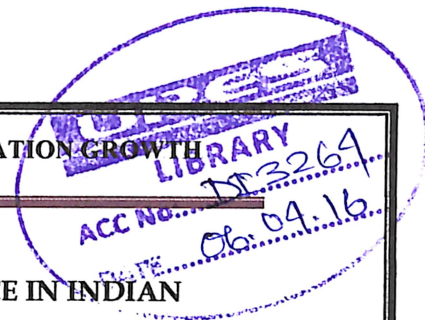


A STUDY ON ROLE OF MOTIVATION OF HUMAN RESOURCE IN INDIAN AVIATION GROWTH SCENARIO



“A STUDY ON ROLE OF MOTIVATION OF HUMAN RESOURCE IN INDIAN AVIATION GROWTH SCENARIO”




DISSERTATION REPORT SUBMITTED FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR

EXECUTIVE BBA (AVIATION OPERATIONS)

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APPENDIX – II

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This is to certify that the Ms Shilla Ullas, a student of BBA (AO) Roll No 500028433 of UPES has successfully completed this dissertation report on "A Study on Role of Motivation of Human Resource in Indian Aviation Growth Scenario" under my supervision. Further, I certify that the work is based on the investigation made, data collected and analyzed by him and it has not been submitted in any other University or Institution for award of any degree. In my opinion it is fully adequate, in scope and utility, as a dissertation towards partial fulfillment for the award of degree of MBA/BBA/B.Sc.



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Abstract

Employee motivation is an important factor, which may be directly or indirectly related to customer satisfaction. If the employees are well motivated then they perform better job. And if the employees work efficiently and provide services to the customer then the customer get satisfied. They have said employee motivation is affected by both personal characteristics as well as workplace environment. If the employees behave nicely with the customer then the customer feel good and they think the company is showing respect and providing value. And the employee behaviour will be good when they will be motivated and there is a healthy pay system and work environment.

Introduction

Employees play a vital role in shaping the perception customers carry in their minds with regard to any company through their actions and behaviour. Companies spend large amounts of money to create customer loyalty but often ignore the critical aspect of enhancing employee motivation in order to achieve their financial and nonfinancial goals. In the conditions of intense competition that companies operate in today, employees can plays a very important role in winning customers' hearts and minds. With the emergence of globalization, competition for companies has reached a higher level as companies are exposed to other companies not only within their own countries but also around the world. Organizations are investing heavily in acquisition of advanced technologies, developing new processes, and introducing new products to serve their customers. Organizations have set up new departments and hired consultants to develop strategies for competing effectively in the global market. Every day we come across new promotional schemes operated by companies to stay ahead of competition. At the same time many organizations focus on their employees to gain a competitive edge, as technology, processes and organizational structure can be copied but the value that competent and dedicated employees can bring to companies cannot be easily taken away. These facts make employee motivation as one of important

determinant of customer satisfaction. Employee motivation is affected by both personal characteristics as well as workplace environment. Organizations benefit from “engaged workers” in a number of ways. Two-way communication helps to shape employee perceptions and aid the company in understanding employees better. Employee satisfaction has positive influence on customer satisfactions in the service industry (Harter, Schmidt & Hayes, 2002).

This paper makes an attempt to find influence of employee motivation and its component on customer satisfaction in the airline industry. The remaining of paper is organized as follow;

- Explains literature review,
- Show theoretical frameworks,
- Discusses methodology,
- Reports results and discusses results.
- Conclusion.

Problem domain

Employees are the most important factor in the success and failure of any organization. The airline industry is a service industry that sells seats to its passengers therefore employees motivation towards their job plays a very important role in serving the customer’s needs. The link between employee motivation and performance seems to be quite obvious. That’s because every time when we deem a task to be important and valuable to us, we act with a high level of dedication and enthusiasm to its completion. However, the relationship between these two things is in fact a lot more complex. Realistically speaking, the duties we have at work can be most of the time tedious, repetitive and quite boring. With that in mind, managers need to find creative ways in which to consistently keep their employees motivated as much as possible. Motivation is highly important for every company due to the benefits that it’s able to bring. With all that said, it’s important also to point out that motivation is an interior feeling which

should target both the manager and the team members, as they can interact and feed off each other, motivationally speaking. Needs, wishes and desires are interrelated, representing the thrust to act. These wants should be understood by the manager and he/she should formulate and frequently update comprehensive motivation strategies.

Solution domain

This study focuses on the impact of employee motivation and its components e.g. work environment, pay and benefits, management systems and organizational vision on customer satisfaction in the airline industry

A large number of companies neglects to evaluate employee's motivation level while conducting customer satisfaction surveys however many studies have confirmed that employees are internal customers and their satisfaction contributes to the overall customer's satisfaction and organizational performance (Chen, 2011). In service sector excellent service quality is the core of customer satisfaction whereas motivated employees are essential for improving the quality of service (Chen, 2011). Employees must have the ability to understand and solve specific needs of the customer in a courteous manner. Managers need to find creative ways in which to consistently keep their employees motivated as much as possible. Motivation is highly important for every company due to the benefits that it's able to bring.

System domain

Correlation and regression analysis is used for this analysis. Results show that employee motivation as well as its four components e.g. work environment, pay and benefits, management systems and organizational vision have a significant positive influence on customer's satisfaction. Those employees who have direct interaction with customer satisfaction highly influence the customer satisfaction level. It is evident from results that pay and benefits plays key role in motivating employees towards their organizational goal of higher customer satisfaction.

Application domain

Employee motivation can therefore be utilized to gain customer satisfaction. Those employees who have direct interaction with the customer are highly influence the customer satisfaction level. Customers evaluate airline services by the behaviour and performance of its employees. It is evident from results that pay and benefits play a key role in motivating employees towards their organizational goal of higher customer satisfaction. Management must consider factors of employee motivation while planning and introducing new services. Service managers should do all they can to manage the employees motivation level to enable them to deliver the promised services. This study highlights the requirement of introducing employee motivational programs aimed at improving employee motivation towards their organizational goals. This study investigates employee contribution in the success of services offered by airline industry. The results of study provide a better picture to management to evaluate employee motivation level in order to improve their customer satisfaction. This study analyzed the impact of employee's motivation level as a whole as well as its different components in comparison to customer satisfaction level. Results of the study also provide an insight into employee's interest and involvement towards their job that can be aligned to the organizational goals to improve satisfied customers base.

FEASIBILITY STUDY

INTRODUCTION

As part of the national effort to improve aviation safety, the Federal Aviation Administration (FAA) chartered the National Research Council to examine and recommend improvements in the aircraft certification process currently used by the FAA, manufacturers, and operators. Feasibility studies aim to objectively and rationally uncover the strengths and weaknesses of an existing aircraft safety, opportunities and

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threats present in the environment, the resources required to carry through, and ultimately the prospects for success and human success. In its simplest terms, the two criteria to judge feasibility are cost required and value to be attained.

PURPOSE

To study about the motivation of in airline industry to get more effectiveness from human resources and low attrition rate

ECONOMIC FEASIBILITY

This study is little bit expensive but it will contribute to human motivation thereby help the organization to grow

TECHNICAL FEASIBILITY

Technical feasibility studies aim to objectively and rationally uncover the strengths and weaknesses of an organisation, opportunities and threats present and we need good motivated employees.

BEHAVIORAL FEASIBILITY

In its simplest terms, the two criteria to judge feasibility are cost required and value to be attained.

TIME FEASIBILITY

Time taking process but it will give success and human motivation

RESOURCE FEASIBILITY

The study is made on the human resources in the organization. Resources are studied under different circumstances. Experiments help to suggest the different criteria for motivation either financial or non-financial.

EXPECTED OUTCOME

- It proves to be safety to the human life
- represent a well-balanced allocation of responsibility between the state and those persons or organisations conducting airworthiness-related activities;
- be capable of economic justification within the resources of state;
- enable the state to maintain continuing and maintenance facility without unduly inhibiting their effective direction and control of their organizations; and
- result in the civil aviation and maintenance of harmonious relationships between the state and those persons/organisations applying airworthiness regulations in practice

Conclusion:

Human Resource is considered to be an important asset very essential in the organization's well-being. The success of any organization in long term depends on the human resource. Though organizations are run by combination of human and material resource but of course it is the contentment of human factor which makes sure the effective utilization of other resource which than contributes in the growth index of the organizations. Human Resource Management in a growing economy like India is the need of the time and undoubtedly, Airlines Industry is the most effective instrument for India's economic development, for which developing Human Resources for this industry has become essential to achieve the national objectives. So, the quality of airlines services and the objectives in achieving the socio-economic goals are highly dependent on the employees who deliver the services. This study investigates employee contribution in the success of services offered by airline industry. The results of study provide a better picture to management to evaluate employee motivation level in order to improve their customer satisfaction. This study analyzed the impact of employee's motivation level as a whole as well as its different components in comparison to customer satisfaction level. Results of the study also provide an insight into employee's interest and involvement

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towards their job that can be aligned to the organizational goals to improve satisfied customers base. Employee motivation can therefore be utilized to gain customer satisfaction.



**CHAPTER 1
INTRODUCTION**

In the age of knowledge economy, human resource is considered as the most important resource of the organizations and it became decisive for success of any organization. Human resources are the source of achieving competitive advantage because of its capability to convert the other resources (money, machine, methods and material) in to output (product/service). The competitor can imitate other resources like technology and capital but the human resource are unique. There are an incredible number of pressures on today's organizations. To name a few: environmental pressures such as increasing globalization, rapid technological change, and tougher competition; organizational changes such as new organizational alliances, new structures and hierarchies, new ways of assigning work, and a very high rate of change; changes in the workforce, including employees' priorities, capabilities, and demographic characteristics. Within these pressured organizations, there is a need for (and opportunity for) the human resource function to play a critical role in helping organizations navigates through these transitions. In order to play this role, however, HR will have to increase its real and perceived value (May, K.E., n.d). Human resource management (HRM) refers to the policies and practices including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and about relations.



The purpose of human resource management is to improve the productive contributions of employees and provide competitive advantage to the organizations. It is well recognized that an organization enriched with committed, motivated, talented, and competent human resource can achieve any kind of challenging goals (Absar, M.M.N. and Mahmood, M., 2011). With social and economic development, there are two different HRM theories coexisting: the private and the public one. The latter has been influenced by the former gradually. Private and public sectors are different types of organizations with clear-cut boundary. Expedition of HRM in public sectors relies much on the understanding of its characteristics and how to lean form that of private sectors.

A public sector organization is assumed to operate in a different way than a private sector organization. By implication, the attitudes and behaviours of employees of those two types of organizations have been contrasted. Also Public Administration scholars tend to assume that employees across public and private sector organizations behave in significantly different ways. In the present paper an attempt has been made to access a study on employee's motivation from Human Resource Management (HRM) Practices in Air India and Jet Airways. In the end certain suggestions have also been made to the management and employees for improving the HRM practices in airlines industry in India.

1.1 Objectives

- To know about the root cause behind the agitated and unproductive employees in this industry.
- To study about the reasons behind unionization.
- To study the key drivers that motivates the employees to work wholeheartedly in the company.
- To find out the reasons of income disparity among the employees in this industry.
- To investigate what appropriate pay package is expected by the employees.
- To analyse the current motivational and compensation strategies adopted by airline companies.
- To analyse the reasons behind communication barrier between top management and staff.
- To investigate what are the key drivers which will enhance the performance of cabin crew including pilots who work in stressed environment with long flying hours.
- To identify the reasons behind the increase turnover and absenteeism rate in the industry.

In overall, to find out what exactly is the employee's and management's vision in this area of study and what would encourage and inspire employees maintain their motivational level.

1.2 Hypothesis

HO1: There is no significant difference in the employee's motivation with regard to Human Resource between motivated and non-motivated employees.

HO2: There is no significant difference in the employee's satisfaction with regard to Recruitment & Selection Policy between motivated and non-motivated employees.

HO3: There is no significant difference in the employee's satisfaction with regard to Training and development Policy between motivated and non-motivated employees.

HO4: There is no significant difference in the employee's satisfaction with regard to Promotion and transfer Policy between motivated and non-motivated employees.

HO5: There is no significant difference in the employee's satisfaction with regard to Performance appraisal between motivated and non-motivated employees.

HO6: There is no significant difference in the employee's satisfaction with regard to Employee Participation between motivated and non-motivated employees.

1.3 Issues

Evidences show presence of airline companies in Kolkata failed to develop motivational programmes for its employees who resorted them to undergo strikes and lockouts. Employees are not willing to perform wholeheartedly because sometimes even their basic needs are not properly met which stops them from developing their higher level needs like self-esteem and actualisation.

Cases show turnover and absenteeism rate is high in some companies in this industry because the employees feeling of attachment and drive to work in the company is very low. Evidences show that staff regularly make excuses to abstain themselves from work.

Cabin crews are the backbone of the airline industry. There are many cases which reflect that their performance declines because of long flying hours and thus adversely affects customer relationship onboard. It is hence the inability of the airlines to address their issues and motivate them to sustain their productivity.

Many airline offices in Kolkata do not have proper feedback mechanism, communication channel and hearing sessions to address the issues of employees. Hence the HR department is not being able to track and understand the motivating factors which will drive the employees to give their best. Thus it directly builds a gap between top management and the employees which reflects in the employee's attitude when dealing with customers.

Demands like increase of wage, revision of pay packages, pay cut in the time of recession also led to unionism and unproductive work. Pilots of public sector airlines refused to fly because cabin crews were earning at par with them which they felt degrading.

Recently Jet Airways did a pay cut from the salary of many Kolkata employees because of the economic crisis. Critics argued that a company should not take these steps as it

affects employee's morale. This recent case made a fowl cry in the sector which led Mr. Naresh Goyal, MD to apologise the employees in his press statement.

Some of the HR department of some airlines branches in Kolkata is orthodox while designing the compensation package and does not involve many compulsory schemes and allowances which affects the employee's motivational level and causes them to deliver inefficient work. Thus we can see there are issues in this industry in Kolkata which needs to be sorted out. If these issues are addressed then the service level of airline industry can be at par the other regional offices across the globe.



1.4 Limitations

- The answers of the sample which will be obtained through questionnaire are assumed to be true.
- The sample may not be convinced to share true facts of the problems.
- The sample may show signs of distrust about the overall objective of the study.
- Disclosure of names, identity of the personnel in the companies may be a limiting factor.
- Motivation strategies and problems of the company are very confidential in nature which the HR department may be not willing to share.
- As it is student research, finance and time (5 months) can be limiting factor.
- Some designs mentioned above may not be used if some unforeseen problems take place.

1.5 Motivation of HR in airline industry

The commercial airline service industry is extremely competitive, safety-sensitive and high technology. People, employees and customers, not products and machines, must be the arena of an organization's core competence. The implications are vast and pervasive, affecting the organization's structure, strategy, culture and numerous operational activities. In such a safety-sensitive, customer service-centric environment, the traditional product-centred industrial model of corporate structures and industrial relations is inappropriate. HRM expertise is required now, more than ever, to spearhead internal marketing strategies in order to gain customer loyalty. The primary area of strategy focus is the manner in which the HR department aligns activities, policies and procedures with the organizational development strategic imperatives of the organization. In an intensely competitive marketplace, where service innovations are replicated so easily, a key strategic variable that nobody can copy is an airline's culture.



The airline industry is perhaps one of the most volatile industries in the world. It is an industry whose way of doing business is constantly changing due largely in part to outside forces. Not only are they subject to regular bankruptcies, mergers and acquisitions, they are subject to such uncontrollable factors as the political and economic situation of society and its customer base. Thus, the human resources manager in an airline industry has the challenge of staffing for this ever-changing need. Because the airline's needs are in a constant state of flux, the first step the human resources manager must take is to establish a system that allows for a regular evaluation of the need and

then recruit based on the evaluated need. Within the industry there are numerous different levels of positions, from executives to pilots, from stewardesses to maintenance personnel. The human resources manager will only be able to successfully recruit and thus staff each of these diverse needs if they create a line of communications with each department in order to access their specific needs and then base the recruiting plan on this gathered information.

HRM policies and practices are imitable and as they are commonly held to be the key to unlocking the knowledge, skills and abilities of employees- the elements through which the firm achieves a competitive advantage- there is clearly a motive for firms to coverage on the content of HRM in the management of their employees. In the Airline industry, not only is there a motive for management to coverage on HRM, there is also the pressure from the environment on management to conform to best practice (Harvey, G., 2007).

1.6 Conclusion

The results show that employee motivation as well as its four components i.e. works environment, pay and benefit, management system and organizational vision has major contribution in satisfying airline industry customers. Employee motivation can therefore be utilized to gain customer satisfaction. Those employees who have direct interaction with the customer are highly influence the customer satisfaction level. Customers evaluate airline services by the behaviour and performance of its employees. It is evident from results that pay and benefits play a key role in motivating employees towards their organizational goal of higher customer satisfaction. Management must consider factors of employee motivation while planning and introducing new services. Service managers should do all they can to manage the employees motivation level to enable them to deliver the promised services. This study highlights the requirement of introducing employee motivational programs aimed at improving employee motivation towards their organizational goals. This study investigates employee contribution in the success of services offered by airline industry. The results of study provide a better

picture to management to evaluate employee motivation level in order to improve their customer satisfaction. This study analyzed the impact of employee's motivation level as a whole as well as its different components in comparison to customer satisfaction level. Results of the study also provide an insight into employee's interest and involvement towards their job that can be aligned to the organizational goals to improve satisfied customers base.

1.7 Recommendations

In today's complex business environment a well-defined recruitment and selection is an important prerequisite to enable the organization respond to its human resource needs at the right time. It is therefore recommended that Air India should have a well, apparent and concise recruitment and selection policy in place, for effective and efficient execution to acquire the best talent for the organization. There is a need for a continuous training programme for every individual to work as a member of an effective team and activate the potential to achieve the organizational goal. Training focus has to shift from mere knowledge development to more of skill enhancement and creating an attitude for service. Training professionals have to be used more for training rather than departmental experts. Meeting should be held regularly in which the management should invite the staff suggestions, so that staff should be more satisfied. Mostly promotions are given in accordance with the performance of the job. It is suggested that employee potential should be evaluated based on objective assessment but not on favoritism. Transparency in evaluation and promotion policy also suggested. It is suggested that the Air India should introduce "open appraisal system" wherein the marks awarded to the reviewer should be disclosed. In many organizations open appraisal systems are working efficiently. There should be open discussion between manager & employee, so that employees would know weak areas of performance and try to develop them and perform well. The management should encourage the employees to participate in decision making. Recognizing employees and allowing them to participate in decisions in general strengthens their relationship with the organization and develops the sense of responsibility for their work.

CHAPTER 2
LITERATURE REVIEW

Companies conduct market surveys to investigate the preferences of the customers in a competing business environment. Frank and Enkawa (2007) established that companies conduct surveys on routine basis to know customer's priorities. Gilbert and Veloutsou (2006) revealed that to compete in today's business world organizations are monitoring the customer satisfaction level so that service quality can be improved continuously. Yang and Peterson (2004) found that improved customer satisfaction can lead to customer's loyalty. Employees must possess the required knowledge and skills while answering customer queries. In this way employees can contribute to customer satisfaction with their service. Customers evaluate service outcomes on the basis of their prior expectations and given specifications of a product. Service outcome could be positive or negative based on a comparison between actual service provided and customer's expectations. Customer's perceived value is a significant factor that influences customer satisfaction (Yang & Peterson, 2004). A large number of companies neglects to evaluate employee's motivation level while conducting customer satisfaction surveys however many studies have confirmed that employees are internal customers and their satisfaction contributes to the overall customer's satisfaction and organizational performance (Chen, 2011). In service sector excellent service quality is the core of customer satisfaction whereas motivated employees are essential for improving the quality of service (Chen, 2011).



Employees must have the ability to understand and solve specific needs of the customer in a courteous manner. Motivated employees can bring better results as compared to unsatisfied employees. Employees perform their duty efficiently when they feel satisfied from their company (Zerbe et al, 1998). Simon and DeVaro (2006) argued that investment in developing motivated employees is an expense for the firm which will benefit the organization in the long run as it improves employee efficiency and quality of the

service. Gittell, Nordenflycht, and Kochan (2004) warned that it must be kept in mind that minimizing the employee cost may lead to lower employee productivity and service quality. To achieve higher service quality and employee productivity organizations must develop an encouraging work environment where employee contribution in problem solving and achieving organizational goals is appreciated. Simon and DeVaro (2006) found that companies can motivate their employees by offering good salaries, organizational culture and growth opportunities. By motivating employees towards their work companies can enhance their employee's productivity resulting as improved services and products to satisfy customer's demand. Fulmer et al (2003) described that attitude of the employees while dealing with customers can impact the customer's satisfaction level positively if they are able to satisfy the customer exert efforts to satisfy them. A number of studies have been conducted to identify employee's impact on customer's perception that builds brand image. Employees that provide direct service to the customers are a strong medium in building brand image. Employee motivation towards their job can have a vital impact on service quality and customer's satisfaction level (Gittell & Weiss, 2003). Studies have been done on evaluating the employee's impact on company's performance and the results often showed a positive relationship between the employee's attitude and the company's performance. Companies that are perceived as best companies motivate their employee's attitude by attracting them towards different advantages (Simon & DeVaro, 2006). In order to promote service sector the customer service has played very important role in customer satisfaction. The importance of employee motivation is much more central in the service industry as compared to other industries due to the direct interaction between employees and the customers. To achieve higher customer satisfaction level and productivity particularly in the service industry the motivation of employees and their engagement with the organization is very essential (Harter, Schmidt & Hayes, 2002). Theories and models that are developed for tangible products do not apply in the service industry. Anderson and Fornell, (2000) argued that the role of intangible assets like knowledge, systems, customer Relationships, etc. is very vital to compete in rapidly changing economic

world. Best companies achieve higher customer satisfaction by keeping their employees motivated and happier with their work, as motivated employees offer better services to the customers. We can conclude from the results of the study that strategic human resource can play an important role in improving a firm's performance (Simon & DeVaro, 2006). Frontline employees should have positive interaction with customers as it will have impact on overall evaluation of the service quality. It is suggested that interaction of frontline employees can bridge various facets of service lapses (Houston, Bettencourt & Wenger, 1998). In the airline industry employees can impact service quality directly or indirectly through their interaction with customers. Due to its service-intensive nature of the airline industry, the high labor cost and union representation in the airline industry, the relationship between employees and the airline is very important. Airline employees can impact the performance of an airline in a number of ways. Different researchers have evaluated service quality of airlines in different categories. Some researchers have grouped airline service quality into four categories (price, service, choice and schedules) while some other suggests only three (price, safety and timeliness). Hallowell (1996) found that by creating value for money South West airlines has maintained low employee turnover rate and high employee productivity. Chang (2011) found that with increase in customer awareness towards service quality the competition between airlines has become tough. These days high quality services are offered to the customer's by airlines to attract them in a highly competitive market. Therefore it is very important for an airline to maintain and improve service quality. Airlines that provide a learning and supportive environment to the employees with low level of conflicts between employees and management are perceived to have greater performance.



In airlines employee wages have a strong relationship to employee productivity which leads to customer satisfaction (Gittell et al., 2004). Employees can get suitable employment contracts through collective bargaining resulting in an overall higher cost base structure for the airline. In the airline industry employees can create service disruptions and strikes which can increase airline costs and will impact productivity as well. Higher wage structure agreed through bargaining can impact productivity as well as financial performance of the airline (Gittell et al., 2004). To increase market share and profitability in a competitive environment airline needs to introduce new ways of building a loyal customer base (Yang and Peterson, 2004). Southwest airline creates value for employees by focusing on cornerstones of employee-relations approach "LUV" and the "FUN". This shows respect for employees and encourages them to enjoy their work. Success of Southwest Airlines is dependent on its employees who deliver superior quality services at low cost. Southwest creates a competitive advantage by adding value through employees (Hallowell, 1996). In evaluation of airline service quality on the basis of SERVQUAL method, price is a very important factor in evaluation (Chang, 2011). However soon airlines realized that price war will leave them at no-win position in the longer run. This is mainly because airlines are very sensitive about competitor's price changes. Therefore, customer satisfaction becomes main competitive advantages for airlines.

CHAPTER 3

RESEARCH DESIGN, METHODOLOGY

AND PLAN

3.1 Methodology

This study analyses influences of employee motivation and its four components on customer satisfaction in airline industry. Employee motivation questionnaire is partially taken from Chen, (2011) and modified where required while customer satisfaction questionnaire is self-developed. Therefore, data is collected from one leading private airline .This airline has is providing services to many customers. The data collection process has two phases, one data collection from employee where only front office staff and employees having direct contact with customers such as flight attendants and passenger handling service employees are chosen because of their direct impact on customer satisfaction. Flight attendants provide in-flight passenger service to the passengers whereas passenger handling service employees serve customers on airports at departure and arrival points. The questionnaires are collected directly by the researcher to ensure anonymity. One hundred questionnaires are filled by the employees of the Airline. The second phase is to get questionnaire filled from customers of the airline. Customers are chosen at random and one hundred questionnaires are filled.

3.2 Research design and plan

Causal research:

A causal type of research identifies and finds out which variable might be acting as the cause or reason behind certain behaviour and act. This kind of research helps to understand the cause affect relationship among the variables.

Justification: This study aims at reasons behind the motivation and compensation problems among the employees in the airline industry.

Co relational study:

This is also supported by a co relational study where the variable associated with the problem directly affects the situation.

Justification:

The aim of undertaking this study is to also find out the other variables like job security, performance measurement acts as a vital element or not.

Quantitative Method:

According to encyclopaedia, on traditional scientific methods, this generates numerical data and usually seeks to establish causal relationships between two or more variables, using statistical methods to test the strength and significance of the relationships.

Justification:

This method will be used because it will give me an idea as to whether there is any relationship between independent and dependent variables when the results would be produced.

Qualitative method:

According to Jacob, qualitative research is a generic term, which highlights the weight age of viewing variables in a natural setting. Interaction and communication among these variables is an important factor.

Justification:

This method is adopted in this study because it will help to generate different kind of responses and also descriptive views or perceived problem of the sample relating to this topic.

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Pilot study:

A small-scale study conducted prior to conducting an actual experiment; designed to test and refine procedures. It is referred to as a small scale study that is carried out to check a particular questionnaire, checklist etc, with the aim of minimising the likely problems in answering question and to assess the questions validity.

Justification:

A pilot study will also be undertaken to find out the errors and other confusing elements which is present in the questionnaire and then it can be rectified and sent to a bigger sample.



CHAPTER 4

ANALYSIS

The data collected from different organisations are edited, coded and presented in the form of tables. Appropriate statistical measures like Mean, Standard Deviation, Chi-Square test, and 't' test, ANOVA - One-Way Classification and Karl Pearson's Coefficient of Correlation are used in the analysis of data.

The entire research work is undertaken in order to understand the Motivation on Human Resource Development Practices, and data on select study factors viz., HR audit, HR culture, Job satisfaction, and Professional life stress of human resources in Aviation industry

4.1 Questionnaire

Topic: motivation

Name:

Age:

1. Are you aware of the motivational techniques?

Yes NO

2. Type of motivational techniques used in your organization?

Financial Non-financial

3. What is your educational level?

Below S.S.L.C S.S.L.C Above S.S.L.C

4. Did your job in the organization matches with your educational level?

Yes No

5. Does the salary given to you motivate you to do the work better?

To full extent To little extent To a little extent

6. When non-financial technique is helpful to you to improve the productivity?

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- Respect Recognition job security
- Appreciation enrichment
7. Do you receive any increment according to the work done by you?
 Yes No
8. Are you satisfied with the incentive scheme oh the organization?
 Extremely satisfied Satisfied Not satisfied
9. How do you rate the promotion opportunity of the company?
 Good Bad satisfactory
10. Whether bonus is provided to you at the right time?
 Yes No
11. Do you agree with strong leadership given by the organization?
 Agree Disagree
12. Does the company provide job security?
 Provided Not provided
13. How much important do you place on financial compensation for your work with the company?
 Great Little some
14. Rank the financial motivation preferable by you?
 Bonus Leave with pay Medical reimbursement
15. Besides incentive do you get any type of motivation?
 Yes No
16. Do you think change in the work pattern will motivate you?
 To great extent To little extent

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17. The benefit and service offered by the organization are sufficient to improve your morale?

To great extent To little extent

18. Do you enjoy a good relation with co-workers and supervisors?

Yes No

19. Does your motives changes from time to time?

Yes No

20. By getting a proper motivation does the outcome is satisfactory?

Satisfactory Non satisfactory

21. Does the promotional facilities in your organization motivate you?

Yes No

22. Have you ever get de-motivated?

Yes No

23. Did your company provide any classes regarding motivation?

Yes No

24. Give your suggestion about motivational techniques in your organization.

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4.2 Tabulation

1. The awareness of employees about motivational technique

Response	No of respondents	percentage
Yes	50	100
No	0	0

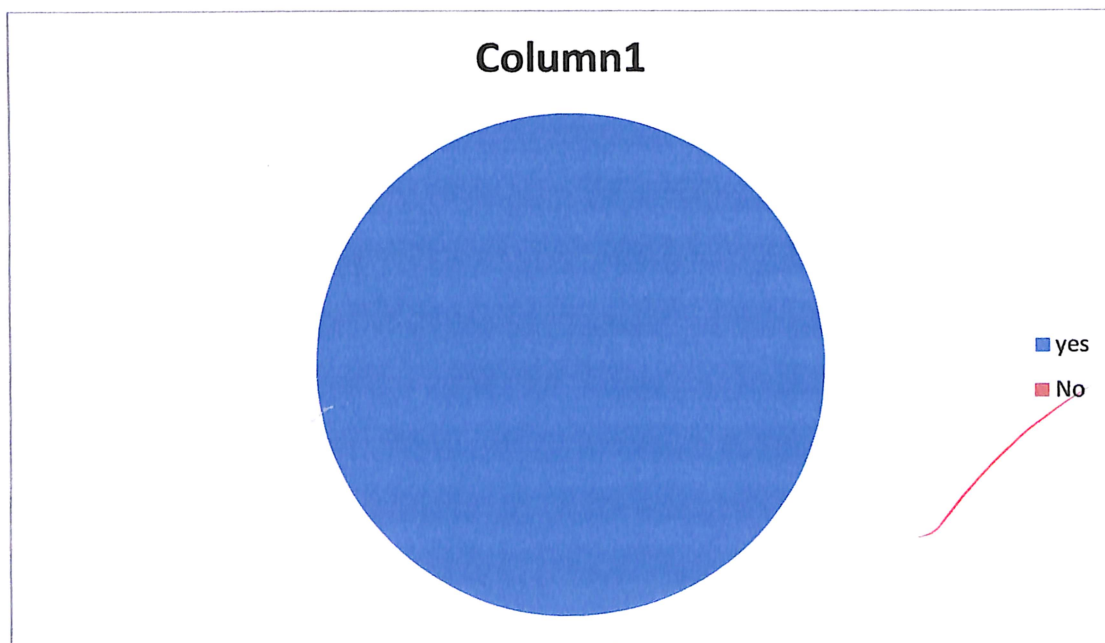


Fig.No.1

INTERPRETATION

A STUDY ON ROLE OF MOTIVATION OF HUMAN RESOURCE IN INDIAN AVIATION GROWTH SCENARIO

According to the survey most of them about are aware of the motivational techniques in the organization 100% of the respondents are aware of motivational technique.

2. The type of motivational technique used in the organization

Response	No of respondents	Percentage
Financial	34	68%
Non-financial	16	32%

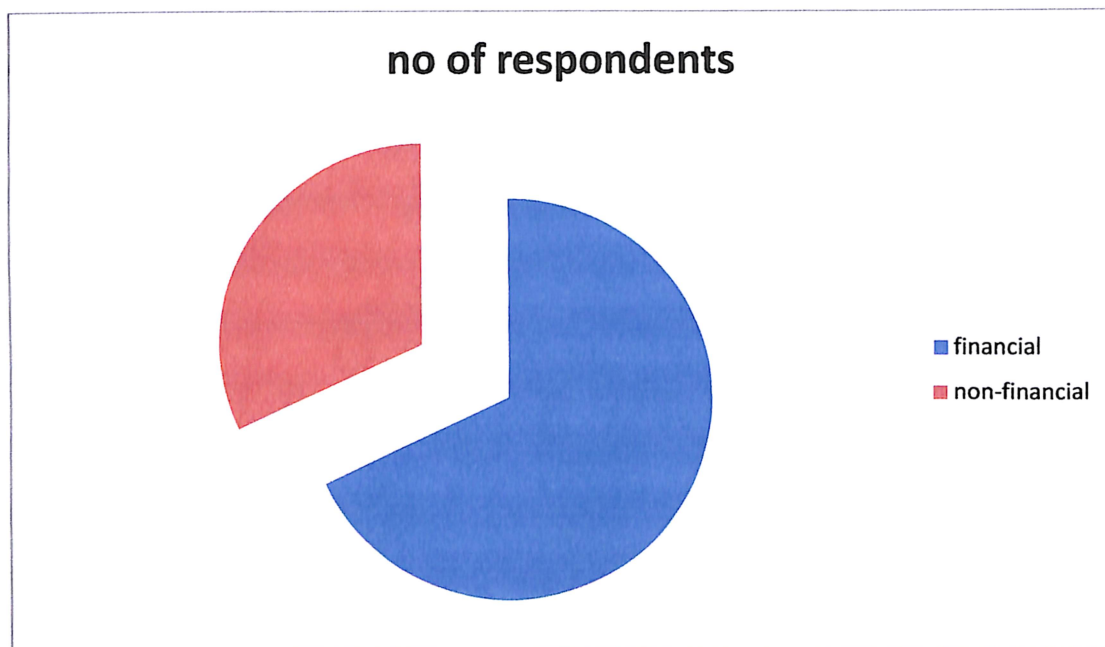


Fig.No.2

INTERPRETATION

According to the survey 68% of the respondents the motivational technique used in the organization are financial and 32% respondents the motivational technique used in the organization non-financial.

3. The educational level of employees?

Response	No respondents	Percentage
Below Sslc	34	68
Sslc	9	18
Above Sslc	7	14

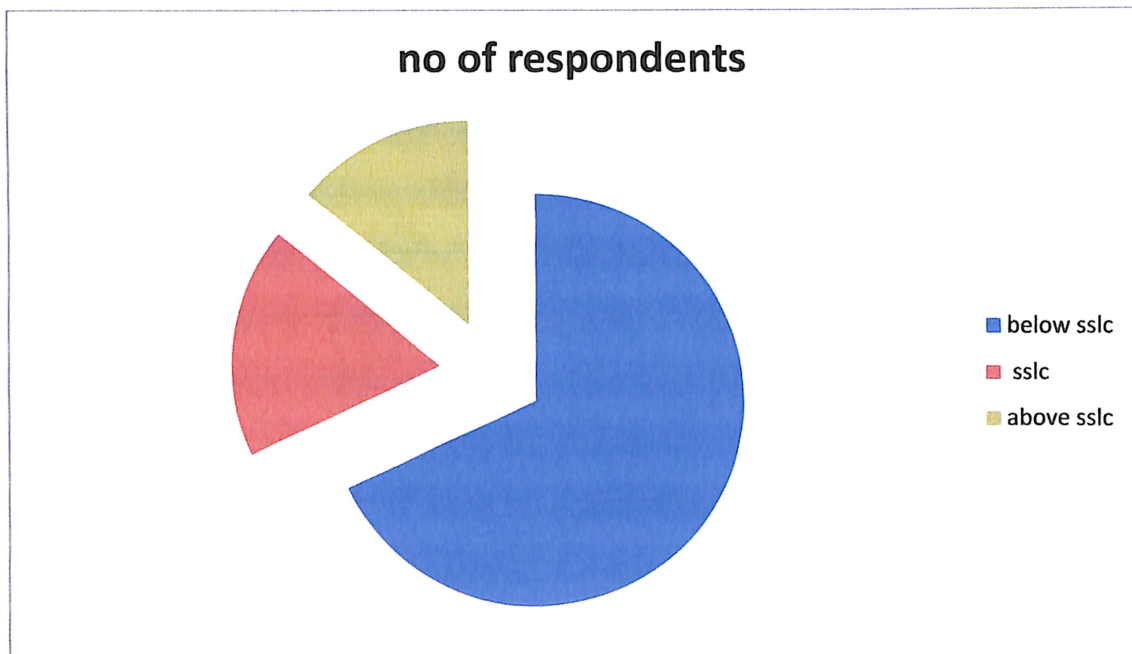


Fig.No.3

INTERPRETATION

According to the survey educational level 68% employees are below sslc and

A STUDY ON ROLE OF MOTIVATION OF HUMAN RESOURCE IN INDIAN AVIATION GROWTH SCENARIO

other 18% of employees educational level is sslc. Only 14% of employees are below sslc.

4. The employee job matches with their educational level.

Response	No of respondents	Percentage
Yes	44	88%
No	6	12%

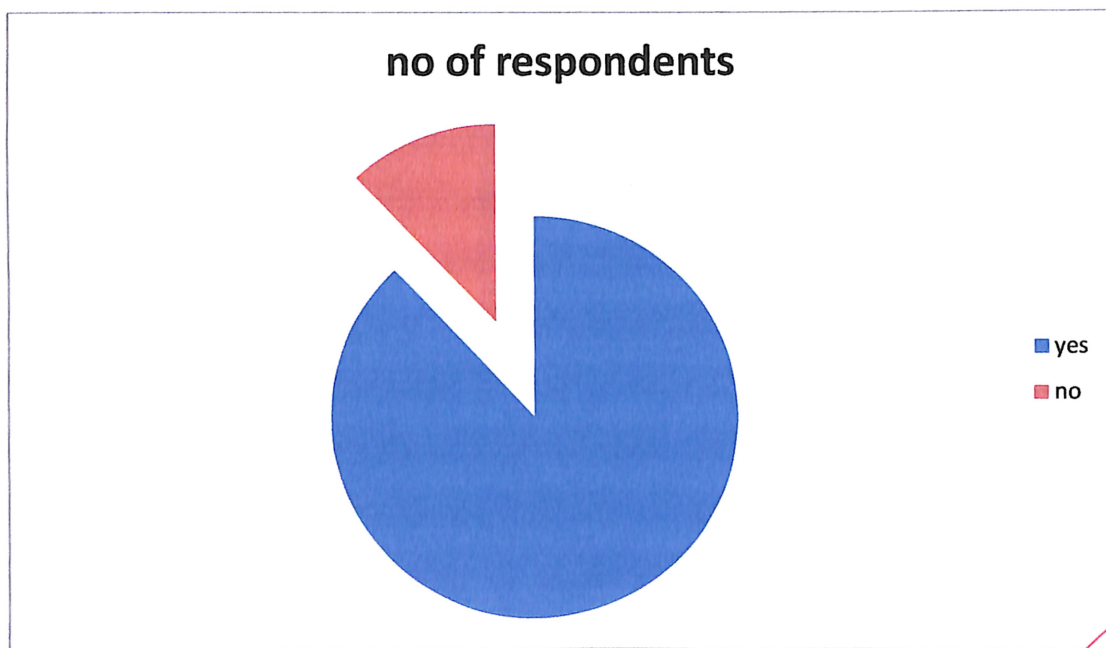


Fig.no.4

INTERPRETATION

According to the 88% of the respondents the job that they have in the organization matches with the educational level and 12% of the respondents say that job is matching with the educational level.

5. The salary given to the respondents motivate them to do the work better.

Response	No of respondents	Percentage
To full extent	39	78%
To a little extent	11	22%

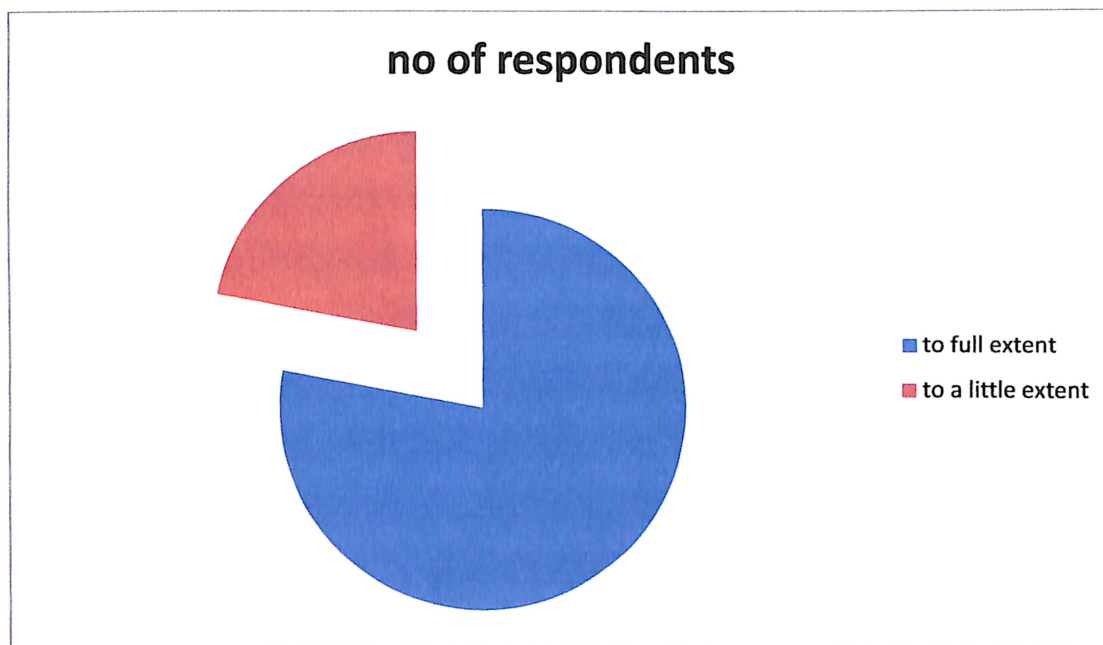


Fig.no.5

INTERPRETATION

The above survey shows the most of the respondents about 78% are satisfied with the salary they received. The salary they received motivate them to do the work better. And according to 22% of employees the salary they received motivates them to

do work to little extent.

6. The non-financial technique helpful to employees to improve productivity.

Response	No of respondents	Percentage
Respect	3	6%
Recognition	26	52%
Job security	13	26%
Appreciation	6	12%
Job enrichment	2	4%

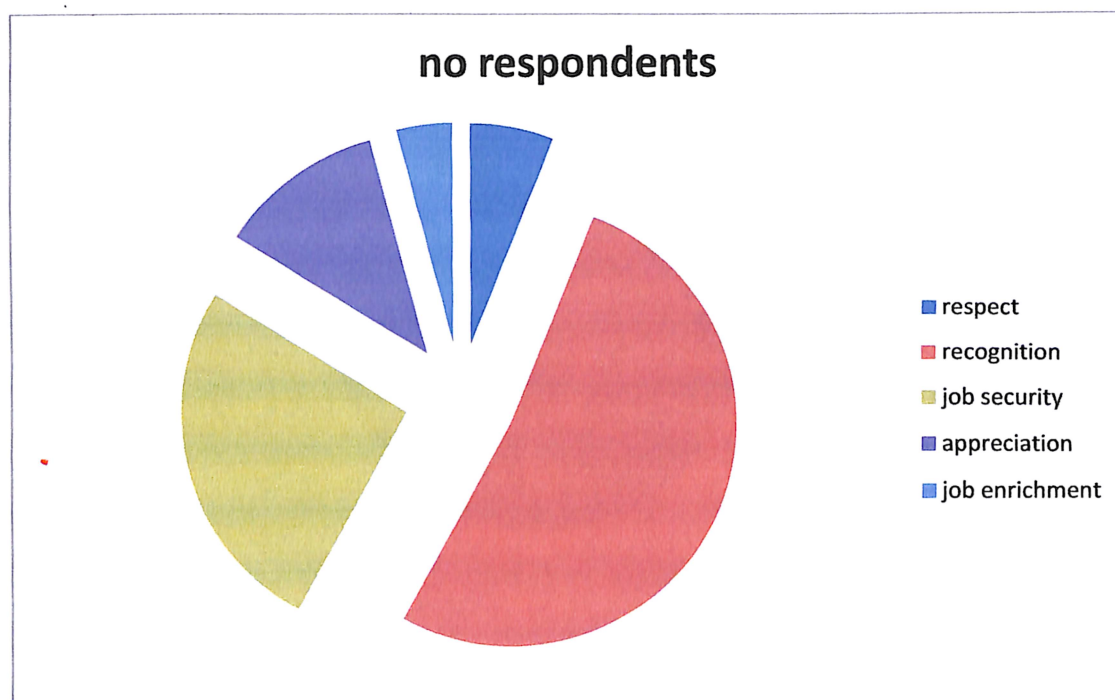


Fig.no.6

INTERPRETATION

According to 52% of respondents say that recognition is that non-financial motivational technique helpful to them. 26% says job security is helpful to them and 12% says appreciation is helpful and the balance 6% and 4% respect and job enrichment

respectively.

7. The employee has received increment according to the work done by them.

Response	No of respondents	Percentage
Yes	44	88%
No	6	12%

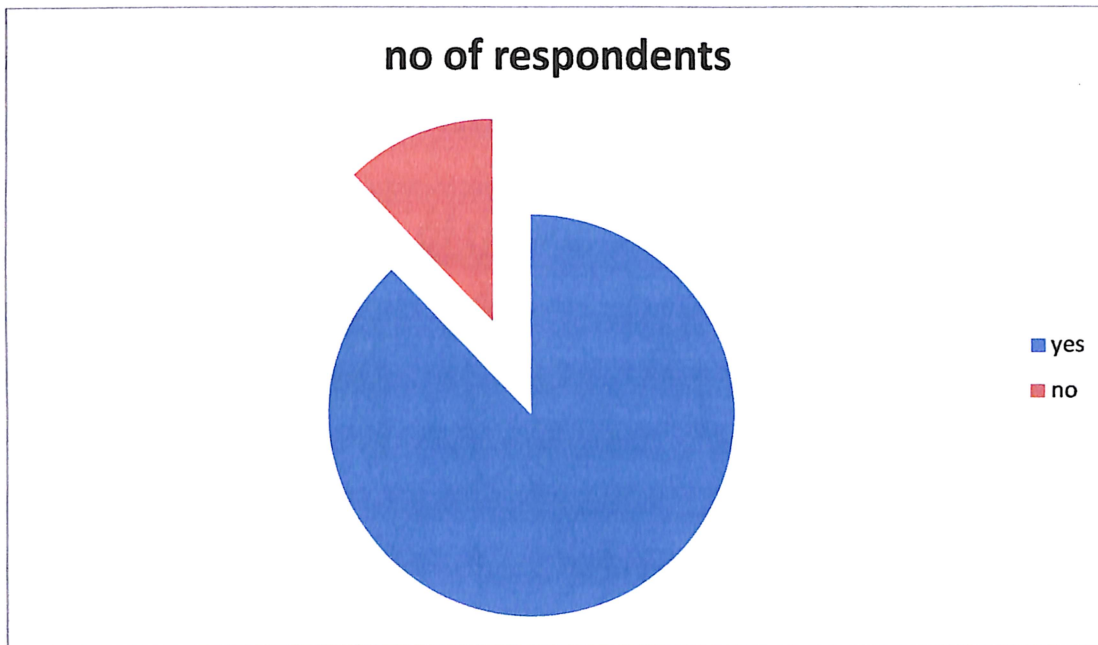


Fig.no.7

INTERPRETATION

According to the survey 88% the respondents receives increment according to the work done by them. According to 12% of respondents receives no increment according the work done by them.

8. The employees are satisfied with the incentive scheme.

Response	No of respondents	Percentage
Extremely Satisfied	17	34%
Satisfied	27	54%
Not Satisfied	6	12%

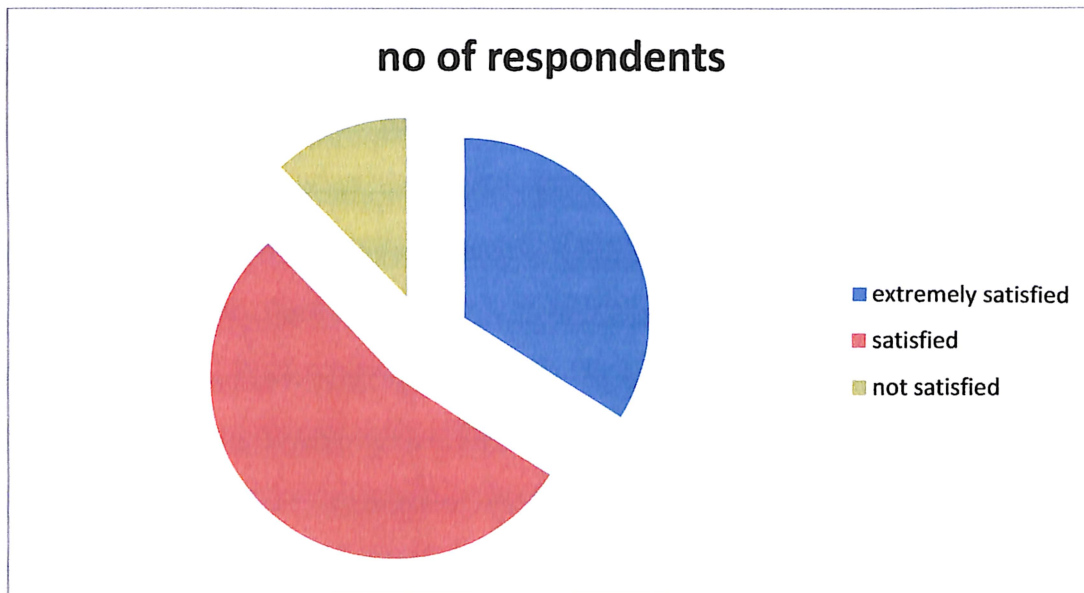


Fig.no.8

INTERPRETATION

In this survey about 54% of respondents are satisfied with the incentive scheme of the organization and 12% of respondent are not satisfied. Only 34% of respondents are extremely satisfied.

9. The promotion opportunity

Response	No of respondents	Percentage
Good	20	40%
Bad	4	8%
Satisfactory	26	52%

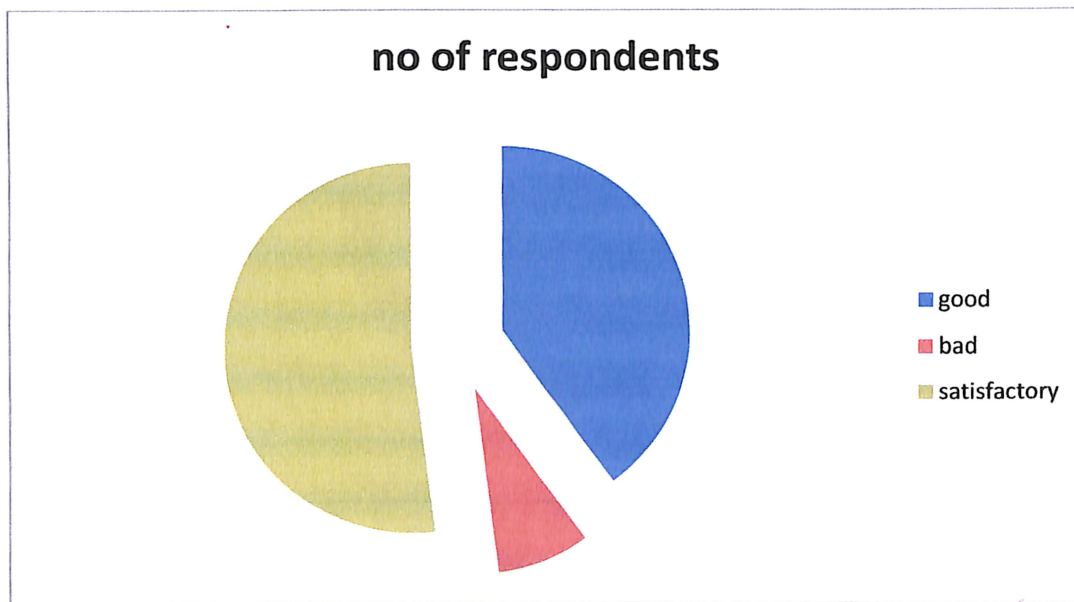


Fig.no9

INTERPRETATION

In this survey the respondents rate the promotional opportunity satisfactory

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52% & 40% respondents rate as good 8% is bad.

10. The bonus is providing at the right time

Response	No of respondents	Percentage
Yes	40	80%
No	10	20%

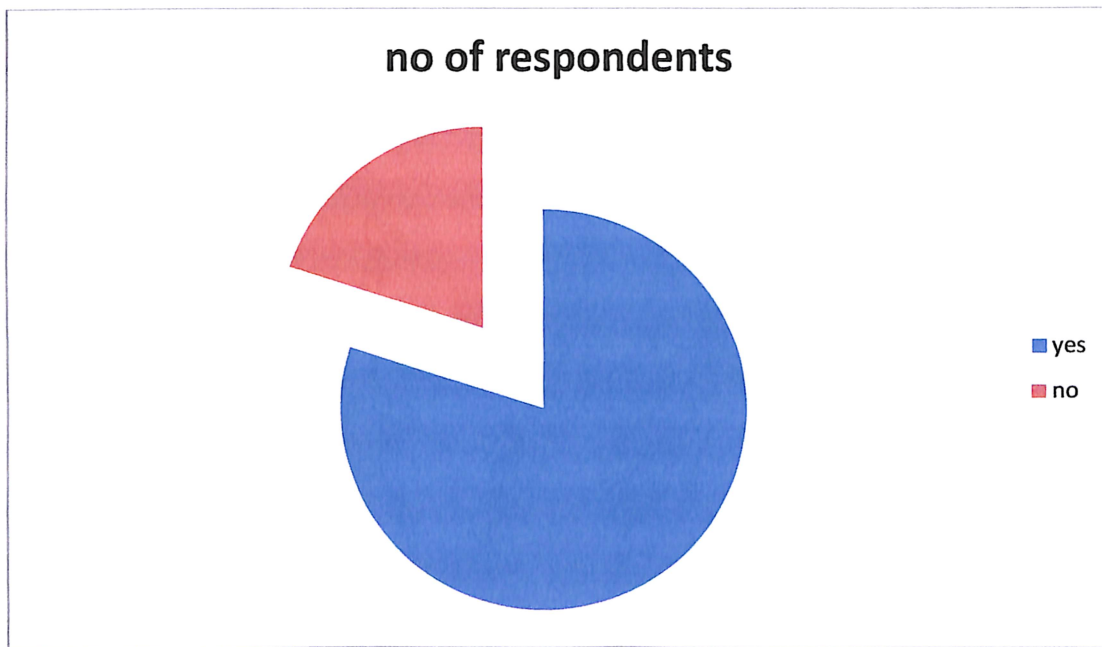


Fig.no.10

INTERPRETATION

According to most of the 80% of respondents that they are receiving the bonus at right time and other 20% of respondent's response was that the bonus was not providing at the right time.

11. The employee agreed with the leadership of the organization.

Response	No of respondents	Percentage
Agree	28	56%
Disagree	22	44%

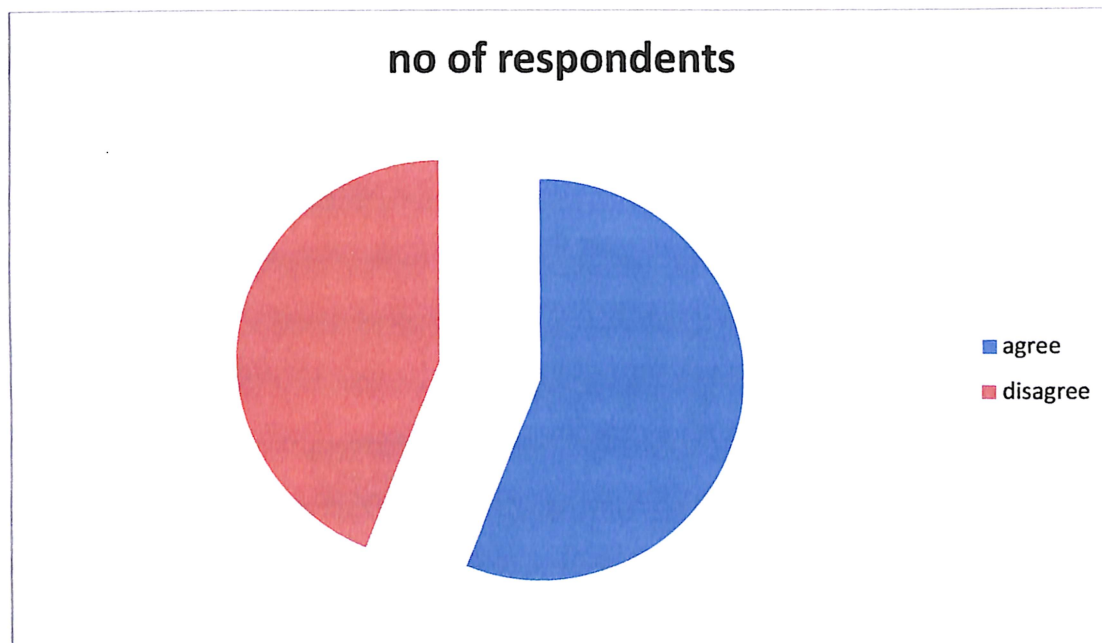


Fig.no.11

INTERPRETATION

According to this survey 56% of employees agree with the leadership provided by the organization. About 44% employees disagree with the leadership of the organization.

12. The job security providence by the company

Response	No of respondents	Percentage
Provided	36	72%
Not provided	14	28%

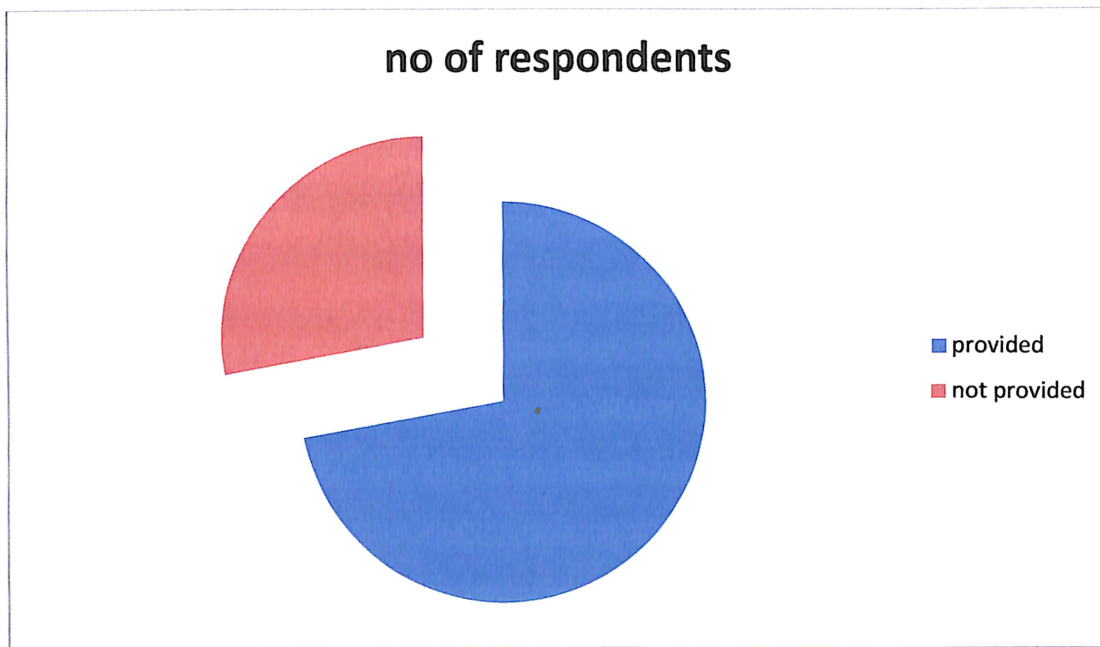


Fig.no.12

INTERPRETATION

In this survey according to the 72% respondents the company is providing job security and according to 28% of respondents the company is not providing job security.

13. The importance of financial compensation for the work

Response	No of respondents	Percentage
Great	42	84%
Little	0	0
Some	8	16%

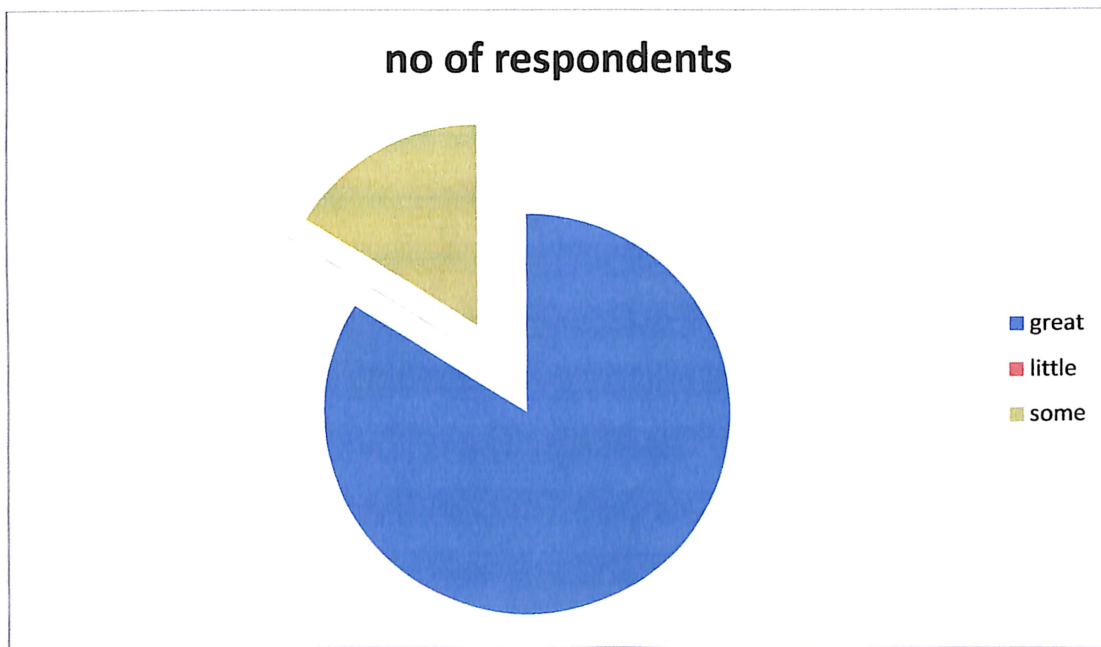


Fig.no.13

INTERPRETATION

From this we can conclude that 84% of the respondents give great importance to the financial compensation and according to 16% of respondents they give only some importance to the financial compensation.

14. The employees receive any motivation besides incentives.

Response	No of respondents	Percentage
Yes	36	72%
No	14	28%

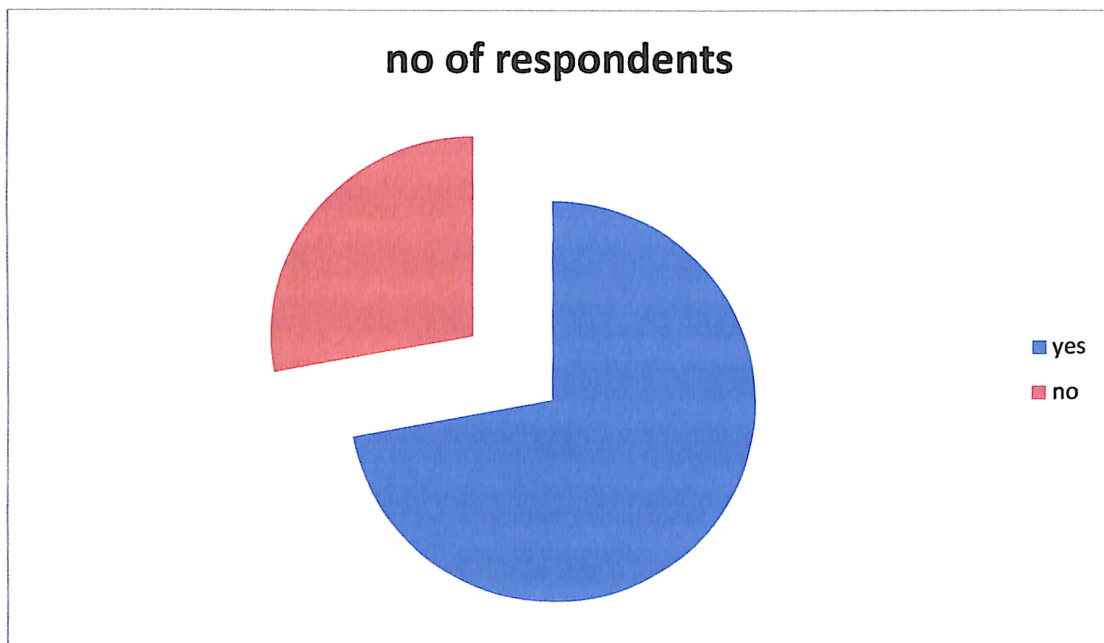


Fig.no.14

INTERPRETATION

According to 72% of the respondents the employees receive motivation besides incentives. But according to 28 % of respondents they had not incentives.

15. A change in work pattern motivates the employees.

Response	No of respondents	percentage
To great extent	30	60%
To little extent	20	40%

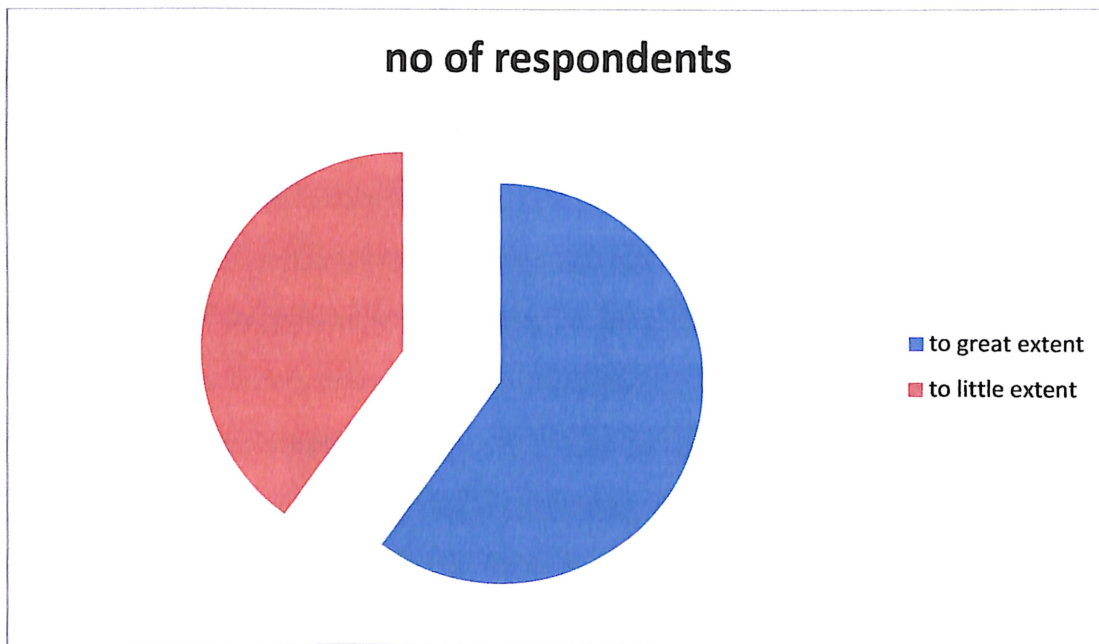


Fig.no.15

INTERPRETATION

In this survey according to 60% of respondents to change in work pattern motivates the employees to great extent. But according to 40% of employees a change in work pattern will motivate to a little extent.

16. The benefit and service offered is sufficient to improve the employee's morale.

Response	No of respondents	Percentage
To great extent	38	76%
To little extent	12	24%

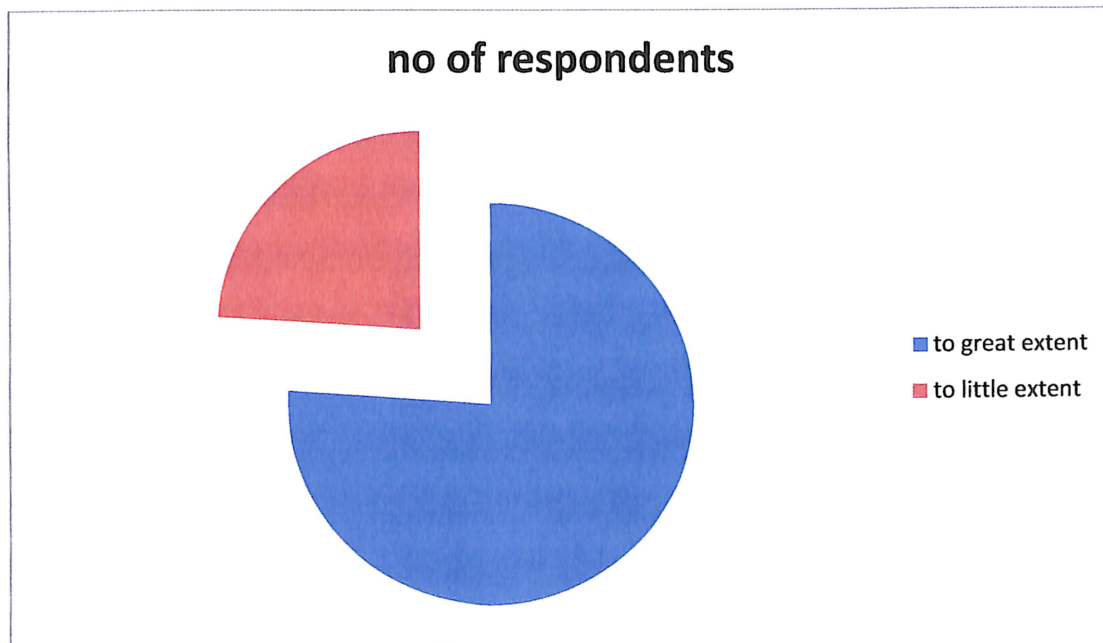


Fig. No 16

INTERPRETATION

According to 76% of respondents the benefit and service offered is sufficient to great extent. But 24% of employees the benefit and service offered are sufficient to

improve the employee's morale.

17. Employee enjoy a good relation with co-workers and supervisors

Response	No of respondents	Percentage
Yes	45	90%
No	5	10%

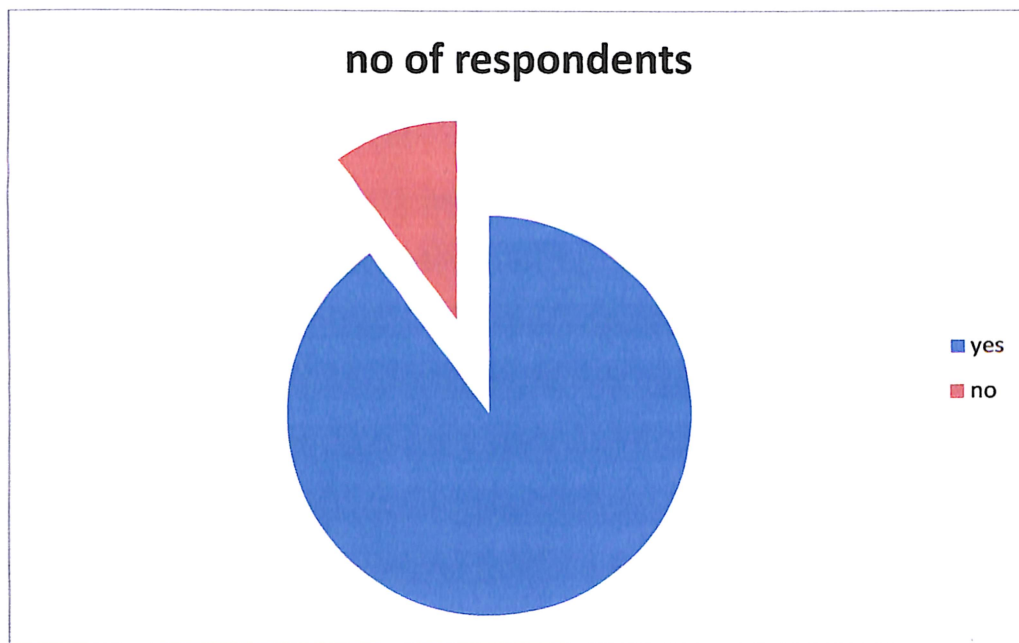


Fig.no.17

INTERPRETATION

According to 90% employees they enjoy a good relation with co- workers and supervisors and according to 10% of employees they had not enjoy any good relation with the co-worker and supervisors.

18. The motives changes from time to time

Response	No of respondents	Percentage
Yes	48	96%
No	2	4%

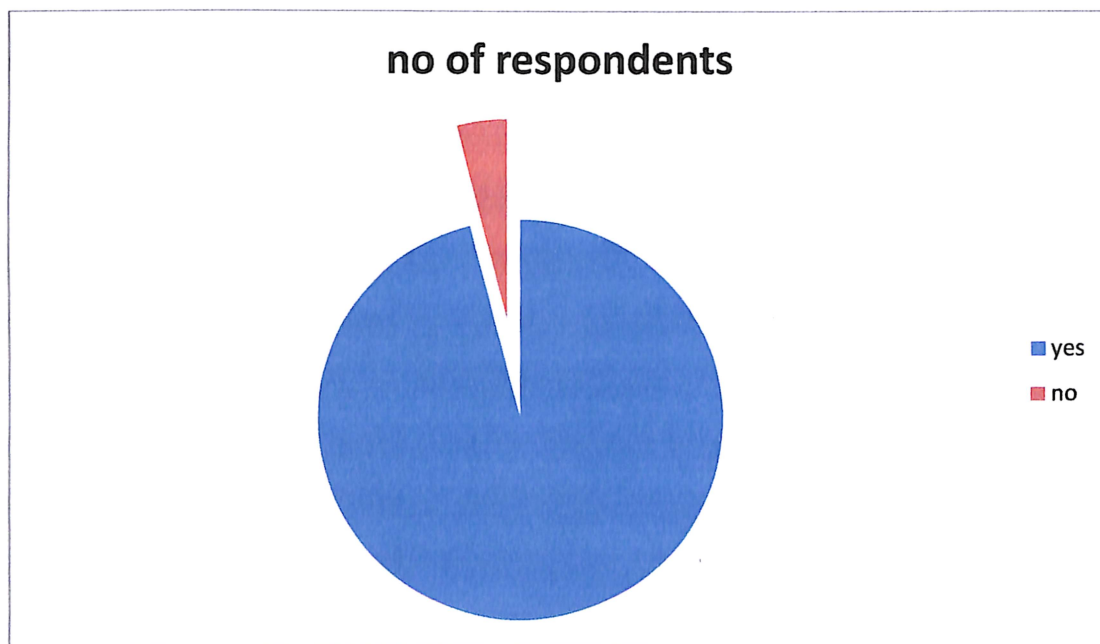


Fig.no.18

INTERPRETATION

In this survey according to 96% of the employee's opinion their motives change from time to time but 4% of respondents disagree with this.

19. The outcome is satisfactory by getting a proper motivation.

Response	No of respondents	Percentage
Satisfaction	48	96%
No satisfactory	2	4%

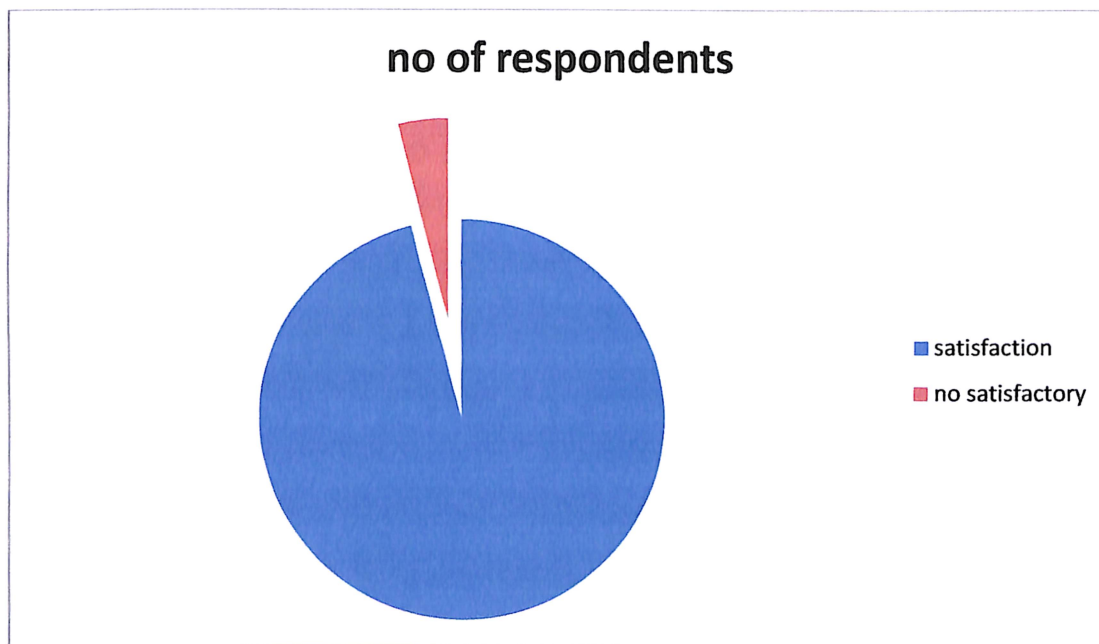


Fig.no.19

INTERPRETATION

According to 96% of respondents the outcome is satisfactory and the balance 4% is not satisfied with the outcome by getting a proper motivation.

20. The promotional factors motivate the employees.

Response	No of respondents	percentage
Yes	39	78%
No	11	22%

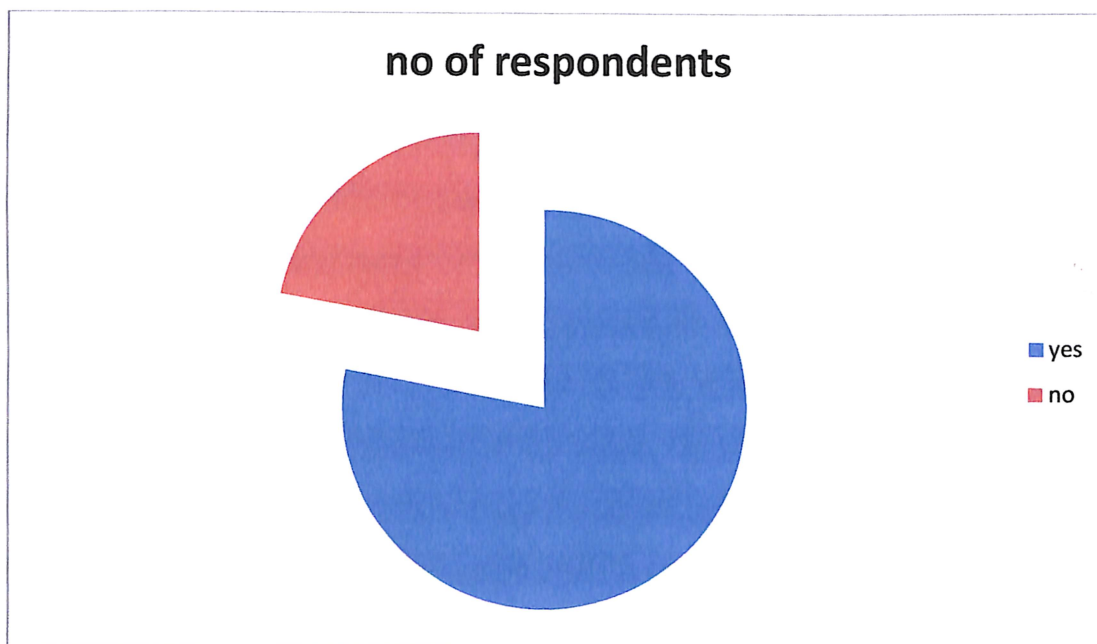


Fig.no.20

INTERPRETATION

According to 78% of employees the promotional factors provided by the company motivates them. But according to 22% of employees they disagree with the promotional facilities of the company.

21. The employee gets de-motivated

Response	No of respondents	percentage
Yes	2	4%
No	48	96%

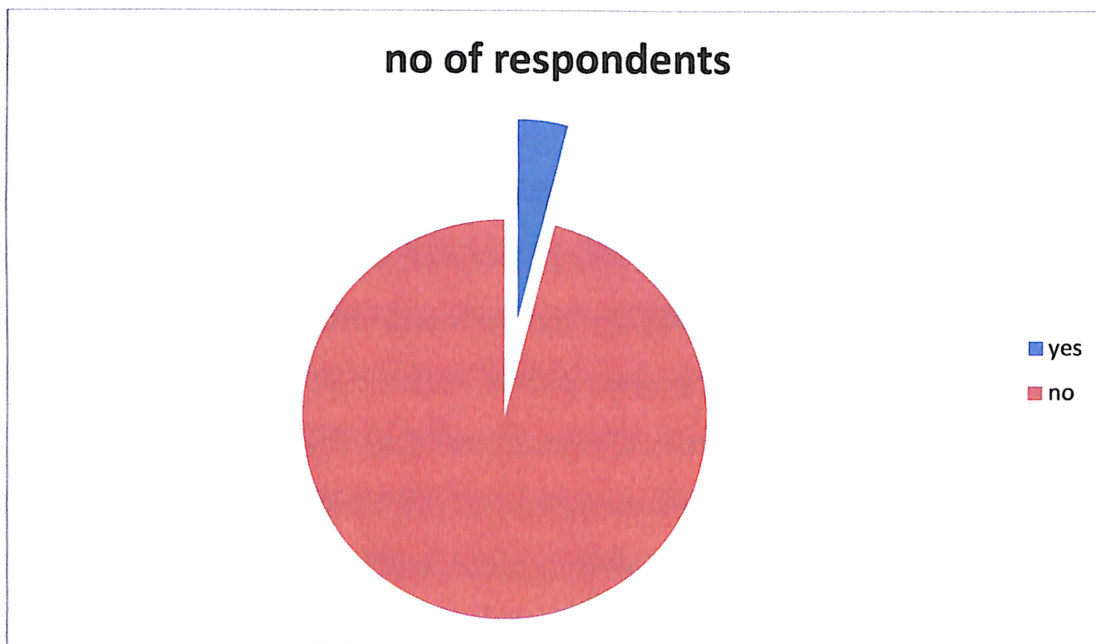


Fig.no.21

INTERPRETATION

In this survey about 96% do not get de-motivated and 4% of the respondent's response was that they get de-motivated.

22. The company provides many classes about motivation

Responses	No of respondents	percentage
yes	50	100%
No satisfactory	0	0

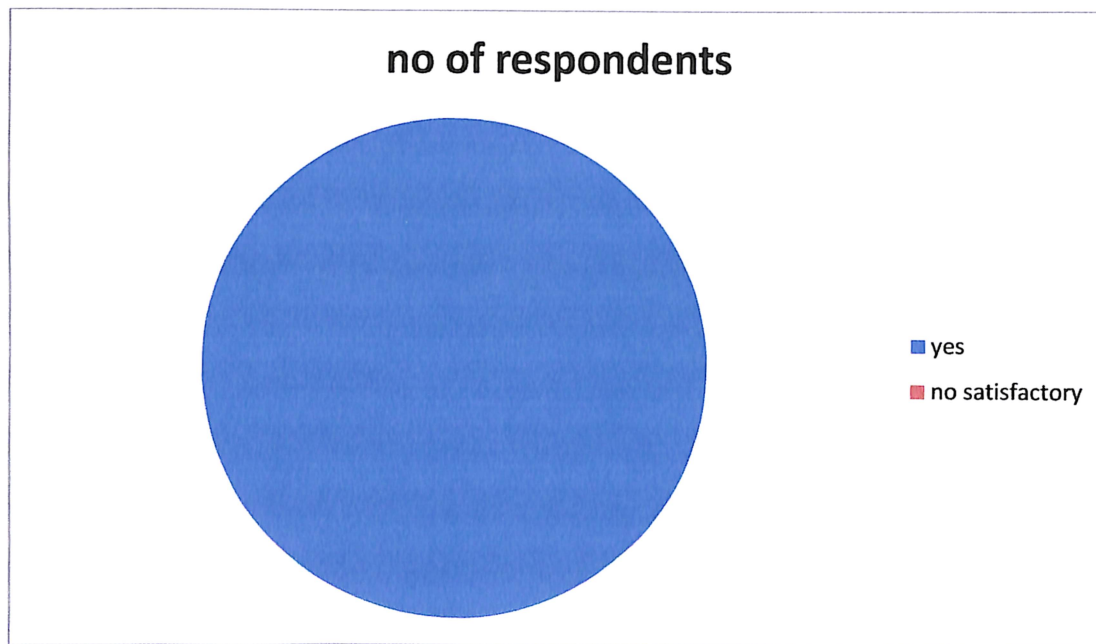


Fig.no.22

INTERPRETATION

In the survey according to 100% of respondent the company had provide classes regarding the importance of motivation.

CHAPTER 5

INTERPRETATION OF RESULTS

5.1 Findings and Suggestions

✦ FINDINGS

- ✓ All the employees are aware of the motivational technique used in this organization.
- ✓ Workers are satisfied with the attitude of management towards them and the workers maintain a good relation with their leaders and colleagues.
- ✓ Both financial and non-financial motivational technique is used in the organization.
- ✓ Half of the respondents say that recognition is the non-financial technique helpful to improve productivity.
- ✓ Respondents are satisfied with the incentive scheme of the organization.
- ✓ Promotion opportunity provided to the employees is satisfactory.
- ✓ Bonus is the financial motivation preferred by most of the respondents.
- ✓ Respondents have attitude towards the effect of change work pattern.
- ✓ Respondents are satisfied with the benefits and service offered by the organization to improve the morale.
- ✓ Respondents give more importance to the financial compensation.
- ✓ The organization is provided increment to the employees for the additional work.

- ✓ Half of the respondents are satisfied with the job security.

✚ SUGGESTIONS

- ✓ They will be offered incentive for more work, or may be in the space of rewards, better reports, recognition etc...
- ✓ Company should provide promotional opportunities to the employees who are very loyal in their work.
- ✓ The right type of giving individual motivation will leads to group morale.
- ✓ Company can adopt job enrichment and job enlargement measures. For the development of the employees welfare.
- ✓ Must improve a good relation with employees and their subordinates in the company.
- ✓ Employee's complaints should be heard by the head of the department and they must try to solve that problem so that there may be no conflicts among them.
- ✓ The employees should be motivated in their doing work so that it may increase the productivity.

**CHAPTER 6
CONCLUSION
AND
SCOPE FOR FUTURE WORK**

Conclusion

Finally I wish to conclude my project. Management can do its job effectively through motivating people to work for the accomplishment of organizational objective. No organization can be survived without motivation. Both financial motivation and non-financial motivation is necessary for good working of an organization. New method of motivation technique should be provided by the company. It will result a good atmosphere in the company.

Employees work in the organization for the satisfaction of their needs. In many of these cases it is found that they do not contribute towards the organizational goals as much as they can. This happens because employees are not adequately motivated. So managers should design a system of financial and non-financial reward to motivate the employees. If employees are motivated then they can accept changes. If employees are motivated properly then employees will maximize their efficiency and increase productivity.

SCOPE FOR FUTURE WORK

The Indian civil aviation industry is among the top 10 globally with a size of around US\$ 16 billion, according to a recent KPMG report. The aviation industry presently supports about 0.5 per cent of the India's GDP. This sector caters to about 150 million passengers daily, with the potential to grow further. By 2020, traffic at airports in India is anticipated to reach 450 million

during the 11th Five-Year Plan (2007-2012) four international airport projects were completed through public-private partnership (PPP) mode; and also five Indian carriers began to function on international routes. Air passenger traffic has also been steadily increasing, thanks to better lifestyles and overall economic development. Hence the aviation sector at present is going through a steady period of growth

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The aviation sector today supports 56.6 million jobs and produces over US\$ 2.2 trillion of the global gross domestic product (GDP). The Government plans to invest US\$ 12.1 billion in the airport sector during the 12th Five-Year Plan period (of this US\$ 9.3 billion is expected to come from India's private sector) towards construction of new, low-cost airports and development of existing ones.

As the aviation industry grows, the number of employees working will also increase. So the motivation study will be an important factor in the aviation industry

Based on the above objectives, the scope of employee motivation in aviation Sector can be delineated as follows:

- When employees are motivated from inside or from outer sources they show Passion for their work and give better performance.
- Continuous motivation of employees boosts their morale and they work and perform better.
- A highly motivated employee groups are loyal towards their organization.
- When an employee is highly motivated they feel free to express their views and ideas since they are passionate about their jobs.
- A positive motivation philosophy and practice should improve productivity, quality, and service. Motivation helps people:
 - achieve goals;
 - gain a positive perspective;
 - create the power to change;
 - build self-esteem and capability,
 - manage their own development and help others with theirs

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