated to perform better.

18) Indian Aviation report by FICCI - KPMG (2014): According to this analysis, the Indian aviation sector is rapidly expanding and has the potential to become the world's leading industry by 2030. The report also stated that:

- With a market capitalization of USD 16 billion, the Indian civil aviation industry is among the top ten in the global aviation market.
- By 2032, the Asia Pacific region is expected to be the largest aviation market.
- Indian carriers plan to double their fleet size by 2020 to around 800 aircrafts.
- India's current MRO market capitalization is estimated to be around USD 700 million.
- India has the potential to become the world's third largest aviation market by 2020, with the goal of becoming the largest by 2030.

19) Bamber G. J., Jody Hoffer Gittell, Thomas A. Kochan and Andrew von Nordenflycht (2009): The study emphasized the de-regularization of airlines and how it has influenced airline management. They used the example of 'Ryan Air,' a new airline. They also discussed the many sorts of economies that exist in their country and how they affect their local aviation sector. The analysis also focused on the airlines' cost-cutting and employment methods. This study also discussed the severity of the impact of the 2008 recession on the aviation sector, as this is the most powerful and expensive sector, and the entire economy of a country revolves around it.

20) Pourdehnad John and A.C. Smith, Peter (2012): The researchers provided an encouraging aspect of the American aviation business, demonstrating how organizational learning from this specific sector might be used in other firms or sectors. The purpose of this study paper is to show how commercial airlines in America employed safety rules in their organizations to ensure that there were very few incidents of safety-related difficulties in these airlines. These airlines had built a learning organization climate, which had been the primary basis for their success. And as a result of all of this, there was a rise in air travel. As a result, other businesses could use this practice to improve overall organizational performance.

21) Ravi Kumar T. (2013): Employee engagement has become a vital driver of corporate performance and a deciding factor in organizational success in today's competitive business world. staff engagement has a substantial impact on staff retention, productivity, and loyalty, and it is also a critical link to customer satisfaction and the organization's reputation. As a result, firms are looking to HR Management to help them set the agenda for employee dedication and engagement. The biggest obstacles in today's business world involve retaining brilliant employees and engaging them at all stages of their careers. This article investigates the level of involvement held by employees of MSMEs (Manufacturing) in India. As a result, the purpose of this study is to shed light on the key areas that employers should focus on in order to motivate the human capital in their enterprises. Employee retention is a major challenge for MSMEs because they compete with multinationals and large corporations that pay much higher compensation for these experienced and well-trained employees.

22) Chughtai, Aamir Ali and Buckley Finian (2008): The primary goal of this study paper was to highlight the important role played in improving employee job engagement by both state trust (confidence in top management, trust in direct supervisors, and trust in coworkers) and trait trust or trust propensity. According to the findings of this study, the relationship between trust and work engagement is mutually enhancing, which means that high levels of state and trait trust improve work engagement, resulting in an increase in both types of trust and so on. It also investigates the interplay effects of state trust and trait trust on employee work engagement.

23) Mathew, Ogbonna and Harris (2011): According to the study, if employees feel appreciated, driven and happy, they will become more productive, increasing overall organizational success and innovation. They conducted a survey of software companies in India and evaluated a model of work-oriented cognitions and performance measures using structural modelling. They developed a paradigm that demonstrated that corporate culture influences employee job satisfaction, work quality, and productivity. Employee productivity and job satisfaction were experimentally examined for organizational culture, whereas workplace quality was conceptually assessed for organizational innovation. The findings of their investigation had a number of ramifications and conclusions for practice and theory.

24) Harish Chandra (2017): Human Resource Development (HRD) in the world of work has grown through many stages, beginning thousands of years ago when artisans passed down knowledge and skills of the earliest crafts to younger generations, often through some kind of apprenticeship, which was as early as 2100 BC. HRD is now an emerging idea for improving employee performance to satisfy an organization's needs. The basic aspects of HRD include continuous assessment of workforce competency needs, efforts to meet those needs, such as education and training, organizational innovations, quality of work life programs, and evaluation to evaluate if the intended purpose has been realized, and so on.

25) Despoina Xanthopoulou, Arnold B. Bakker, Evangelia Demerouti, Wilmar B. Schaufeli (2008): This study investigated the longitudinal links of personal resources and job resources with work engagement and proposed that all three, personal resources, job resources, and work engagement, are reciprocal across time. The study included 163 employees who were followed up on for an average of 18 months. T1 job and personal resources were found to be completely associated with T2 work engagement. Furthermore, T1 work engagement was completely associated with T2 job and personal resources. According to the highly fitting - reciprocal model, resources and work engagement, as well as job and personal resources, were associated. The research findings validated the Conservation of Resources theory premise that different types of resources and well-being indicators evolve into a cycle that characterizes workers' adaptation to their work circumstances.

26) Dr. Julius B. Bertillo, Dr. Josefina Bertillo Salando (2013): This study went into great length on British Airways' management approach, which was a progressive airline and one of the largest in the world, serving mostly the North American continents and Europe. The research looked at how this company targeted its short, medium, and long-term strategic goals toward improving customer service through streamlined recruitment, selection, training, and promotion methods. British Airlines' HR processes rank among the top in terms of recruiting, selection, training, and advancement systems. Their system is regarded as one of the most intensive customer service training courses available. British Airways' distinct degree of customer service is unrivaled in the business, yet this comes at a great cost to the airline. Though good training improved human capital's competitive edge, it had the opposite impact, as its skilled employees were attracted away by competitors with greater offers. In addition, the Company discovered that it needed to dig deeper into its pockets due to the increased expense of training, development, and promotion procedures. As a result, it was in the midst of its global expansion through HR strategy in the airline business.

27) Dr. Patton, John (2015): This study argued that human resource managers should create a 'Just Culture' in which employees are encouraged to self-report, as well as provide wellness centres and employee help programs. There have been far too many deadly airplane crashes in recent decades in which flight crew mistake was discovered to be a significant contributing element. However, the most upsetting of all of these human-related disasters was aircraft-assisted suicide and murder. It was possible that the Germanwings crash would change the way the airline industry vetted aircrew members, and that in addition to recruiting, screening, and hiring to meet the demands for more qualified air staff, the 'Just Culture' would carry more sway and encourage valued employees to take advantage of employee assisted programs as well as continuously improve their skills as aviators. Of course, the airline industry and authorities are always looking for ways to improve safety, and they may consider modifying some regulations for cockpit occupancy, crew scheduling, and enhanced training. The flying public put their lives in the hands of commercial airline pilots. Certainly, the vast majority of pilots were highly experienced, properly trained, and constantly tested, and had access to superior safety technology. Having said that, travellers had a right to know that their airline has

done all possible to make their flight as safe and convenient as possible. Some argued that admitting to clients that their pilot was suicidal was not in the best interests of the aviation industry. In general, the airlines were not ready to consider that one of their most vital employees would have a mental breakdown. Strategic HR Management's influence on the improvement of flying safety personnel is a critical leadership feature in any flying firm today.

28) Gallup Inc. (2016): This research firm surveyed various organizations to know how truly they engage their employees. Their research found out that 13% of employees were engaged worldwide in their jobs and the remaining 87% were either not engaged or indifferent -- or even worse, were actively disengaged and potentially hostile toward their organizations. Gallup recently honoured 35 leading organizations as the recipients of the annual Gallup Great Workplace Award. Organizations that met the high-standard criteria to apply for this award were also eligible to win awards that recognize excellence in specific areas of employee engagement. Research by Gallup had also found low to moderate correlations between employee engagement and customers' satisfaction, safety, productivity, turnover and profit.

29) Joshi Manmohan (2015): In this book, the author presented a preview of Human Resource Management in today's context. The book provides in-depth information about employees' knowledge, skills and abilities, as well as how these might be managed in various businesses. It is tough to manage varied and multi-cultural staff. Employees are the foundation of any business. They are the lifeblood of the company for which they work. As a result, efficient management of them has become critical in order to achieve successful results.

30) Braine De Roslyn and Roodt Gert (2011): The study's orientation indicates that it was focused on work identity and dedication, and it revealed that engaged employees have high levels of energy and strong affiliation with their work. Through comparative predictive analyses, this study investigated the potential differences in the Job Demands-Resources (JD-R) model as a predictor of total work engagement, devotion, and work-based identity. There is currently no literature indicating the applicability of the JD-R model to predict work-based identity. This study also emphasizes the devotion component of work engagement. A census-based survey was undertaken among a target of 23134 employees, yielding a response sample of only 2429, or nearly one-tenth. The Job Demands Resources Scale (JDRS) was used to assess job demands and job resources. A work-based identification measure was also established for this study. The Utrecht Work Engagement Scale (UWES) was used to investigate employee work engagement. In the prediction analysis, general multiple regression models were utilized, and factor and reliability studies were performed on the scales. According to the findings of the study, the JD-R model put greater variance in devotion than in work engagement. Nonetheless, the JD-R model produced the most variance in work-based identity, with job resources being its strongest predictor.

CHAPTER - 3
INDUSTRY PROFILE

In the second chapter, the researcher has progressed with the collecting of data from secondary sources such as published material from airlines, news articles, various libraries, and information acquired from airline and DGCA websites. The growth of the airlines is also considered in terms of earnings and other significant aspects. One of the primary goals was also met in the same chapter. The entire work has been carried out to get familiar with the HR policies of the airlines and to see comparative status of the airline industry. The following section contains data gathered from secondary sources such as published material from various airlines, news articles, different libraries, and information gathered from the airlines' and DGCA's websites. Because commercial airlines are highly competitive, security-driven, and high-tech service businesses, they will not share their policies. The growth of the airlines is also considered in terms of market share and other significant aspects. The complete study was done to become acquainted with the HR practices of the Indian airlines in order to assess their comparative condition. The researcher gathered HR practices or policies of certain airlines from secondary sources in this area.

3.1 PROFILE AND HR PRACTICES OF DIFFERENT AIRLINES IN INDIA

3.1.1 AIR INDIA

Tata Airlines was India's first airline. JRD Tata founded the company in 1932. In 1946, Tata Airlines was turned into a public limited company, and its name was changed to Air India. After nearly a year of independence from British rule, the Government of India purchased a 49% stake in Air India Company.

'The Air Corporation Act of 1953' was passed by the Indian Parliament in 1953. This Act established Air India Corporation Limited and Indian Airlines, which merged all eight domestic airlines into two newly constituted corporations. Until 1991, these two corporations had a monopoly in the skies. As a result of economic changes, the skies were reopened to private corporations in 1991, allowing them to resume civil aircraft operations. Following that, in 2011, the two airlines, Air India and Indian Airlines, amalgamated. Air India was designated as the country's national flag carrier airline. It is owned by Air India Limited, a government enterprise in India, and is headquartered in New Delhi. Air India now connects several Indian cities to important cities across the world. As of March 2018, it flies to 94 locations in 28 countries, including 54 domestic and 40 overseas destinations. In 2014, it joined the Star Alliance. Air India's mascot is 'The Maharaja,' and its emblem is a soaring red swan with an orange Konark Chakra within. Air India Express and Alliance Air are its two subsidiary airlines. Alliance Air, created in 1996, is a low-cost carrier that operates on Indian domestic routes as part of the government's regional connectivity initiative and as a feeder service for Air India's international flights.

It has announced a new one-week 'Independence Day Sale Carnival' beginning on August 3rd, 2019, with tickets starting at Rs. 990, which is similar to the cost of a rail ticket. Air India Express, headquartered in Kochi, Kerala, is another low-cost airline that serves South Asia and the Middle East. Air India's parent business, Air India Limited, also includes three subsidiaries: Air India Engineering Services Limited, Air India Air Transport Services Limited, and Hotel Corporation of India Limited. Air India has one of the youngest fleets of aircraft, with 125 aircraft as of April 2019 and continuing to upgrade on a regular basis, ensuring that their clients continue to have a wonderful flying experience. Air India's subsidiary Air India Air Transport Services Limited 'AIATSL' was founded with the goal of providing unified or integrated ground handling services to passengers. In fact, it began as a Ground Handling unit under Air India Engineering Services Limited from the time its first plane flew in India, and it continues to this day, when Air India has a massive fleet of Jumbos and Dreamliners. With the introduction of B747 'Jumbo' aircraft, it evolved into the Ground Services Department.

Its services include Passenger & Baggage, Ramp and Cargo Handling, which are available at the majority of Indian airports. Air India's ground handling arm has always existed, albeit under different names, from its inception and has always strived to give amazing Ground Handling services through its experienced people who have been in the Aviation business for many years. They were the first to receive ISO 9002 accreditation, and they have also obtained IATA's ISAGO certification. India Air's Maintenance, Repair, and Overhauling ('MRO') facility is the largest in India. This facility is the finest option for any MRO needs! In the country, it has six MRO facilities: Delhi, Nagpur, Mumbai, Kolkata, Hyderabad, and Trivandrum. These can function as a one-stop shop for all engineering needs.

Human resource management in government-owned organizations differs from that in private organizations. In private organizations, HR policies and practices are redefined on a regular basis and generally remain compatible with organizational goals, contributing to the organization's success and financial health, which does not happen in most government organizations. Private firms' HR management makes difficult decisions faster than government organizations, which are affected by employee unions. Furthermore, they are required to fulfil their socio-economic responsibilities. Air India's HR practices differ slightly from those of the majority of private airlines' Human Resource Managements.

- **Appointment, Probation and Training**

  Appointments to various positions shall be made through promotion, selection, or direct recruiting, according to HR practice. The appointments can also be made by deputation from other Public Sector Undertakings, State Governments, and/or the Central Government or Defence Services, subject to the Company's discretion. Every individual will be on an initial appointment to a permanent position or post in the Company and will serve a one-year probationary period, or as stated by the company.

The Company determines the number and identification of posts in the various categories and scales to which temporary additions may be made by Officers authorized by the Company in this regard on a regular basis. A Company employee may be compelled to undergo training anyplace in or outside of India. An employee must undergo training, examinations, and tests, whether practical or theoretical, written or oral, as required by the Competent Authority from time to time, and must also qualify after such tests, where permits, approvals, and licenses, as applicable, are involved, on such terms and conditions as the competent authority may decide from time to time. Employees must keep their permits, permissions, and/or licenses up to date and valid in order to carry out their activities as needed by the competent authority within the time frame specified.

The Company reserves the right to require the employee delegated to undergo training to execute a bond, agreement, guarantee, or similar document in respect of the training so imparted in the manner and form prescribed, establishing a minimum period of service that the employee is required to complete with the Company.

- **Air Passages**

  According to the provisions contained in the Passage Orders formulated by the Company, a permanent employee who has completed one year of service may be granted during the passage year return air passages for self and family on the Company's scheduled services, including those operated by stations abroad, as well as scheduled services operated by the Company's subsidiary airlines. The Competent Authority may, at its discretion and in light of the circumstances, sanction air passages in advance of an employee's entitlement.

- **Transfers and Tours**

  An employee may be needed to serve anywhere in or outside of India, as well as in any Corporate Function/Strategic Business Unit or subsidiary Company/Joint Venture. In exigencies of service and/or administrative needs, the Competent Authority may transfer/re-deploy/depute an employee from one Corporate Function/Strategic Business Unit or Subsidiary Company/Joint Venture and/or station to anywhere in India or abroad and/or in any of the Corporate Function/Strategic Business Unit or Joint Venture or position an employee on secondment/deputation in a Subsidiary Company/Joint Venture, provided that his pay, scale of pay An employee may be deployed on duty tours due to service exigencies and/or administrative demands.

- **Promotion and Seniority**

  An employee of the Company will be eligible for advancement to a higher pay range or position based on seniority.

3.1.2 INDIGO AIRLINES

The company is designed for the general public, who want to see and do things without wasting time, money, or energy. As of January 2019, the firm was India's largest commercial airline, with a 42.5% market share. Its primary market is the domestic air travel market of India, where it operates as a low-cost carrier with a focus on three pillars: giving inexpensive fares, being on-time, and providing a pleasant and hassle-free service. IndiGo's on-time performance is outstanding. The company began operations in August 2006 with one jet and has since grown to a fleet of 209 aircrafts. The airlines' primary qualities include a variety of aircraft types, a high operational success rate, and award-winning service. They now fly to 67 locations, 52 of which are domestic and 15 of which are foreign. They strive to achieve their basic marketing slogan of providing 'cheap fares, on-time flights, and a hassle-free experience' to its clients by constantly focusing on keeping expenses down and flying frequency high. They have a young fleet, with an average age of 4.6 years.

The airline not only tops the list of low-cost carriers in India, but it is also comparable on a global scale. The crew prioritizes passengers for a pleasant journey experience. Direct sales, such as online airline booking, call centres, airport counters, and online flight status monitoring, may also be done by a special 'IndiGo app' for Android users, demonstrating the company's modern approach. InterGlobe Enterprises, Indigo Airlines' parent business, is a market leader in the Indian aviation industry, rising through innovation and service excellence. The company's core HRM activities include selection and recruiting, salary and benefits, training and development, performance appraisal and promotions, and so on. Human Resources Management fosters a positive relationship between the organization and its employees by implementing a variety of procedures, activities, and directions. The Human Resource Management Department at Indigo Airlines has automated the majority of its HR operations. The organization attributes its success to its employees by emphasizing that employees come first.

- **Ifly**

  This is the name given to an orientation module used to familiarize and socialize new employees. This may be the most important training module in our country. IndiGo has been named one of the greatest Indian companies to work for the eleventh year in a row, and was named Aon's greatest Employer in 2017.

- **Employee Referral Program**

  InterGlobe invites people to refer qualified candidates for job openings. Job reference is commonly used to refer own/known individuals for company jobs. This way of personnel selection is the most cost-effective. IndiGo obtains a large number of candidates at a low hiring cost using this strategy. This initiative encourages professional, skilled, and fit candidates to be referred to the organization.

- **Learning and Development**

  IndiGo promotes workers based on merit as well as seniority as part of its HR practices. IndiGo has a constant learning and overall quality management culture. IndiGo is constantly working to develop and empower its employees through a range of programs. IndiGo believes that staff performance, productivity, and leadership help the organization reach new heights.

- **Smarter Way of Managing Human Resource Department's Day to Day Transactions**

  Because the aviation sector is so mobile, the majority of the workforce is constantly on the move. Because of the aviation industry, HRM is a difficult position in these types of firms. As a result, in order to obtain specialized service and knowledge in the industry, Indigo has teamed with People Strong, an HR consulting firm to whom Indigo has outsourced nearly all of its HR activities. People Strong's principal work for Indigo is payroll and roistering. The relationship began with the intention of aligning airline corporate objectives with HR practices and standards. People Strong provides continual support to the airline's HR Department by providing some unique services on a monthly basis to ensure the seamless operation of various HR operations.

- **Joining of New Employee**

  The airlines have automated all processes related to the hiring of a new employee for smoother operation and a better experience. The corporation maintains an IT-driven database on its internal portal where new entrants must upload the necessary documents and other procedures have been taken care of in this program even before the new employee's actual joining. The airline also sends video links and other pertinent material to newcomers so that they feel at ease and competent in their new job function and organization. As a result, our software handles all aspects of induction, orientation, and socialization. For example, it sends a welcome letter to new employees with pertinent information regarding joining, such as hours, days, and other procedures. The airline has implemented a 'Buddy Program,' in which a buddy or a mentor is assigned to a new employee to provide various forms of job and organization-related information.

- **Managing Front-Line Employees Effectively**

  HR Shared Services is the module in charge of this specific area. The HR department has launched this solution in order to more effectively and efficiently manage front-line staff.

- **Managing Day to Day Life**

  Because the majority of the airline's crew travels for extended periods of time on a daily basis, they do not have access to desktop computers or internet connections. Keeping this in mind, the airline has launched a new service for employees such as pilots, air hostesses, and other crew members, which allows them to dial a toll-free number (1800) to get answers to their questions.

- **Employee Self Service Portal**

  All aspects of employees' personal records are automated on this interface. Leaves, any type of grievance, time sheets, separation, any type of request or order, everything relating to accounts and finance like investment declaration, reimbursement forms or any type of claims, tax structure, pay slips, and so on are all brought together under one roof. The automation of HR procedures has elevated the Company's Human Resource Department to carry out their HR related fundamental obligations such as selection and recruiting, compensation and benefits, training and development, performance appraisal, promotions, and so on.

- **HR Practice of Equal Opportunity**

  Indigo is a non-discriminatory employer. The company also states in its Code of Conduct, "As part of their commitment to a successful, respectful, and productive work environment, they strictly prohibit all forms of discrimination, including harassment." They will never discriminate based on race, colour, ancestry, place of origin, ethnic origin, sex, disabilities, age, marital status, or appearance. They will also guarantee that all policies and decisions relating to recruiting, hiring, promotion, transfer, layoff, termination, development, remuneration, and any other employment terms and conditions provide for equal rights and opportunities.

- **Work Life Balance**

  IndiGo is constantly devoted to supporting its high-quality workforce. IndiGo airlines promote a healthy work-life balance. IndiGo provides a flexible work environment, increased productivity, and a better work-life balance.

3.1.3 SPICEJET

SpiceJet began operations in India on May 2005 and expanded to foreign routes in October 2010. SpiceJet entered the Indian civil aviation sector as a low-fare airline with much lower air travel expenses and a high degree of customer satisfaction. Its vision statement is "flying for everyone," implying that the airline is attempting to fulfil the average man's desire of flying. This company's objective has been to provide low-cost air tickets to price-conscious

travellers with good customer value, and so become the country's favoured low-cost airline. People are now preferring to travel by air for both business and general tourism as a result of the country's growing economy, trade and industry development, and boom in business and tourist, saving both time and money. SpiceJet is making air travel more inexpensive and accessible to everyone. The company has chosen an aircraft fleet that complements the low-cost structure by being more fuel efficient and having fewer maintenance costs. It purposefully chose new-generation aircraft, including the Boeing 737900ER and 737-800s with winglets. These planes are ideal for short and medium-distance flights and provide comfortable, safe, and efficient flight in Indian circumstances. The Bombardier Q400 aircraft is another type of aircraft. It is a technologically advanced turboprop airliner. The Bombardier Q400 is built for short-haul flights, and it is both fuel efficient and comfortable. SpiceJet has added high-tech aircraft B737 - MAX 8 to its fleet, which features extremely fuel-efficient engines.

SpiceJet, as promised, offers extremely low costs that make air travel affordable for the common man, hence delivering "the power to fly for everyone." Customers get good value for money and enjoy the comfort and style of flying in colourful planes with nice interiors, and the traveller feels refreshed and happy at the end of a flight, arriving on time. The company's attention is centred on performance, whether it is the aircraft or the ground crew. Staff is trained to be smart, efficient, well-trained, and friendly in order to make consumers feel welcome and well-cared for. SpiceJet emphasizes flawless maintenance to maintain safety through intensive training of concerned personnel who are well-equipped with technical knowledge and competence. SpiceJet's management team is made up of qualified experts with international expertise who are dedicated to provide consumers with an economical and enjoyable flying experience.

SpiceJet Airlines has kept its major organizational strategies, including HR rules and procedures, secret while operating in an industry that is highly competitive, safety and security sensitive, and where service innovations are quickly replicated. The management is hesitant to reveal its human resources policies, which are opaque to outsiders. However, the Researcher was able to gather some information from the resources available/information published by the company on its website/online reviews by employees and others/informal chats/discussions with the company's employees, based on which the Researcher observed that SpiceJet Airlines has formulated its policies aligned with its organizational goals and also keeping in mind the HR policies and practices prevalent in contemporary organizations in the industry. The Company's HR practices are mirrored in its HR policies, which include remuneration and benefits, training and development, selection and recruiting, performance appraisal and promotions, and so on. Human Resource Management serves as a link between employees and the organization by adhering to numerous policies, activities, and directions. The Human Resource Management Department of the Company has automated the majority of its HR operations. Employees are seen as the organization's strength, and the company attributes its success to them.

○ **Compensation & Benefits**

SpiceJet Airlines' employee salaries and perks are comparable to other airlines in the industry's low-cost carrier category. Employees' online reviews demonstrate that the organization offers good Compensation and Benefits policies. Aside from competitive pay, the company provides perks and benefits such as almost free leisure time travel on domestic and international flights, medical insurance, childcare, maternity, and paternity leaves, one-way transportation, and so on, in addition to uniforms, PF, Pension, and Gratuity, all of which contribute to employee satisfaction.

○ **Performance Appraisal and Promotions**

The organization has a well-established performance appraisal system due to the emphasis on performance. The performance appraisal takes into account a variety of elements, including the employees' cadre and discussions with their superiors. High performers are appropriately recognized with pay and incentive increases, and are considered for promotions based on their great performance in line with company goals.

○ **Training And Development**

It places a strong value on employee training and development. The company's attention is centred on performance, whether it is the aircraft or the ground crew. Staff is trained to be smart, efficient, well-trained, and friendly in order to make consumers feel welcome and well-cared for. Because safety is paramount in the airline sector, tremendous emphasis is placed on training and development programs, which require staff to undertake rigorous training and acquire technical knowledge and competence in order to make every flight comfortable and safe.

Furthermore, as part of its executive development program, SpiceJet Airlines has partnered with the University of Petroleum and Energy Studies to offer a full-time MBA and BBA degree in aviation to its human resources, with the goal of providing managerial and professional touch to middle and junior level managers.

SpiceJet's freshly formed 'Spice Star Training Academy' has begun offering an online BBA course. This online course includes a 6-month certification program in inflight management that covers communication skills, grooming, personality development, and soft skills required for cabin crew roles, as well as mandated modules on safety and emergency procedures, first aid, and aviation security training as required by the Director General of Civil Aviation.

CHAPTER – 4

DATA ANALYSIS AND INTERPRETATION

ANALYSIS AND INTERPRETATION

Data analysis is the act of analysing, cleaning, manipulating, and modelling data in order to identify important information, offer conclusions, and enhance decision-making. Data analysis includes several dimensions and methodologies, including a wide range of techniques under many titles in various business, scientific, and social science sectors. Data mining is a type of data analysis approach that focuses on predictive modelling and knowledge finding rather than just descriptive reasons.

Data interpretation precedes data analysis, and data analysis is inextricably tied to data visualization and distribution. It is a part of most people's everyday lives. Interpretation is the process of giving meaning to numerical data that has been gathered, reviewed, and presented. A common method of assessing numerical data is statistical analysis, and inferential statistics is the process of studying and interpreting data in order to create predictions. The need of evaluating the appropriateness of data interpretations and forecasts by taking into consideration sources of bias including sampling procedures or misleading questions, margins of error, confidence intervals, and incomplete interpretations is understood by customers who are knowledgeable about the subject.

The concentration of the study lies in examining the viewer preferences regarding the impact of HR practices on the employees, with a special focus on Indian Aviation Industry. The study was carried out with related employees in Ernakulam domicile. The data for the study was gathered from respondents via a questionnaire. This chapter deals with the analysis and interpretation of data collected for the study.

TABLE: 4.1

AGE OF RESPONDENTS

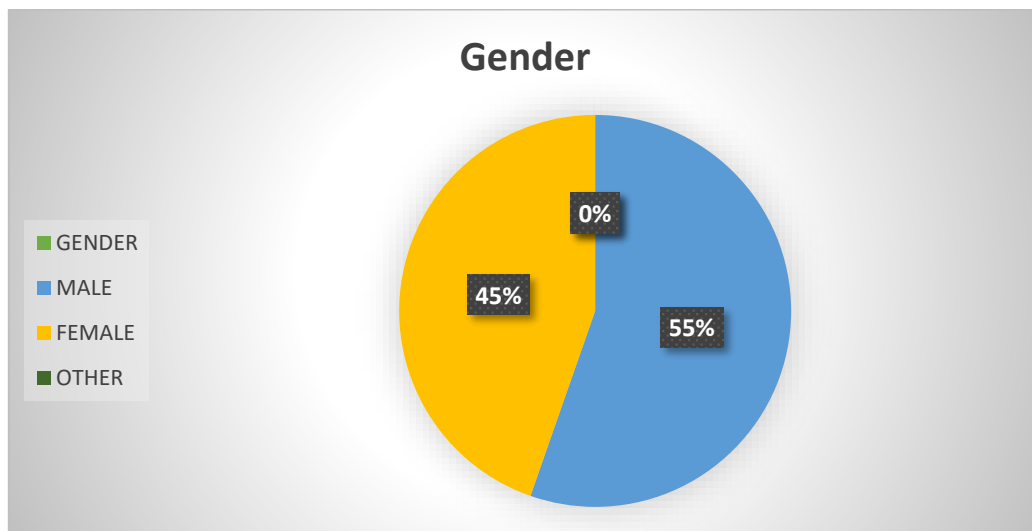| AGE	NO. OF RESPONDENTS	PERCENTAGE
18-20	25	22.3
20-30	76	67.9
30-40	5	4.4
40-50	2	1.8
50 Above	4	3.6
Total	112	100

CHART: 4.1.1
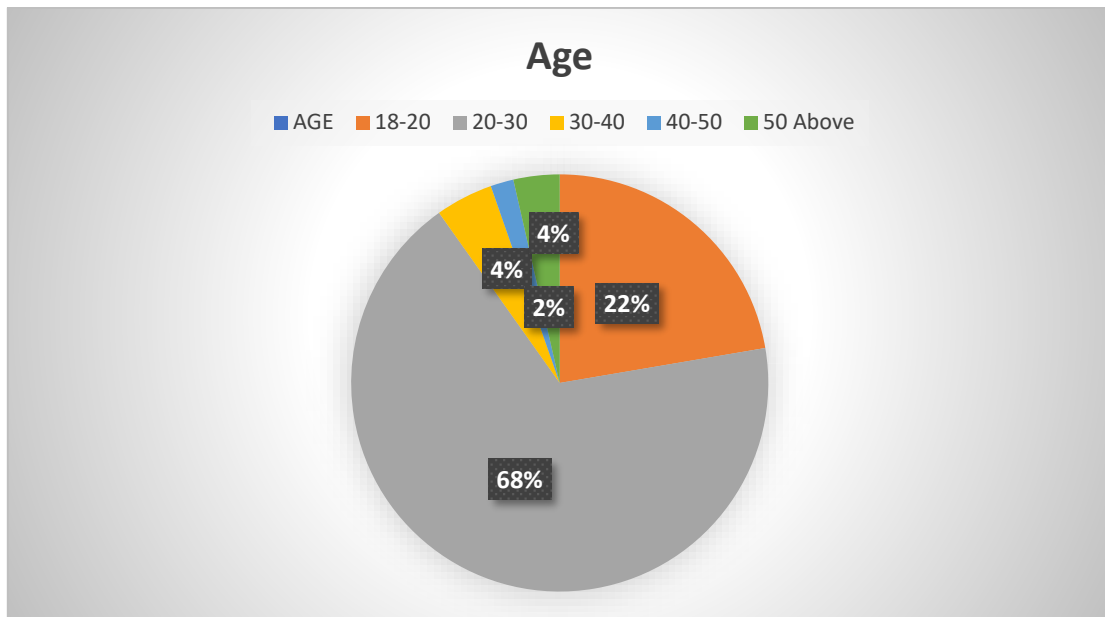
Interpretation: The above chart shows that 68% of respondents are between 20-30, 22% respondents are between 18-20, 4% of respondents are between the 30-40 and 50 above categories, and the least percentage is of group 40-50.

TABLE: 4.2

GENDER OF RESPONDENTS

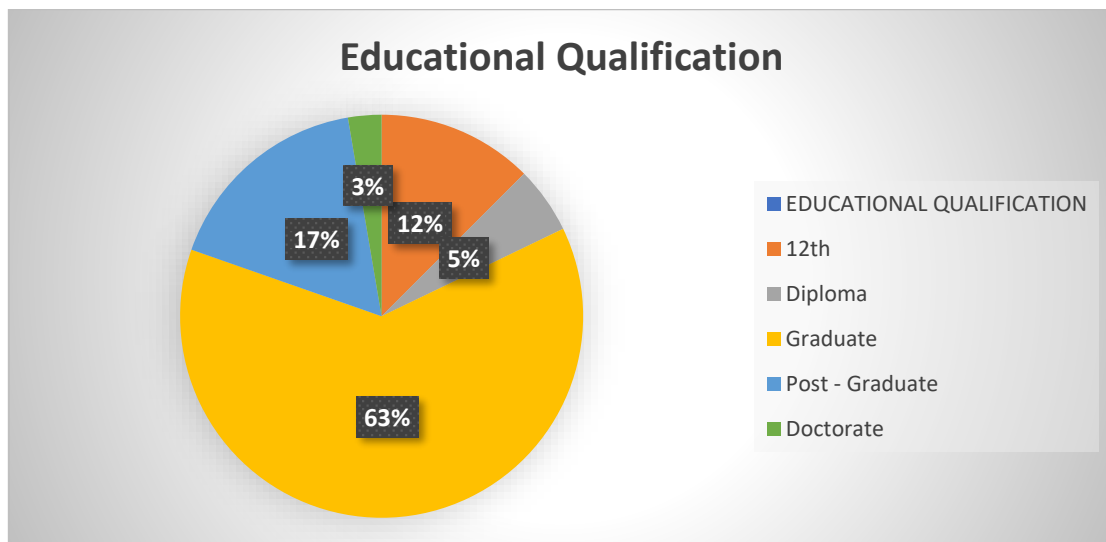| GENDER	NO. OF RESPONDENTS	PERCENTAGE
MALE	62	55.4
FEMALE	50	44.6
OTHER	0	0
TOTAL	112	100

CHART: 4.1.2

Interpretation: The above chart shows that 55% of respondents are males and 45% of respondents are female.

TABLE: 4.3

EDUCATIONAL QUALIFICATION DETAILS OF RESPONDENTS

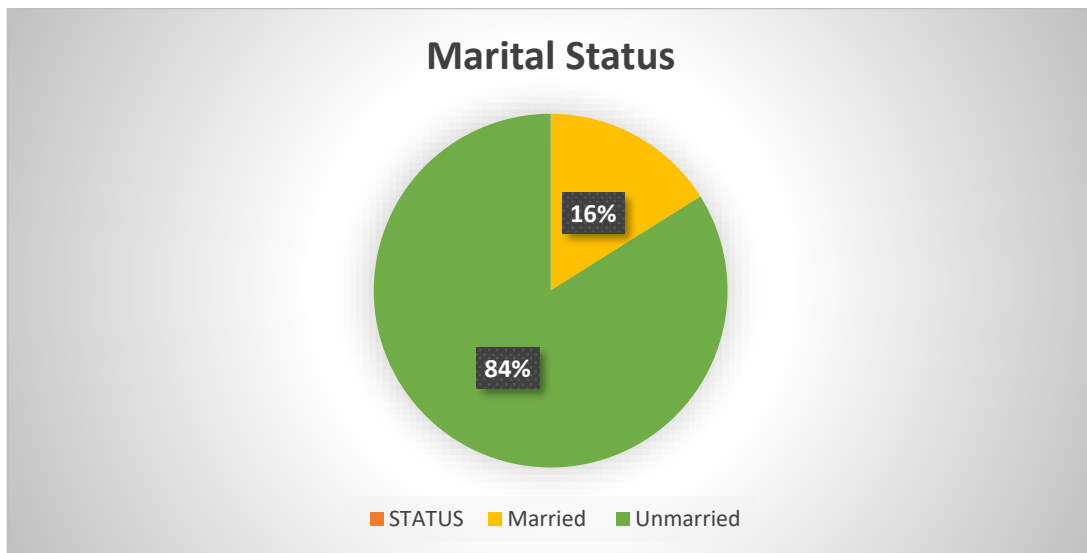| QUALIFICATION	NO. OF RESPONDENTS	PERCENTAGE
12th	14	12.5
Diploma	6	5.4
Graduate	70	62.5
Post - Graduate	19	17
Doctorate	3	2.7
Total	112	100

CHART: 4.1.3

Interpretation: The above chart shows that 63% of respondents are graduates, 17% of respondents are post – graduates, 12% of respondents are 12th, 5% of respondents are diploma holders and the least 3% of respondents are doctorate.

TABLE: 4.4

MARITAL STATUS OF RESPONDENTS

STATUS	NO. OF RESPONDENTS	PERCENTAGE
Married	18	16.1
Unmarried	94	83.9
Total	112	100

CHART: 4.1.4

Marital Status
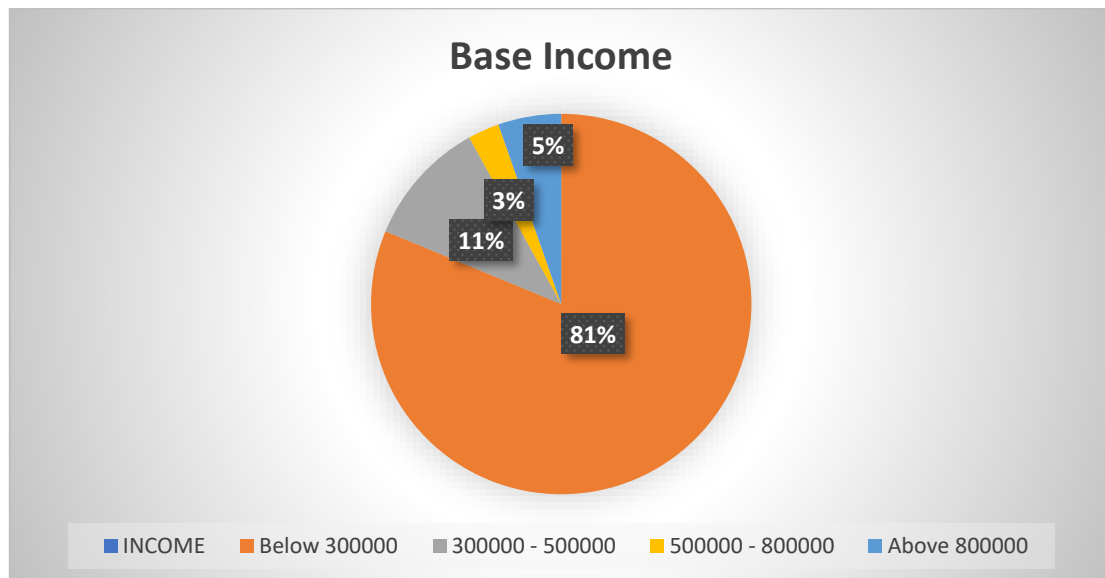
STATUS ■ Married ■ Unmarried

16%

84%

Interpretation: This chart shows that 84% of respondents are unmarried and 16% of respondents are married.

TABLE: 4.5

BASE INCOME OF RESPONDENTS

| INCOME	NO. OF RESPONDENTS	PERCENTAGE
Below 300000	91	81.3
300000 - 500000	12	10.7
500000 - 800000	3	2.7
Above 800000	6	5.4
Total	112	100

CHART: 4.1.5

Interpretation: This chart shows that 81% of respondents earn below 3 lakh per year, 11% of respondents earn between 3-5 lakh per year, 5% of respondents earn above 8 lakh per year and the least 3% of respondents earn between 5-8 lakh per year.

TABLE: 4.6

INFLUENCE OF HR PRACTICES ON DEDICATION AND COMMITMENT TOWARDS
THE WORK OF EMPLOYEES

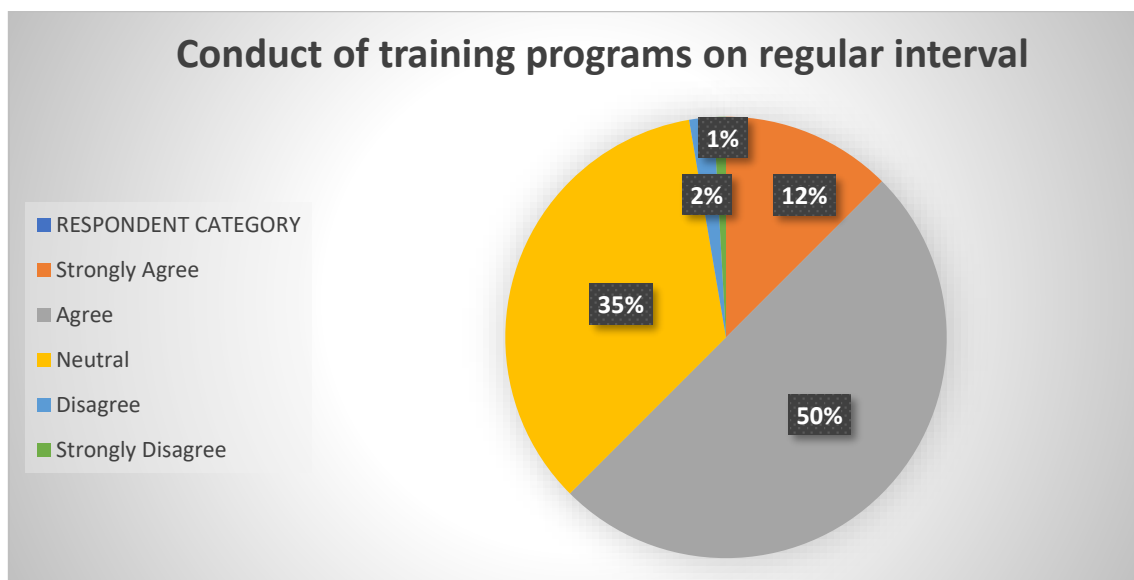| RESPONDENT CATEGORY	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	27	24.1
Agree	56	50
Neutral	25	22.3
Disagree	3	2.7
Strongly Disagree	1	0.9
Total	112	100

CHART: 4.1.6
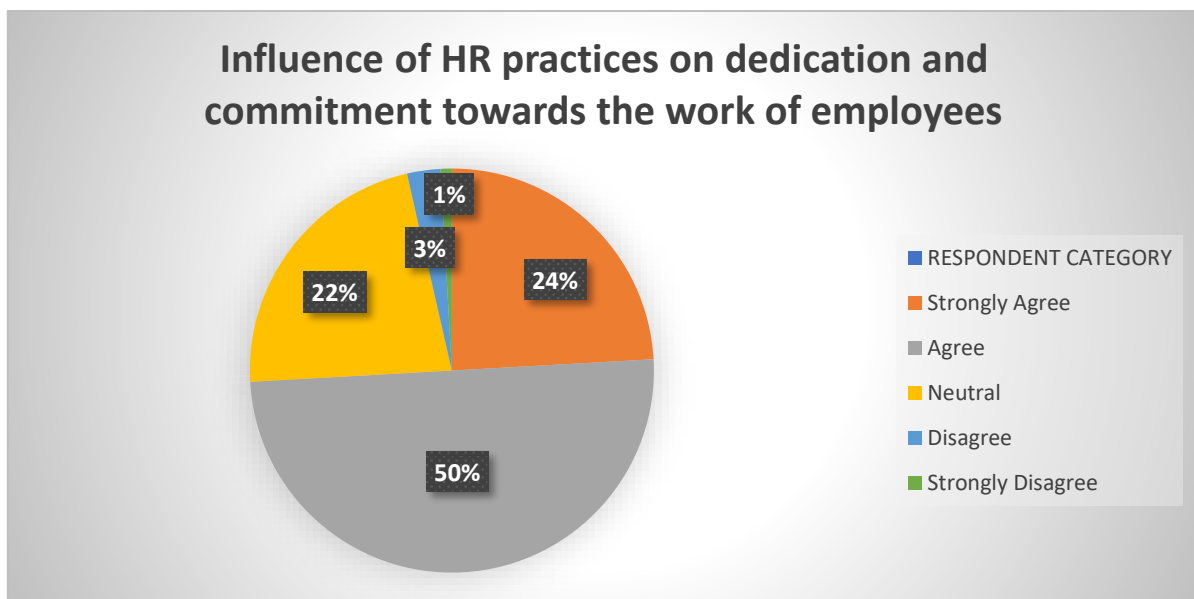
Interpretation: From the above chart we discovered that 24% of respondents strongly agree to that HR practices influence dedication and commitment towards the work, 50% of respondents agrees, 22% of respondents are neutral, 3% of respondents disagrees and 1% of respondents strongly disagrees.

TABLE: 4.7

CONDUCT OF TRAINING PROGRAMS ON REGULAR INTERVAL

RESPONDENT CATEGORY	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	14	12.5
Agree	56	50
Neutral	39	34.8
Disagree	2	1.8
Strongly Disagree	1	0.9
Total	112	100

CHART: 4.1.7

Conduct of training programs on regular interval

- RESPONDENT CATEGORY
- Strongly Agree
- Agree
- Neutral
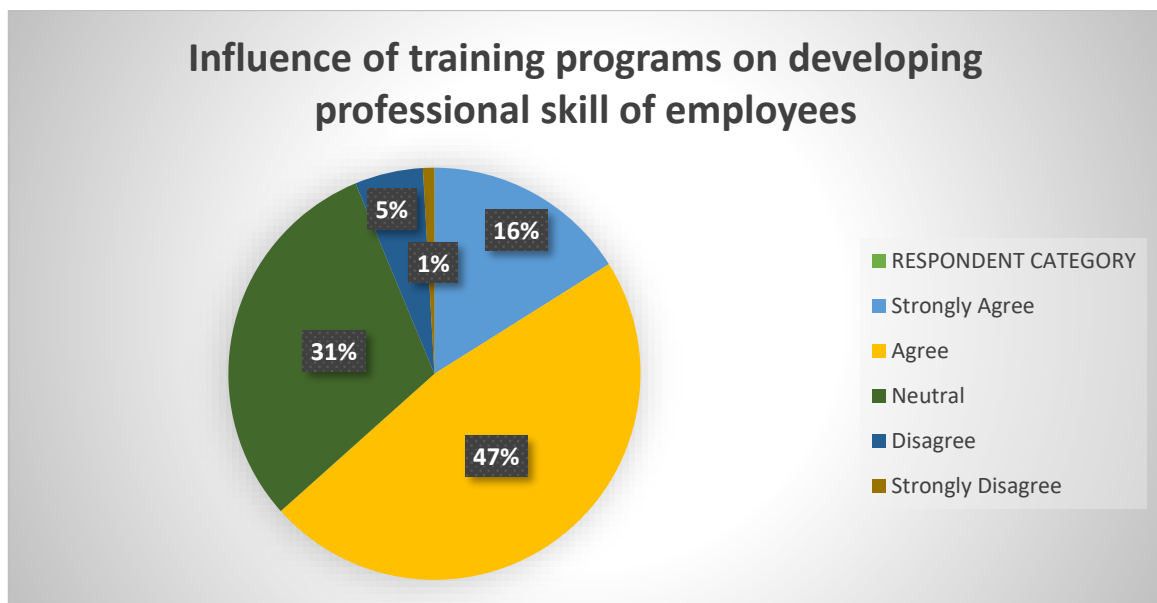- Disagree
- Strongly Disagree

1%
2%
12%
35%
50%

Interpretation: From the above chart we discovered that 12% of respondents strongly agree that training programs are conducted in their organisation, 50% of respondents agrees, 35% of respondents are neutral, 2% of respondents disagrees and 1% of respondents strongly disagrees.

TABLE: 4.8

INFLUENCE OF TRAINING PROGRAMS ON DEVELOPING PROFESSIONAL SKILL
OF EMPLOYEES

| RESPONDENT CATEGORY	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	18	16.1
Agree	53	47.3
Neutral	34	30.4
Disagree	6	5.4
Strongly Disagree	1	0.9
Total	112	100

CHART: 4.1.8

Interpretation: From the above chart we discovered 16% of respondents strongly agree that training programs are provided for developing professional skill, 47% of respondents agrees, 31% of respondents are neutral, 5% of respondents disagrees and 1% of respondents strongly disagrees.

TABLE: 4.9

BENEFITS OF TRAINING PROGRAMS TO EMPLOYEES

CATEGORIES	NO. OF RESPONDENTS	PERCENTAGE
Perks and Incentives	28	25
Career Advancement	59	52.7
Enhanced Skills and Knowledge	78	69.6
Increased Productivity	45	40.2
Personal Growth	56	50
Job Satisfaction	33	29.5

CHART: 4.1.9


Benefits of training programs to employees
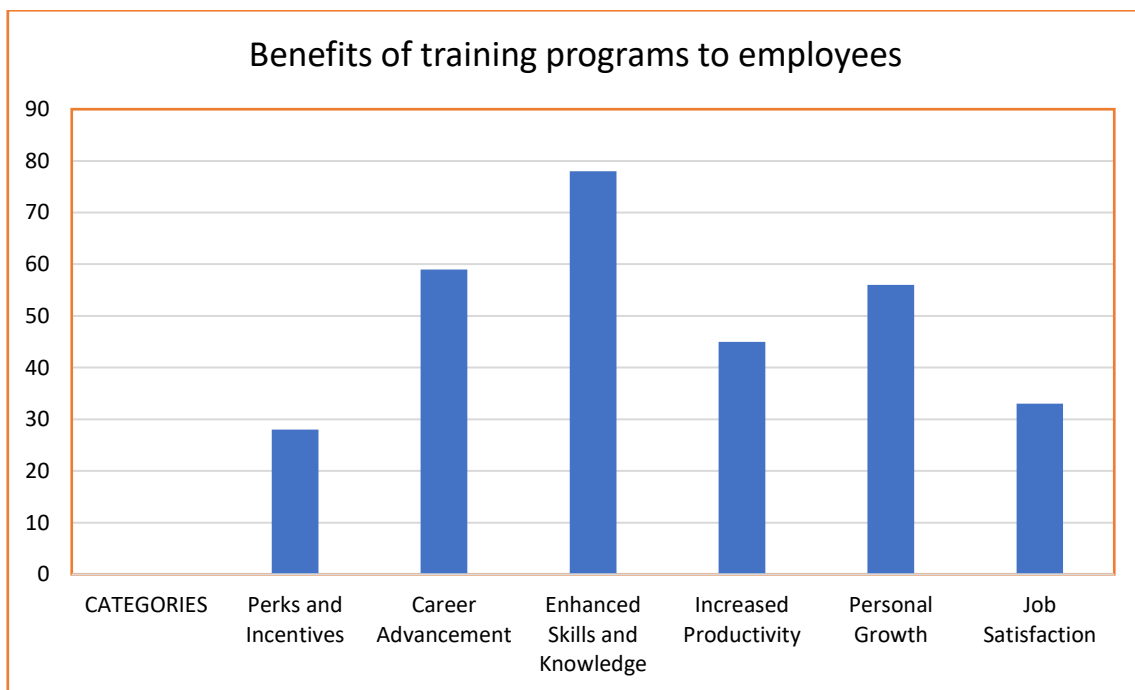
Interpretation: From the above graph it is found that majority of the respondents i.e., 69.6% opted for Enhanced Skills and Knowledge as a benefit from training sessions, 52.7% of respondents opted for Career Advancement, 50% of respondents opted for Personal Growth, 40.2% of respondents opted for Increased Productivity, 29.5% of respondents opted for Job Satisfaction and 25% of respondents opted for Perks and Incentives.

TABLE: 4.10

EFFECTIVE CONDUCT OF EMPLOYEE EMPOWERMENT ACTIVITIES
IN THE ORGANISATION

RESPONDENT CATEGORY	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	12	10.7
Agree	49	43.8
Neutral	47	42
Disagree	3	2.7
Strongly Disagree	1	0.9
Total	112	100

CHART: 4.1.10

Effective conduct of employee empowerment activities in the organisation

- RESPONDENT CATEGORY
- Strongly Agree
- Agree
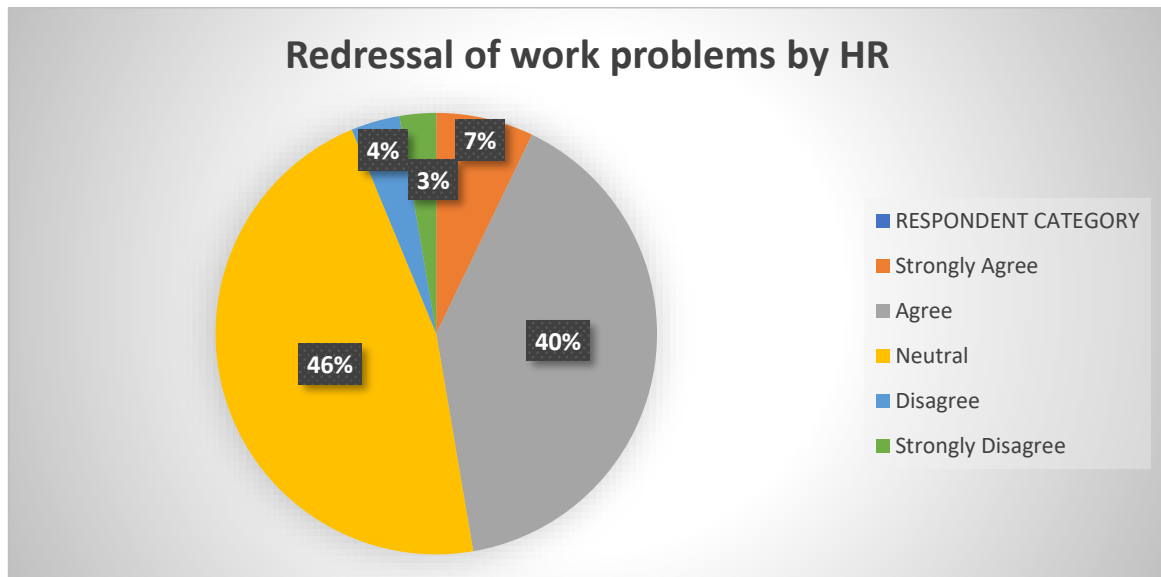- Neutral
- Disagree
- Strongly Disagree
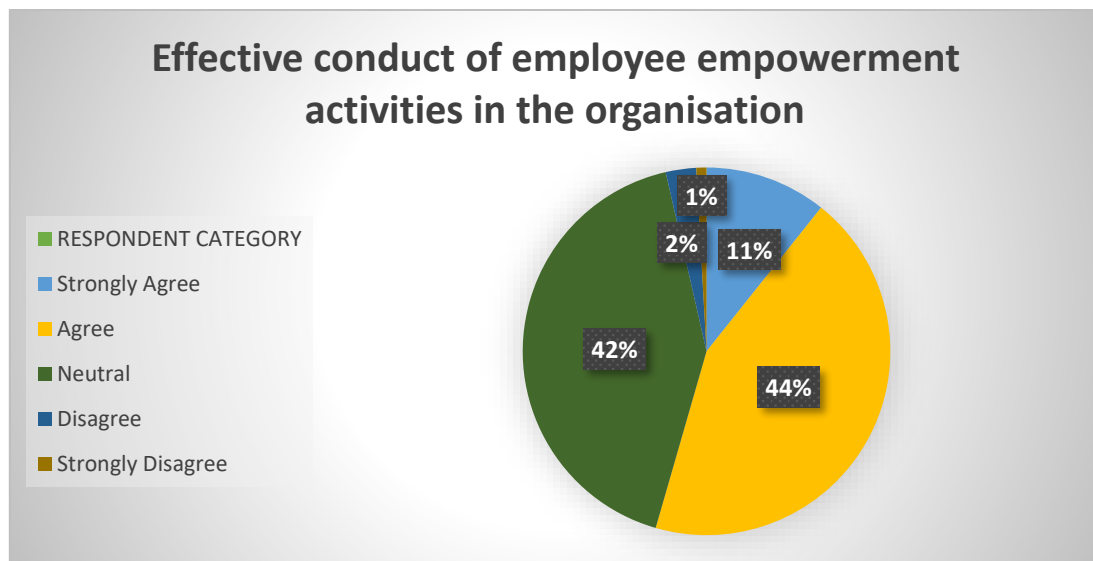
Interpretation: From the above chart we discovered that 11% of respondents strongly agree that employee empowerment activities are conducted in their organisation, 44% of respondents agrees, 42% of respondents are neutral, 2% of respondents disagrees and 1% of respondents strongly disagrees.

TABLE: 4.11

REDRESSAL OF WORK PROBLEMS BY HR

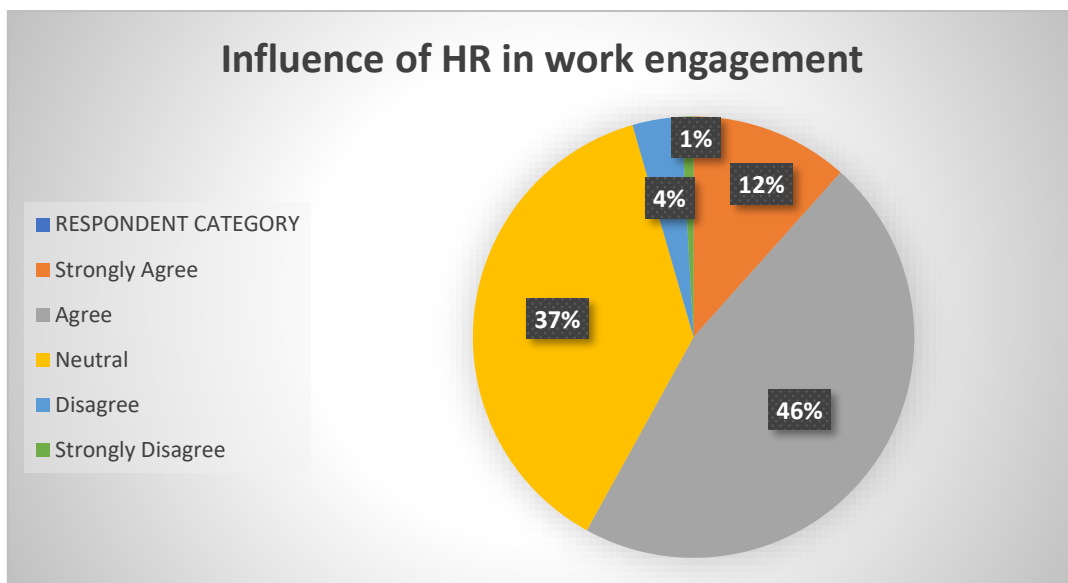| RESPONDENT CATEGORY	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	8	7.1
Agree	45	40.2
Neutral	52	46.4
Disagree	4	3.6
Strongly Disagree	3	2.7
Total	112	100

CHART: 4.1.11

Interpretation: From the above chart we discovered that 7% of respondents strongly agree that HR department address their work problems, 40% of respondents agrees, 46% of respondents are neutral, 4% of respondents disagree and 3% of respondents strongly disagree.

TABLE: 4.12

INFLUENCE OF HR IN WORK ENGAGEMENT

| RESPONDENT CATEGORY	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	13	11.6
Agree	52	46.4
Neutral	42	37.5
Disagree	4	3.6
Strongly Disagree	1	0.9
Total	112	100

CHART: 4.1.12

Interpretation: From the above chart we discovered that 12% of respondents strongly agree that HR practices motivate them in work engagement, 46% of respondents agrees, 37% of respondents are neutral, 4% of respondents disagree and 1% of respondents strongly disagree.

TABLE: 4.13

CONDUCT OF TALENT DEVELOPMENT PROGRAMS IN THE ORGANISATION

RESPONDENT CATEGORY	NO. OF RESPONDENTS	PERCENTAGE
Strongly Agree	19	17
Agree	51	45.5
Neutral	32	28.6
Disagree	7	6.3
Strongly Disagree	3	2.7
Total	112	100

CHART: 4.1.13

Conduct of talent development programs in the organisation
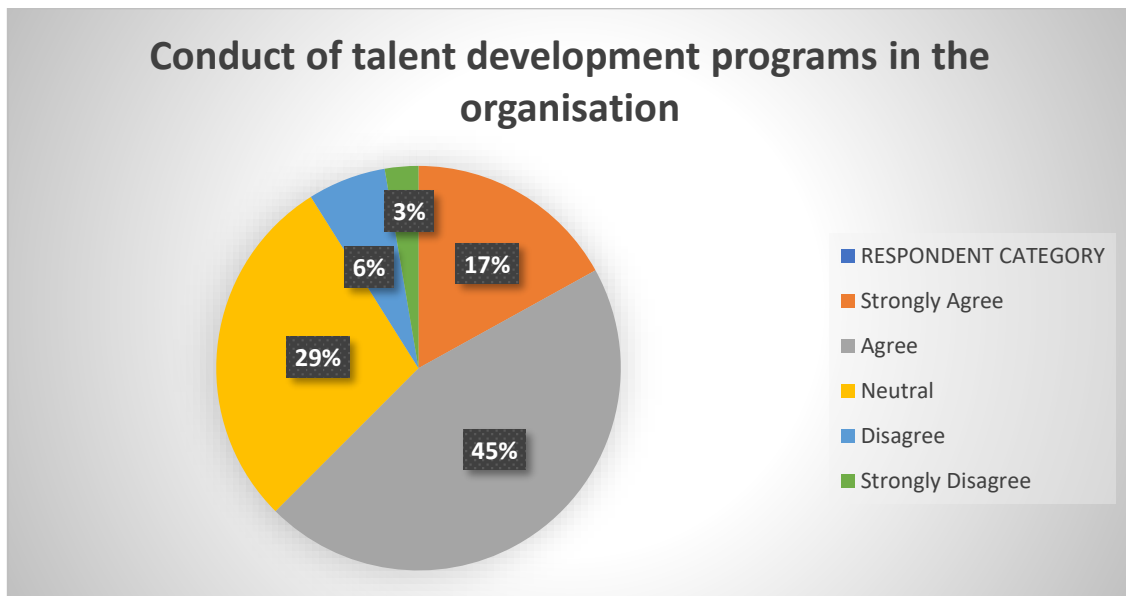
Interpretation: From the above chart we discovered that 17% of respondents strongly agree that talent development programs are conducted in their organisation, 45% of respondents agrees, 29% of respondents are neutral, 6% of respondents disagree and 3% of respondents strongly disagree.

CHAPTER - 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

1. Majority of the respondents belong to the age group of 20-30 years. They constitute 68% of the respondents.

2. The findings show that the majority of respondents comes under male category with 55%.

3. The findings indicate that more than half of the respondents are graduates.

4. 84% of respondents are unmarried.

5. The findings show that 81% of respondents earn below 3 lakh per annum.

6. Half of the respondents agree that HR practices influence dedication and commitment towards the work.

7. The findings indicate half of the respondents agree that training programs are conducted in their organisation.

8. 47% of the respondents agree that training programs are provided for developing professional skill.

9. The findings show that 69.6% of respondents opted for enhanced skills and knowledge as a benefit from training sessions, 52.7% opted career advancement, 50% opted personal growth, 40.2% opted increased productivity, 29.5% opted job satisfaction and 25% opted for perks and incentives.

10. The study indicates 11% of respondents strongly agree that employee empowerment activities are conducted in their organisation, 44% agrees and 42% of respondents are neutral.

11. Only 7% of respondents strongly agree that work problems are addressed by HR department, 40% agrees and 46% of respondents are neutral.

12. The findings show 12% of respondents strongly agree that HR practices motivate them in work engagement, 46% agrees and 37% of respondents are neutral.

13. 17% of respondents agree that talent development programs are conducted in their organisation, 45% agrees with that and 29% of respondents are neutral.

5.2 SUGGESTIONS

- It is recommended as the company provide each employee only one task at a time and give them adequate time to complete the task so that everyone may work at their best without feeling rushed.

- It is suggested that the organization strengthen interpersonal ties among employees from various departments by bridging the gap between superiors and subordinates.

- The business should introduce few changes at work, such as timely goals, distribute tasks, flexible working hours and occasionally taking a break.

5.3 CONCLUSION

In conclusion, this study paints a comprehensive picture of the intricate interplay between HR practices and work engagement within the Indian Aviation Industry. The findings of this research are poised to offer valuable insights into how strategic HR initiatives can contribute to a more engaged and motivated workforce, ultimately steering the industry towards sustained growth and success. As the aviation sector continues to evolve, the significance of effective HR practices in fostering employee engagement remains a cornerstone for future advancements in this critical industry.

ANNEXURE

A STUDY BASED ON HR PRACTICES AND ITS EFFECT ON WORK ENGAGEMENT IN INDIAN AVIATION INDUSTRY

Name:
Email:

QUESTIONNAIRE

1. Age
   - 18 - 20
   - 20 - 30
   - 30 - 40
   - 40 - 50
   - 50 Above

2. Gender
   - Male
   - Female
   - Other

3. Educational Qualification
   - 12th
   - Diploma
   - Graduate
   - Post - Graduate
   - Doctorate

4. Marital Status
   - Married
   - Unmarried

5. Income (Yearly)
   - Below 3,00,000
   - 3,00,000 - 5,00,000
   - 5,00,000 – 8,00,000
   - Above 8,00,000

6. Whether HR practices influence your dedication and commitment towards the work ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7. Training programs are often conducted in your organisation ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. Whether the HR of your organisation provides time to time training programs for developing professional skill ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9. Benefits acquired from training sessions:

- Perks and Incentives
- Career Advancement
- Enhanced Skills and Knowledge
- Increased Productivity
- Personal Growth
- Job Satisfaction

10. Whether employee empowerment activities are conducted in your organisation ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11. Whether HR department address your work problems ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12. Does the HR practices motivate you in work engagement ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13. Whether talent development programs are conducted in your organisation ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

14. Do your company have frequent employee turnovers ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

15. Whether employees are properly evaluated in your organisation ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

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