

DECLARATION BY THE STUDENT

I, DEEPTI DUBEY, declare that the thesis is entitled “Impact of Employee Engagement and Work-Life Balance on Job Satisfaction in Aviation Industry” is my own conduct under supervision of Dr. Geeta Rana, at Himalayan School of Management Studies, Swami Rama Himalayan University, 31st August, 2018 approved by D.R.C.

I further declare that to best of my knowledge the thesis does not contain any part of any work which has been submitted for the award of any degree either in this University or in any other University/Deemed University without proper citation.

Beside this:

I have successfully completed the Course work of one semester as per UGC-Regulation 2016 norms.

I have also given a pre-Ph.D. presentation and successfully incorporated the changes suggested on the basis of feedback and comment received.

I have also published one paper in a journal from research work of the thesis and presented two papers in Conference/Seminar and has produced an evidence of the same in the form of acceptance letter/or the reprint.

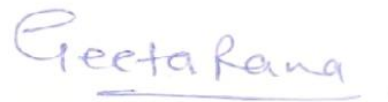
Deepiti Dubey

DEEPTI DUBEY

CERTIFICATE

This is to certify that Deepti Dubey of Himalayan School of Management Studies of this University has fulfilled the requirements prescribed for the Ph.D. degree of the Swami Rama Himalayan University, Dehradun. The thesis entitled, “Impact of Employee Engagement and Work-Life Balance on Job Satisfaction in Aviation Industry” was carried out under my direct supervision. No part of the thesis was submitted for the award of any degree or diploma prior to this date.

*Clearance was obtained from the University Ethics Committee/ University Animal Ethics for carrying out the



Dr. Geeta Rana

Swami Rama Himalayan University

CERTIFICATE OF PLAGARISM

It is certified that Ph.D./M.Phil. thesis entitled Impact of Employee Engagement and Work-Life Balance on Job Satisfaction in Aviation Industry by Deepti Dubey has been examined by us. We undertake and declare that:

- a. This thesis has significant new work/knowledge as compared to already published or are under consideration to be published elsewhere. No sentence, equation, diagram, table, paragraph or section has been copied verbatim from previous work unless it is placed under quotation marks and duly referenced.
- b. The work presented is original and own work of the author (i.e. there is no plagiarism), no ideas, process, results or words of other have been presented as Author's own work.
- c. There is no fabrication of data or results which have been compiled/analysed.
- d. There has been no falsification of data or results which have been compiled/analysed.
- e. The thesis has been checked using TURNITIN/software as suggested by UGC (copy of original report attached).

Deepti Dubey

Deepti Dubey

Geeta Rana

Dr. Geeta Rana

Impact of Employee Engagement and Work-Life Balance on Job Satisfaction in Aviation Industry

by Deepti Dubey

Submission date: 20-Mar-2024 02:56PM (UTC+0530)

Submission ID: 2325632233

File name: Deepti_thesis.pdf (8.91M)

Word count: 41744

Character count: 226853

SD
20/3/24

Deepti Dubey
20/3/24

Pr
21.3.24

Director Research
Research and Development Cell
Swami Rama Himalayan University
Swam. Ram Nagar, Jolly Grant
Dehradun-248016, Uttarakhand, India

**IMPACT OF EMPLOYEE ENGAGEMENT AND
WORK-LIFE BALANCE ON JOB
SATISFACTION IN AVIATION INDUSTRY**



**Thesis Submitted In Partial Fulfilment of the Award
Of Degree of Doctoral of Philosophy
In Management Studies**

**SUBMITTED BY
DEEPTI DUBEY**

**SUPERVISOR
DR.GEETA RANA**

**Swami Rama Himalayan University
Swami Ram Nagar, Jolly Grant, Dehradun**

2023

1

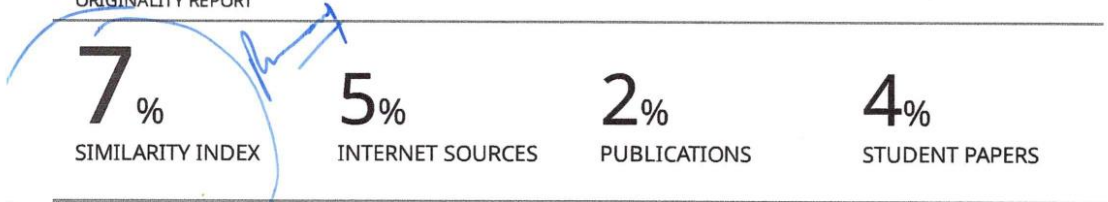
Deep
20/3/24

Deepthi Dubey
20/3/24

Geeta Rana
20/3/24
**Director Research
Research and Development Cell
Swami Rama Himalayan University
Swam. Ram Nagar, Jolly Grant
Dehradun-248015, Uttarakhand, India**

Impact of Employee Engagement and Work-Life Balance on Job Satisfaction in Aviation Industry

ORIGINALITY REPORT



PRIMARY SOURCES

1	managementjournal.info Internet Source	1%
2	Submitted to Uttar Pradesh Technical University Student Paper	1%
3	www.webology.org Internet Source	1%
4	www.coursehero.com Internet Source	<1%
5	Submitted to Management Development Institute Student Paper	<1%
6	emc-review.com Internet Source	<1%
7	www.ncbi.nlm.nih.gov Internet Source	<1%
8	Submitted to Higher Education Commission Pakistan Student Paper	<1%

RP
20/3/24

Deepthi Debey
20/3/24

[Signature]
Director Research
Research and Development Cell
Swami Rama Himalayan University
Swam. Ram Nagar, Jolly Grant
Dehradun-248015, Uttarakhand, India

9	uir.unisa.ac.za Internet Source	<1 %
10	Submitted to Rajagiri College of Social Sciences, Kochi Student Paper	<1 %
11	pezzottaitejournals.net Internet Source	<1 %
12	Submitted to Indian Institute of Management, Bangalore Student Paper	<1 %
13	digitalcommons.unl.edu Internet Source	<1 %
14	Jennifer L. Schultz, Jeanne L. Higbee. "An Exploration Of Theoretical Foundations For Working Mothers Formal Workplace Social Networks", Journal of Business & Economics Research (JBER), 2010 Publication	<1 %
15	ijcrar.com Internet Source	<1 %
16	www.journalppw.com Internet Source	<1 %
17	www.researchgate.net Internet Source	<1 %
18	Submitted to University of Hull Student Paper	<1 %

SP
20/3/24

DeepTi Debey
20/3/24

[Signature]
Director Research
Research and Development Cell
Swami Rama Himalayan University
Swami Ram Nagar, Jolly Grant
Dehradun-248016, Uttarakhand, India

19	eprints.covenantuniversity.edu.ng Internet Source	<1 %
20	www.sweducarebd.com Internet Source	<1 %
21	Al James. "Work-Life Advantage", Wiley, 2017 Publication	<1 %
22	Submitted to Regenesys Business School Student Paper	<1 %
23	Submitted to University of Wales central institutions Student Paper	<1 %
24	www.tdx.cat Internet Source	<1 %
25	euacademic.org Internet Source	<1 %
26	Submitted to Universiti Malaysia Perlis Student Paper	<1 %
27	citeseerx.ist.psu.edu Internet Source	<1 %
28	Submitted to Botswana Accountancy College Student Paper	<1 %
29	Submitted to Indian Institute of Technology, Madras Student Paper	<1 %

DD
20/3/24

Deepthi Dubey
20/3/24

[Signature]
Director Research
Research and Development Cell
Swami Rama Himalayan University
Swami Ram Nagar, Jolly Grant
Dehradun-248015, Uttarakhand, India

30	revistas.ucc.edu.co Internet Source	<1 %
31	"Work-Life Interface", Springer Science and Business Media LLC, 2021 Publication	<1 %
32	Submitted to York University Student Paper	<1 %
33	Submitted to University of Leeds Student Paper	<1 %
34	Submitted to University of Sunderland Student Paper	<1 %
35	vital.seals.ac.za:8080 Internet Source	<1 %
36	www.scribd.com Internet Source	<1 %
37	M. Brad Shuck, Tonette S. Rocco, Carlos A. Albornoz. "Exploring employee engagement from the employee perspective: implications for HRD", Journal of European Industrial Training, 2011 Publication	<1 %
38	Submitted to University of Wales, Lampeter Student Paper	<1 %
39	repository.unam.edu.na Internet Source	<1 %

DD
20/3/24

Deepthi Dubey
20/3/24

[Signature]
Director Research
Research and Development Cell
Swami Rama Himalayan University
Swam: Ram Nagar, Jolly Grant
Dehradun-248016, Uttarakhand, India

40	researchspace.ukzn.ac.za Internet Source	<1 %
41	www.inderscience.com Internet Source	<1 %
42	Submitted to Abu Dhabi International School Student Paper	<1 %
43	Submitted to Kuala Lumpur Infrastructure University College Student Paper	<1 %
44	Submitted to NALSAR University of Law Hyderabad Student Paper	<1 %
45	Submitted to Open University Malaysia Student Paper	<1 %
46	es.scribd.com Internet Source	<1 %
47	journals.smsvaranasi.com Internet Source	<1 %
48	pdffox.com Internet Source	<1 %
49	rguir.inflibnet.ac.in:8080 Internet Source	<1 %
50	www.emeraldinsight.com Internet Source	<1 %

SDP
20/3/24

Deepthi Dubey
20/3/24

[Signature]
Director Research
Research and Development Cell
Swami Rama Himalayan University
Swami Ram Nagar, Jolly Grant
Dehradun-248016, Uttarakhand, India

51	dokumen.pub Internet Source	<1 %
52	etd.uum.edu.my Internet Source	<1 %
53	repository.up.ac.za Internet Source	<1 %
54	سمير "High-Performance Work Practices, Creative Performance and Talent Retention in travel agents: The Mediation of Job Embeddedness", المجلة العلمية لكلية السياحة و الفنادق جامعة الإسكندرية, 2019 Publication	<1 %
55	Submitted to Cyberjaya University College of Medical Sciences Student Paper	<1 %
56	Submitted to UNIVERSITY OF LUSAKA Student Paper	<1 %
57	Submitted to University of Greenwich Student Paper	<1 %
58	mnmk.ro Internet Source	<1 %
59	Marcello Russo, Anat Shteigman, Abraham Carmeli. "Workplace and family support and work-life balance: Implications for individual psychological availability and energy at work", The Journal of Positive Psychology, 2015	<1 %

DR
20/3/24


Deepthi Dubey
20/3/24

Deepthi Dubey
Director, Research
Research and Development Cell
Swami Rama Himalayan University
Swami Rama Nagar, Jolly Grant
Dehradun-249016, Uttarakhand, India

Publication

60	Submitted to Universiti Pertahanan Nasional Malaysia Student Paper	<1 %
61	Xavier Bronlet, Jessica Basile, Roberta Basile, Nicola Ferla. "Employee value proposition: Which factors matter? A Swiss case study on motivational factors", Problems and Perspectives in Management, 2024 Publication	<1 %
62	etd.fcla.edu Internet Source	<1 %
63	repository.ju.edu.et Internet Source	<1 %

Exclude quotes On Exclude matches < 14 words
Exclude bibliography On


20/3/24

Deepali Dubey
20/3/24


21-3-24
Director, Research
Research and Development Cell
Swami Rama Himalayan University
Swami Ram Nagar, Jolly Grant
Dehradun-248016, Uttarakhand, India

CERTIFICATE OF VICE-VOCE OF Ph.D
STUDENT

**“IMPACT OF EMPLOYEE ENGAGEMENT
AND WORK-LIFE BALANCE ON JOB SATISFACTION
IN AVIATION INDUSTRY”**

Submitted by
DEEPTI DUBEY

For the degree of
Doctor of Philosophy in faculty of
Himalayan School of Management Studies
Is evaluated and approved by

SUPERVISOR

EXAMINER

UNDERTAKING FOR SUBMISSION OF PH.D. THESIS

I solemnly declare that research work presented in the thesis titled “Impact of Employee Engagement and Work-Life Balance on Job Satisfaction in Aviation Industry” is solely my research work with no significant contribution from any other person. Small contribution/help wherever taken has been duly acknowledged and that complete thesis has been written by me.

I understand the zero tolerance policy of SWAMI RAMA HIMALAYAN UNIVERSITY (SRHU) towards plagiarism. Therefore I as an Author of the above titled thesis declared that no portion of my thesis has been plagiarized and any material used as reference is properly referred/ cited.

I undertake that material of the thesis submitted in hard bound and soft copy are same and no alteration has been done. If found guilty in future university may take any action against me.

I understand that if I am found guilty of any formal plagiarism in the above titled thesis even after of Ph.D. degree the university reserves the rights to withdraw / revoke my Ph.D. degree.

Deepti Dubey

Name: Deepti Dubey

Roll No. DD20185070004

Address: Athoorwala, Dehradun

ACKNOWLEDGEMENTS

Firstly, a very thanks to the staff at Himalayan University, especially my supervisor Dr. Geeta Rana (Associate Professor), for consenting to supervise my thesis with her ongoing direction, support and knowledge. I also want to thank her for her enlightening remarks and advice with regards to some aspects of the data analysis.

Secondly, I'd want to express my gratitude to the aviation industry employees who took part in the study; without their time and contributions, this research would not have been feasible. A warm thank you as well to the organization's managers who gave their blessing and support throughout the study. I hope that the case organization's employees benefit from this study in terms of their health.

At last, I want to express my gratitude to my parents for their unending love, support, and care during this difficult journey, as well as to my husband, sisters, and brother.

LIST OF FIGURES		
Figure No.	Description	Page No.
Figure No. 1	Open systems model	9
Figure No. 2	The Gallup Q12 Survey Model	10
Figure No. 3	Zinger model of employee engagement	10
Figure No. 4	Hewitt model of employee engagement	11
Figure No. 5	Blessing White's Engagement Model	12
Figure No. 6	IES Survey	13
Figure No. 7	JD-R Theory	14
Figure No. 8	Working Hours model of work-family conflict	20
Figure No. 9	The Career Progression Model	21
Figure No. 10	Emotional Exhaustion Model of Work-family conflict	21
Figure No. 11	The Work Commitment Model	22
Figure No. 12	Conceptual model of the link between JS and well-being	22
Figure No. 13	Framework of the Study	61
Figure No. 14	Market share of various airlines	70
Figure No. 15.1	Gender-wise distribution of respondents	90
Figure No. 15.2	Age-wise distribution of respondents	91
Figure No. 15.3	Qualification-wise distribution of respondents	92
Figure No. 15.4	Experience-wise distribution of respondents	93
Figure No. 15.5	Marital Status-wise distribution of respondents	94
Figure No. 15.6	Designation-wise distribution of respondents	95
Figure No. 16	Graph of Employee Engagement and Job Satisfaction	97
Figure No. 17	Graph of WLB and JS	97
Figure No. 18.1	Histogram of Employee Engagement	99
Figure No. 18.2	Histogram of Work life balance	99
Figure No. 19.1	Normal P-P Plot of Regression Standardized Residual(EE)	100
Figure No. 19.2	Normal P-P Plot of Regression Standardized Residual(WLB)	101
Figure No. 20.1	Q-Q plot of EE	102
Figure No. 20.2	Q-Q plot of JS	102
Figure No. 20.3	Q-Q plot of WLB	103
Figure No. 21	Box Whisker Plot	104
Figure No. 22	Graph of Employee Engagement and Job Satisfaction	105
Figure No. 23	Graph of WLB and JS	106
Figure No. 24	Scatter Plot	117
Figure No. 25	P-P Plot of Regression Standard Residual	117
Figure No. 26	Data File for the Cook's Distance Value	118

LIST OF TABLES		
Table No.	Description	Page No.
Table No.1	Definition of Employee Engagement	7
Table No.2	Definition of Work Life Balance	18
Table No.3	Definition of Job Satisfaction	26
Table No.4	Theories of Job Satisfaction	27
Table No.5	Employee Engagement in Service Industry	37
Table No.6	Work Life Balance in Service Industry	46
Table No.7	Indian Aviation Industry selected for Study	69
Table No.8	Sample Size Required for given Population	71
Table No.9	Demographic Variable frequency table	73
Table No.10	ANOVA Test on Gender Basis	74
Table No.11	ANOVA Test on Age Basis	74
Table No.12	ANOVA Test on Education qualification Basis	75
Table No.13	ANOVA Test on Experience Basis	75
Table No.14	ANOVA Test on Marital Status Basis	76
Table No.15	ANOVA Test on Designation Basis	76
Table No.16	Employee Engagement Rotated Pattern Matrix	84
Table No.17	Work Life Balance Rotated Pattern Matrix	85
Table No.18	Job Satisfaction Rotated Pattern Matrix	86
Table No.19	Reliability Coefficient of the Three Scales	88
Table No.20.1	Respondents distribution: Gender-wise	89
Table No.20.2	Respondents distribution: Age-wise	90
Table No.20.3	Respondents distribution: qualification-wise	91
Table No.20.4	Respondents distribution: experience-wise	92
Table No.20.5	Respondents distribution: Marital Status-wise	93
Table No.20.6	Respondents distribution: designation-wise	94
Table No.21	Descriptive Statistic of the Study of the Variable	95
Table No.22	Pearson Correlation between JS, EE and WLB on an Overall Basis	105
Table No.23	Correlation between EE dimension and Overall JS	106
Table No.24	Pearson's Correlation between the Dimensions of Employee Engagement and Dimensions of Job Satisfaction on an Overall Basis	107
Table No.25	Correlation between WLB and overall JS	109
Table No.26	Pearson's Correlation between the Dimensions of WLB and Dimensions of Job Satisfaction on an Overall Basis	109
Table No.27.1	Linearity between independent variable (EE) and dependent variables (JS)	113
Table No.27.2	Linearity between independent variable(EE) and dependent variables (JS)	113
Table No.28	Coefficient output- Collinearity	114

Table No.29.1	Model Summary: Predictors: JS & Dependent Variable: EE	115
Table No.29.2	Model Summary: Predictors:JS & Dependent Variable: WLB	115
Table No.30	Multiple Stepwise Regression Analysis for the Prediction of Job Satisfaction, with the Independent Variable as Employee Engagement and WLB and Dependent Variable as JS, on an Overall Basis	119
Table No.31	Stepwise Regression Analysis for the Prediction of Dimensions of Job Satisfaction as Dependent Variable, with the Independent Variable as dimensions of Employee Engagement on an overall Basis	122
Table No.32	Stepwise Regression Analysis for the Prediction of Dimensions of JS as Dependent Variable, with the Independent Variable as dimensions of WLB on an overall Basis EE on an overall Basis	126

ABBREVIATION

Abbreviation	Full Form
JS	Job Satisfaction
EE	Employee Engagement
WLB	Work-Life Balance
GDP	Gross Domestic Product
IES	Institute of Employment Studies
JD-R	Job Demands-Resources
SDT	Self Determination Theory
JCT	Job Characteristics Theory
IT	Information Technology
EXIM	Export Import
MNC	Multi-national Company
WPLS	Work Personal Life Strain
PLWS	Personal Life Work Strain
WPLG	Work personal Life Gains
PLWG	Personal Life Work Gains
AAI	Airports Authority of India
PCA	Principal Component Analysis
SPSS	Statistical Package for Social Sciences
ANOVA	Analysis of Variance
SD	Standard Deviation

P-P plot	Percentile- Percentile Plot
Q-Q Plot	Quartile- Quartile Plot
IV	Independent Variable
DV	Dependent Variable