

EMPLOYEE'S SATISFACTION FROM HUMAN RESOURCE MANAGEMENT PRACTICES IN AIRLINES INDUSTRY IN INDIA: A COMPARATIVE STUDY OF AIR INDIA AND JET AIRWAYS

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ABSTRACT

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 compares the employee's satisfaction from human resource management (HRM) practices in airlines industry in India by undertaking a comparative study of Air India and Jet Airways. The investigation is based on a questionnaire survey of 105 employees of airlines companies in India (Air India=62; Jet Airways=43). The key areas of analysis include Human Resource Planning, Recruitment and Selection, Training and Development, Promotion and Transfer, Performance Appraisal and Employees Participation. The Statistical tools like mean, standard deviation and t-test was used to analyze the data. The result of t-test showed that the satisfaction level of employees differ significantly on the Human Resource Planning, Recruitment and Selection, Training and Development, Promotion and Transfer, Performance Appraisal and Employees Participation between Air India and Jet Airways. The paper ends by offering useful suggestions to the management and employees for improving the HRM practices in both the airlines companies.

Keywords: *HRM Practices, Human Resource, Employees, Satisfaction, Air India, Jet Airways.*

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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 labor 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 behaviors 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 the employee's satisfaction 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.

HRM in Airlines 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 (HRM, nd).

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 (HR Challenges, nd).

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).

The airline industry, unfortunately, is not in good health. Operational and administrative functions, particularly in customer service organizations, are built on three essential critical success factors: management commitment, customer focus and employee involvement. These are not the norm in the airline industry, which is beset by communication problems. Successful, well-run organizations are often cited in the literature for actively shaping their culture through their hiring practices, orientation programmes for new employees, treatment of employees as internal customers and for paying ongoing attention to the opinions of line staff. When performed sincerely and professionally, such efforts can define an organization's culture and translate into lower costs of labour, improved productivity and an increased sense of empowerment on the part of employees (Appelbaum, S. H. and Fewster, B.M., n.d).

Human resource policies ensure the recruitment of employees follows established protocol. It also outlines the nature of the employees' work and guarantees motivation and reward for good work done. The airline industry requires employees to handle their customers with care and proven moral standards to help their respective airline achieve its goals. The developments of human resource policy by an airline review current industry trends, goals and objectives. The policies are constantly refined to suit the airline's vision and guarantee employee loyalty and hard work. There are several types of airline human resource policies, these vary by airline. Policies may include recruitment policies, performance policies, staff relations policies and anti-inequity policies. The airline human resource policy ensures the company's activities are on the right track and in accordance with its business plans. The policy enables an airline to select the appropriate employees for each job (John S., n.d).

Literature Review:

Gupta, R., (2013) studied the prevailing trend, variation and impact of human resource functions on the behaviour of the employees on the one hand and functioning of the enterprises in both public and private

sectors in the state, on the other. The data was collected from 225 employees on the basis of stratified random sampling technique in which 115 are from public sector and 110 are from private sector. The research tools have been used for interpretation of the data collected were mean, standard deviation, coefficient of variance. The results revealed that there's gap in prevailing human resource services and desired human resource services provided to both public and private sector employees. The study further depicts that principle of equity was not followed with the result the employee were not satisfied from their employers. Though the position was less serious in private sector as gap worked out between present and expected level of human resource services was small but still there is need that the matter should be taken care off.

Tjiparuro, Z. (2012) reviewed and categorized human resource literature into the triad areas of, human resource management (HRM), human resource development (HRD), and organization development (OD). It further collated underlying concepts in HRM, HRD and OD and built a classificatory scheme, which was analyzed, and found to compare favorably with the People Capability Maturity Model (P-CMM), a concept known for higher organizational maturity. However, results from seven leading manufacturing and engineering companies in Pune (India) and interviews with fifteen HR experts revealed that the PCMM was an unknown quantity. Instead, companies and practitioners were found to be in favour of such mundane concepts as: 5-S, Kaizen, Sigma Six, performance management system (PMS), employee satisfaction surveys (ESS) and ISO standards, amongst others. The results revealed that the practices were based on the Deming's improvement cycle of Plan-Do-Check-Action, the very foundation of the P-CMM.

Kumar, V. and Mishra, A.K. (2011) assessed the gap between the current service level human resource practices and desired service level human resource practices in two different categories of business organizations- public sector and private sector organizations. A total of 100 respondents were contacted from the population. The data was collected from 100 employees, out of which 50 are from public sector and 50 are from private sector organizations. Questionnaire method was used to collect responses from the respondents. A current level human resource practices index was computed by adding all the items of the questionnaire. Statistical technique t-test was used to analyze the data. Result of t-test showed both organizations differ significantly on the current level human resource practices. Further, it was found that public sector and private sector organizations differ significantly on human resource dimensions – Strategic human resource, Human Resource Planning, Training and Development, Safety, and Industrial

Relations. However, no difference was observed between the two groups on human resource dimension- Recruitment.

Appelbaum, S. H. and Fewster, B.M. (2003) analyzed the Human Resource Management (HRM) in the global Civil Aviation Industry. In the article, the results of three of the audit categories are presented viz. recruitment and selection, education, training and development, and organization development as they constitute a particularly coherent cluster of HRM critical success factors. 13 respondents from nine countries—executives from their respective airline companies—participated in a lengthy audit of their organizations' HRM practices. The results concluded that in knowledge-based service industries, a high correlation exists between customer satisfaction and satisfied employees also a high correlation exists between satisfied employees and world class human resource practices.

Harel, G.H. and Tzafir, S.S. (2001) examined empirically if there are differences in the way that Human Resource Management (HRM) practices are performed in the private and public sectors of the economy. A total of 102 questionnaires were completed and returned by human resource VPs, representing 44 percent of the firms contacted. The hypotheses were tested using data describing human resource management operation. The authors found that public sector management emphasizes those HRM domains that deal with employee selection and grievance procedures because of the sector's high level of unionization. On the other hand, private sector management emphasizes employee growth and pay for performance. Nevertheless, the authors also found evidence that the public sector is "moving" closer and closer to the private sector model by adopting "high performance work practices" in order to overcome the turbulent environment and public demand.

From the above review of literature the researcher has found that no scientific study has been done on employee's satisfaction from HRM Practices in Airlines industry in India by undertaking a comparative study of Air India and Jet Airways. Therefore, an attempt has been made to fill this gap.

Objectives:

- 1: To assess the employee's satisfaction from Human Resource Planning in Air India and Jet Airways.
- 2: To examine the employee's satisfaction from Recruitment & Selection Policy in Air India and Jet Airways.

- 3: To assess the employee's satisfaction from Training & Development Policy in Air India and Jet Airways.
4. To analyze the employees satisfaction from Promotion & Transfer Policy in Air India and Jet Airways.
5. To assess the employees satisfaction from Performance Appraisal in Air India and Jet Airways.
- 6: To examine the employee satisfaction from Employee Participation in Air India and Jet Airways.
- 7: To suggest measures to improve HRM practices in Air India and Jet Airways for betterment of the employees and organizations on the basis of the findings of the study.

Hypothesis

HO1: There is no significant difference in the employee's satisfaction with regard to Human Resource Planning between Air India and Jet Airways.

HO2: There is no significant difference in the employee's satisfaction with regard to Recruitment & Selection Policy between Air India and Jet Airways.

HO3: There is no significant difference in the employee's satisfaction with regard to Training and development Policy between Air India and Jet Airways.

HO4: There is no significant difference in the employee's satisfaction with regard to Promotion and transfer Policy between Air India and Jet Airways.

HO5: There is no significant difference in the employee's satisfaction with regard to Performance appraisal between Air India and Jet Airways.

HO6: There is no significant difference in the employee's satisfaction with regard to Employee Participation between Air India and Jet Airways.

Research Design

The study involves the data collected from the primary as well as secondary sources. The primary data has been collected with the help of survey questionnaire conducted among the employees of Air India and Jet

Airways. The secondary data has been collected from the books, articles, journals, magazines, newspapers, annual reports of the Air India and Jet Airways and various websites. A simple random sampling technique is adopted to carry out the study. A total of 105 respondents were contacted from the population. Out of 105 respondents, 62 are from Air India and 43 are from Jet Airways. The sample of the study has been undertaken upto 200 employees, but out of the total questionnaire received, 63 questionnaires were not properly responded and 32 did not turned up. Hence, the study remained confined to the limit of 105 employees. T-test was used to observe difference of means between Air India and Jet Airways with the help of SPSS.

Questionnaire Design:

Descriptive research has been conducted to gain insight into the various HRM practices in Air India and Jet Airways. A well administered questionnaire has been used for the data collection. The questionnaire consists of 24 statements to be answered by the sample respondents. The questionnaire consists of six major variables i.e. Human Resource Planning, Recruitment and Selection, Training and Development, Promotion and Transfer, Performance Appraisal and Employees Participation. The Questionnaire with Likert's 5 Point Scale was used to rate the responses ranging from (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree).

Statistical Tools

For the purpose of analysis, statistical tools such as mean, standard deviation and t-test have been applied to find out the significance difference in the employees satisfaction from HRM Practices between Air India and Jet Airways, on the basis of selected variables. The statistical package like SPSS is used for computing the results. The data are transferred to SPSS and then the results are computed with the help of statistical tests.

Data Analysis and Interpretation

The aim of the present study is to find out satisfaction level of employees towards HRM practices in Air India and Jet Airways. The information collected by means of the questionnaire from the respondents has been presented and examined for testing the hypothesis.

Table 1: Profile of the Employees Selected.

S. No.		Air India		Jet Airways		Total	
		N	%	N	%	N	%
1	Gender						
	Male	42	67.7%	29	67.4%	71	67.6%
	Female	20	32.3%	14	32.6%	34	32.4%
	Total	62	100%	43	100%	105	100%
2	Age						
	20-30 years	12	19.4%	14	32.6%	26	24.8%
	30-40years	27	43.5%	20	46.5%	47	44.8%
	40-50 years	18	29.0%	8	18.6%	26	24.7%
	Above 50 years	5	8.1%	1	2.3%	6	5.7%
	Total	62	100%	43	100%	105	100%
3	Education						
	Graduation	10	16.1%	8	18.6%	18	17.1%
	Post-Graduation	12	19.4%	7	16.3%	19	18.1%
	Professional Qualification	29	46.8%	19	44.2%	48	45.8%
	Others	11	17.7%	9	20.9%	20	19.0%
	Total	62	100%	43	100%	105	100%
4	Designation						
	Senior Officers/Heads	4	6.5%	2	4.7%	6	5.7%
	Asst. Managers/	13	20.9%	8	18.6%	21	20.0%
	Staff	45	72.6%	33	76.7%	78	74.3%
	Total	62	100%	43	100%	105	100%

Source: Primary Data

From the above table 1, it's clear that out of the total respondents of Air India i.e. 62, the male respondents are 67.7% while in Jet Airways out of the total respondents of 43, the male respondents constitutes 67.4%. In comparison to the male respondents the female respondents are 32.3% in Air India 32.6% in Jet Airways.

The age group of Above 50 years constitutes the lowest percentage of respondents i.e. 8.1% in Air India and 2.3% in Jet Airways. The age group of 30-40 years constitutes the highest percentage of respondents both in Air India and Jet Airways. This age group consists of 43.5% respondents in Air India and 46.5% respondents in Jet Airways.

The 'Professional Course' constitutes the highest percentage of respondents i.e. 46.8% in Air India and 44.2% in Jet Airways. The percentage of respondents who are Graduates constitutes 16.1% in Air India

and 18.6% in Jet Airways. The respondents who are Post-Graduates constitute 19.4% in Air India and 16.3% in Jet Airways. The percentage of respondents in “Others” courses comprises 17.7% in Air India and 20.9% in Jet Airways

For the present study the designation of the employees are divided into three categories as ‘Senior Officers’, ‘Asst. Managers’ and ‘Staff’. The highest percentage of respondents is in the Staff category which constitutes 72.6% respondents in Air India and 76.7% in Jet Airways. The Senior Officers constitutes 6.5% respondents in Air India and 4.7% in Jet Airways. The Asst. Managers constitutes 20.9% respondents in Air India and 18.6% respondents in Jet Airways.

Reliability Test

In the present study Cronbach’s alpha (α) is used to measure the reliability of data. Cronbach (1951) gave a measure to that which is loosely equivalent to splitting data in two in every possible way and computing the correlation coefficient for each split. Kline (1999) indicates that interpretation of Cronbach’s alpha is estimated such that a value of 0.7 - 0.8 is an acceptable value for Cronbach’s alpha. Values substantially lower indicate an unreliable scale. Following table 1.2 shows the statement wise reliability of 24 statements.

Table 1.2: Reliability Analysis

Dimensions	No. of Item	Cronbach's Alpha if Item Deleted
Human Resource Planning	4	.886
Recruitment & Selection Policy	4	.878
Training & Development	4	.888
Promotion & Transfer Policy	4	.879
Performance Appraisal	4	.898
Employees Participation	4	.907
Overall Reliability	24	.907

Source: Compiled by the author through SPSS

The above table 1.2 showed the reliability of scale by calculating the Cronbach's Alpha. The items where the value of alpha is more than 0.7 are considered significant for this research study. The reliability of six dimensions gets confirmed from the above table, since the reliability coefficients are higher than the standard minimum of 0.70 in each dimension. The overall composite reliability of the variables is also higher than the minimum limit of 0.7 that is 0.907.

Table 1.3: Showing the mean value, standard deviation, standard error of Human Resource Planning of Air India and Jet Airways.

Group Statistics

<i>Human Resource Planning</i>				
Company	N	Mean	Std. Deviation	Std. Error
Air India	62	3.068	.9279	.1178
Jet Airways	43	3.703	.8664	.1321
Total	105	3.328	.9521	.0929

Source: Compiled by the author through SPSS

The above table 1.3 shows the mean value and standard deviation obtained by Air India and Jet Airways on the dimension Human Resource Planning. It's found that the Jet Airways has the largest mean value of 3.703 on 5 point scale and standard deviation of 0.8664 as compared to the mean value of 3.068 and Standard Deviation of 0.9279 in Air India. This shows that the employee's satisfaction from the human resource planning is higher in Jet Airways as compared to Air India.

Table 1.4: Showing the F value and Significance value of Human Resource Planning between Air India and Jet Airways

Independent Samples Test

<i>Human Resource Planning</i>					
	Levene's Test for Equality of Variances				
	F	Sig.	T	df	Sig. (2-tailed)
Equal variances assumed	8.488	.004	-3.542	103	.001
Equal variances not assumed			-3.586	94.305	.001

Source: Compiled by the author SPSS

Table 1.4 shows the results of Independent Sample t-test used to access the difference in the employee's satisfaction with regard to the Human Resource Planning between Air India and Jet Airways. The t value is -3.542 and Sig. value (P) is 0.001 which is less than 0.05 (95% Confidence Interval). This indicates that there exists difference in the employee's satisfaction with regard to the Human Resource Planning between Air India and Jet Airways. Hence, the Null hypothesis that there exists no significant difference in the employee's satisfaction with regard to the Human Resource Planning stands rejected and the Alternate hypothesis is accepted.

Table 1.5: Showing the mean value, standard deviation, standard error of Recruitment & Selection Policy of Air India and Jet Airways.

Group Statistics				
<i>Recruitment & Selection Policy</i>				
Company	N	Mean	Std. Deviation	Std. Error
Air India	62	3.161	.8566	.1087
Jet Airways	43	3.819	.6228	.0949
Total	105	3.431	.8324	.0812

Source: Compiled by the author through SPSS

The above table 1.5 shows the mean value and standard deviation obtained by Air India and Jet Airways on the dimension Recruitment & Selection Policy. It's found that the Jet Airways has the largest mean value of 3.819 on 5 point scale and standard deviation of 0.6228 as compared to the mean value of 3.161 and Standard Deviation of 0.8566 in Air India. This shows that the employee's satisfaction from the Recruitment & Selection Policy is higher in Jet Airways as compared to Air India.

Table 1.6: Showing the F value and Significance value of Recruitment & Selection Policy between Air India and Jet Airways

Independent Samples Test

<i>Recruitment & Selection Policy</i>					
	Levene's Test for Equality of Variances				
	F	Sig.	T	Df	Sig. (2-tailed)
Equal variances assumed	25.410	.000	-4.310	103	.000
Equal variances not assumed			-4.560	102.740	.000

Source: Compiled by the author through SPSS

Table 1.6 shows the results of Independent Sample t-test used to access the difference in the employee's satisfaction with regard to the Recruitment & Selection Policy between Air India and Jet Airways. The t value is -4.310 and Sig. value (P) is 0.000 which is less than 0.05 (95% Confidence Interval). This indicates that there exists difference in the employee's satisfaction with regard to the Recruitment & Selection Policy between Air India and Jet Airways. Hence, the Null hypothesis that there exists no significant difference in the employee's satisfaction with regard to the Recruitment & Selection Policy stands rejected and the Alternate hypothesis is accepted.

Table 1.7: Showing the mean value, standard deviation, standard error of Training & Development Policy of Air India and Jet Airways.

Group Statistics

<i>Training & Development Policy</i>				
Company	N	Mean	Std. Deviation	Std. Error
Air India	62	3.350	.8154	.1035
Jet Airways	43	3.802	.7124	.1086
Total	105	3.535	.8029	.0783

Source: Compiled by the author through SPSS

The above table 1.7 shows the mean value and standard deviation obtained by Air India and Jet Airways on the dimension Training & Development Policy. It's found that the Jet Airways has the largest mean value of 3.802 on 5 point scale and standard deviation of 0.7124 as compared to the mean value of 3.350 and Standard Deviation of 0.8154 in Air India. This shows that the employee's satisfaction from the Training & Development Policy is higher in Jet Airways as compared to Air India.

Table 1.8: Showing the F value and Significance value of Training & Development Policy between Air India and Jet Airways

Independent Samples Test					
<i>Training & Development Policy</i>					
	Levene's Test for Equality of Variances				
	F	Sig.	t	df	Sig. (2-tailed)
Equal variances assumed	5.681	.019	-2.935	103	.004
Equal variances not assumed			-3.008	97.543	.003

Source: Compiled by the author through SPSS

Table 1.8 shows the results of Independent Sample t-test used to access the difference in the employee's satisfaction with regard to the Training & Development Policy between Air India and Jet Airways. The t value is -2.935 and Sig. value (P) is 0.004 which is less than 0.05 (95% Confidence Interval). This indicates that there exists difference in the employee's satisfaction with regard to the Training & Development Policy between Air India and Jet Airways. Hence, the Null hypothesis that there exists no significant difference in the employee's satisfaction with regard to the Training & Development Policy stands rejected and the Alternate hypothesis is accepted.

Table 1.9: Showing the mean value, standard deviation, standard error of Promotion & Transfer Policy of Air India and Jet Airways.

Group Statistics				
<i>Promotion & Transfer Policy</i>				
Company	N	Mean	Std. Deviation	Std. Error
Air India	62	3.088	.8224	.1044
Jet Airways	43	3.686	.6881	.1049
Total	105	3.333	.8216	.0801

Source: Compiled by the author through SPSS

The above table 1.9 shows the mean value and standard deviation obtained by Air India and Jet Airways on the dimension Promotion & Transfer Policy. It's found that the Jet Airways has the largest mean value

of 3.686 on 5 point scale and standard deviation of 0.6881 as compared to the mean value of 3.088 and Standard Deviation of 0.8224 in Air India. This shows that the employee's satisfaction from the Promotion & Transfer Policy is higher in Jet Airways as compared to Air India.

Table 1.10: Showing the F value and Significance value of Promotion & Transfer Policy between Air India and Jet Airways

Independent Samples Test					
<i>Promotion & Transfer Policy</i>					
	Levene's Test for Equality of Variances				
	F	Sig.	t	Df	Sig. (2-tailed)
Equal variances assumed	8.489	.004	-3.906	103	.000
Equal variances not assumed			-4.034	99.324	.000

Source: Compiled by the author through SPSS

Table 1.10 shows the results of Independent Sample t-test used to access the difference in the employee's satisfaction with regard to the Promotion & Transfer Policy between Air India and Jet Airways. The t value is -3.906 and Sig. value (P) is 0.000 which is less than 0.05 (95% Confidence Interval). This indicates that there exists difference in the employee's satisfaction with regard to the Promotion & Transfer Policy between Air India and Jet Airways. Hence, the Null hypothesis that there exists no significant difference in the employee's satisfaction with regard to the Promotion & Transfer Policy stands rejected and the Alternate hypothesis is accepted.

Table 1.11: Showing the mean value, standard deviation, standard error of Performance Appraisal of Air India and Jet Airways.

Group Statistics				
<i>Performance Appraisal</i>				
Company	N	Mean	Std. Deviation	Std. Error
Air India	62	3.600	.6946	.0882
Jet Airways	43	3.953	.5489	.0837
Total	105	3.745	.6596	.0643

Source: Compiled by the author through SPSS

The above table 1.11 shows the mean value and standard deviation obtained by Air India and Jet Airways on the dimension Performance Appraisal. It's found that the Jet Airways has the largest mean value of 3.953 on 5 point scale and standard deviation of 0.5489 as compared to the mean value of 3.600 and Standard Deviation of 0.6946 in Air India. This shows that the employee's satisfaction from the Performance Appraisal is higher in Jet Airways as compared to Air India.

Table 1.12: Showing the F value and Significance value of Performance Appraisal between Air India and Jet Airways

Independent Samples Test					
<i>Performance Appraisal</i>					
	Levene's Test for Equality of Variances				
	F	Sig.	t	Df	Sig. (2-tailed)
Equal variances assumed	6.045	.016	-2.780	103	.006
Equal variances not assumed			-2.900	101.171	.005

Source: Compiled by the author through SPSS

Table 1.12 shows the results of Independent Sample t-test used to access the difference in the employee's satisfaction with regard to the Performance Appraisal between Air India and Jet Airways. The t value is -2.780 and Sig. value (P) is 0.006 which is less than 0.05 (95% Confidence Interval). This indicates that there exists difference in the employee's satisfaction with regard to the Performance Appraisal between Air India and Jet Airways. Hence, the Null hypothesis that there exists no significant difference in the employee's satisfaction with regard to the Performance Appraisal stands rejected and the Alternate hypothesis is accepted.

Table 1.13: Showing the mean value, standard deviation, standard error of Employees Participation of Air India and Jet Airways.

Group Statistics				
<i>Employees Participation</i>				
Company	N	Mean	Std. Deviation	Std. Error
Air India	62	3.649	.8179	.1038

Jet Airways	43	4.058	.3733	.0569
Total	105	3.816	.6996	.0682

Source: Compiled by the author through SPSS

The above table 1.13 shows the mean value and standard deviation obtained by Air India and Jet Airways on the dimension Employees Participation. It's found that the Jet Airways has the largest mean value of 4.0581 on 5 point scale and standard deviation of 0.3733 as compared to the mean value of 3.649 and Standard Deviation of 0.8179 in Air India. This shows that the employee's satisfaction from the Employees Participation is higher in Jet Airways as compared to Air India.

Table 1.14: Showing the F value and Significance value of Employees Participation between Air India and Jet Airways

Independent Samples Test					
<i>Employees Participation</i>					
	Levene's Test for Equality of Variances				
	F	Sig.	t	Df	Sig. (2-tailed)
Equal variances assumed	18.721	.000	-3.062	103	.003
Equal variances not assumed			-3.452	91.204	.001

Source: Compiled by the author through SPSS

Table 1.14 shows the results of Independent Sample t-test used to access the difference in the employee's satisfaction with regard to the Employees Participation between Air India and Jet Airways. The t value is -3.062 and Sig. value (P) is 0.003 which is less than 0.05 (95% Confidence Interval). This indicates that there exists difference in the employee's satisfaction with regard to the Employees Participation between Air India and Jet Airways. Hence, the Null hypothesis that there exists no significant difference in the employee's satisfaction with regard to the Employees Participation stands rejected and the Alternate hypothesis is accepted.

Findings of the Study:

The perception of the employees is different regarding the Human Resource Planning, Recruitment and Selection, Training and Development, Promotion and Transfer, Performance Appraisal and Employees

Participation between Air India and Jet Airways. This means that there is significant variation exists in the perception of employee's regarding Human Resource Planning, Recruitment and Selection, Training and Development, Promotion and Transfer, Performance Appraisal and Employees Participation between Air India and Jet Airways.

Suggestions:

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.

Limitation of the Study:

During the study a number of limitations and constraints were faced and it's necessary to point out them at the very outset. It was difficult to collect data from all the Indian airlines companies, therefore; only Air India and Jet Airways were selected for the purpose of the study as they were comparatively easy for the researcher to approach. It was difficult to cover all regions of the country, on account of restraint of time

and finance, therefore, only Delhi Region was considered for the study. The success of a survey based research depends on the cooperation of the respondents. Most of the respondents were unwilling in expressing their opinion freely and showing lack of interest in rendering responses. The senior personnel managers were very busy despite of prior appointments. In certain cases, adequate information was not provided. In spite of all the above limitation, every possible effort was made by the researcher to make the study accurate and purposeful.

Conclusion:

The main objective of the study stood at empirically examining the employee's satisfaction from the HRM practices in the airlines industry in India. T-test has been applied by the researcher for finding the significant differences in the employee's satisfaction regarding the HRM practices in Air India and Jet Airways. It's observed that there are significant differences in the employee's satisfaction regarding Human Resource Planning, Recruitment and Selection, Training and Development, Promotion and Transfer, Performance Appraisal and Employees Participation between Air India and Jet Airways.

Sound and rational human resource management practices are essential for the success of any of the organization. There has to be fair and consistent implementation of HRM policies. In order to keep up with the changes in the global environment, professional systems need to be followed and adapted to the organizations. Human resource management departments should have sufficient authority in order to ensure that HRM policies will be implemented without discrimination, ethically, fairly and objectively. Satisfied employees will be highly committed, and will be very cautious to talk negatively about their organization or think of leaving it, and finally will exhibit higher performance and they inclined to work beyond the job description. As a result employers and employees will also become desirable employees just as family members, and this will add to the competitive advantages to the organization and will strengthen its market positioning and image. Ineffective and unfair practices and incidents occurring in such human resource practices as selection, promotion, training, career development opportunities, performance appraisal and employees participation are expected to reduce the level of job satisfaction, organizational commitment, and performance. Adversely, fair and effective HRM practices are expected to improve the level of job satisfaction, organizational commitment and performance of the employees.

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