

4.7 EMPIRICAL SUPPORT FOR THE HYPOTHESES

The present research has been proposed to explore the effect employee engagement and WLB on JS in aviation industry. Besides this, the study also identifies the specific dimensions of EE and WLB that are important predictors of JS. The following section has been divided into four parts. In the first and second part, findings pertaining to the relationships of JS with EE and WLB (along with their dimensions) have been discussed. In the third and fourth part, the results of the study concerning the influence of EE and WLB (along with their dimensions) on job satisfaction (and its dimensions) has been discussed.

4.7.1 Relationship between EE and JS

Inference based on data is that there is a strong and favourable association between JS and EE (vigor, dedication, and absorption). According to findings of the study that was conducted by Fletcher et al. (2018), it is possible to increase employee engagement by creating an atmosphere at work in airlines in which feelings of pride and other good emotions are appreciated and promoted in Indian aviation industry. This will lead to an increase in organizational performance, decrease in employee turnover, and improved health for employees, among other benefits. According to (Cascio, 2019), when people are experiencing positive emotions, they have a greater likelihood of thinking in a flexible and open manner. They are also more likely to feel more self-control, to be able to handle better, and to exhibit less defensive behaviour when they are on the job in air transportation. The notion of positive employee involvement really generates increased levels of happiness at work and satisfaction with one's profession.

According to the data presented in Table 18 the dimensions of EE are positively correlated to dimensions of job satisfaction in airlines industry. This means that when someone has an emotional or intellectual connection to their employer, supervisor, co-

workers, or position, they are more likely to go above and beyond the call of duty to perform their duties (Hiltrop, 1999; Govaerts et al. 2011; Pittino et al. 2016). When doing work-related tasks, employees that exhibit high levels of vigor frequently show a willingness and determination to put out effort (Karatepe&Demir, 2013). Regardless of the difficulties encountered, motivated workers are highly motivated to excel at their jobs (Salanova et al. 2005). So, in the aviation sector, having high levels of energy and mental toughness while working (Vigor) results in JS.

Employees that have deep connection to their company are motivated, committed, and highly engaged. As a result, they experience job satisfaction. Employee engagement behaviours like devotion have a clear correlation with organizational profitability and JS (Czarnowsky, 2008). According to research, there is strong and positive correlation between commitment and JS. This means that in the aviation industry, committed employees are enthusiastic and feel sense of purpose from their work, proud of their jobs and feel inspired and challenged by them. In order to succeed and establish a competitive edge in aviation sector, it is essential to maintain a workplace with higher-calibre workers (Rakhra, 2019).

Absorption is defined as people's involvement in, pleasure with, and excitement for work performed by employees. According to Kossivi et al. 2016, very active workers are those that are enthusiastic about their jobs, have a deep sense of loyalty to their companies, and give their work a great deal of energy and focus. The "satisfaction with conditions" is inversely correlated with employee engagement in their employment. This implies that workers who have a heavy workload could not be fully engaged in it. Finally, it was discovered that satisfied workers in the aviation business are fully engaged in their work.

Organizations can influence staff cognition, attitude, and behaviour not only through the distribution of compensation but also through the various ways in which it is distributed, release different signals to employees, and achieve the exchange of resources with employees

(Pichler et al., 2021; Schroth, 2019). Employee Engagement is significantly affected by pay. Money makes people happy, and a certain amount of money makes people in the aviation sector feel more at ease. All of this is connected to employee engagement. The idea is that greater salaries correlate with higher levels of work satisfaction and employee engagement. This might be partially accurate, but it's not always the case. It's simple to think that spending more will result in higher rates of engagement and pleasure. Of course, money cannot buy happiness, but it may purchase a certain level of comfort. Stress, melancholy, illness, and conflict at work are all inevitably caused by financial concerns.

According to Presbitero & Teng-Calleja, 2020), the opportunity for position progression within an organization affects employee's focus on their work and performance in any field. In the aviation business, promotions have a large and favourable impact on employee engagement. According to Anitha (2014), an organization that promotes employee engagement in the workplace through equitable promotion practices and a diverse array of options for progress. Employees in the aviation sector discovered that their employment offers the chance to be promoted easily, which leads to a strong attachment to the company. Therefore, in the aviation industry, advancement results in job satisfaction.

Transformational leaders then bridge the gap between the organization's current issues and its future goals and aspirations by luring commitment, energizing employees, giving work meaning, establishing a standard of excellence, and advocating high ideals (Shahid, 2018; Johari et al., 2012). Employee engagement in the aviation business is significantly impacted by supervision. Employees' trust in their immediate supervisors' competence and competency helps leaders boost work engagement. Employees are obligated to focus on the work at hand rather than worry about the future (Presbitero & Teng-Calleja, 2020).

EE in the aviation business is positively and significantly impacted by rewards and contingent benefits. Rewards and recognition serve to keep employees interested in their

work. The provision of rewards is an essential element of an engaged employee. Rewards and recognitions have tremendous impact on both performance of employees and level of motivation. The provision of benefits to workers can boost their sense of contentment in their jobs. Employee engagement (Titko et al. 2020) is a result of this. The compensation approach is important in motivating and keeping a talented team. It is possible to keep employees satisfied with their organization by rewarding them with prizes, rewards, presents, and other incentives for accomplishing organizational goals.

EE in the aviation business is positively and significantly impacted by operating procedures and nature of the work. The aviation industry keeps an accurate and useful record of its activities and operations. Each position in the sector has a specified duty and function. For all individuals working in the aviation sector, proper discipline is established. Superior makes an effort to keep performance at a constant level throughout all work units. They also aim to make chores or work for employees more efficient.

According to research by Popescu et al. 2019 employee relationships with their co-workers will boost psychological significance and employee engagement at work. Therefore, in the aviation industry, considerable results are shown in terms of employee and co-worker engagement. The camaraderie and sense of belonging that the relationship fosters strengthens psychological significance. A sense of recognition from co-workers fosters compassion and enhances worker security. People who connected with their co-workers and were valued by them experienced psychological significance at work. If workers are aware of concern of co-workers and managers, they are more likely to make themselves available (Bryngelson & Cole, 2021). It is crucial that co-workers have a close relationship.

As companies became more aware of the benefits of communication and how it affected the aviation industry's long-term productivity and growth, communication became more significant. Employee engagement in the aviation business has been found to benefit

through communication. Watson Wyatt Worldwide did a number of studies in 2008, 2009, and 2010 that found that employees who are more involved are more likely to be top performers, have lower turnover rates, and are more helpful and flexible than employees who are less involved. Also, workers who are involved are more likely to feel good about jobs. Rezaei and Beyerlein's (2018) study found that communication made workers more personal advocates by giving them a stronger sense of community and more personal responsibility.

4.7.2. Relationship between WLB and JS

Inference according to results was that JS and WLB defined as WPLS, PLWS, WPLG, and PLWG have meaningful and positive relationship. The results show that when organizations or managers show concern for workers' personal and professional well-being, workers are likely to reciprocate by working harder to further those organizations' objectives (Campo et al. 2021). Accordingly, findings of the study imply that when employers care for personal and professional life of their employees, the employees' perceived good feelings rise, and are more inclined to reciprocate favour by performing on the job (Talukder et al. 2018). The official and unofficial assistance provided by supervisor in these kinds of circumstances strengthens the link between WLB and JS in the aviation industry and further increases employees' opinions of how excellent their jobs are.

Personal life to work strains (PLWS) and job satisfaction in the aviation business are negatively correlated. Personal and professional demands that are incompatible with one another lead to personal life to work tensions (Hsu, 2011; Madeira Aires (2016). Family obligations that interfere with work are significantly impacted by personal life to work stresses, for example, long working hours, shift responsibilities, and substantial work duty (Boyar et al. 2008; EspíritoSanto in 2016). Findings revealed that personal life to work strains have strong negative correlation to Job satisfaction (Hassan et al. 2010).

WPLG has a favourable impact on JS in aviation sector. Employers in aviation sector look for ways to reduce burden, extra time, and travel for business purposes. Employers also reassign last-minute duties, create corporate work schedules, and execute core and professional growth programs. Employees must control the amount of work they do at home, rely less on overtime, travel less for work-related tasks, and learn more work-life balance tactics (Gocheva-Dimitrova, 2019). These actions will increase job satisfaction. According to (Redmond et al. 2006), workers who have access to a flexible work environment are better able to balance their personal and professional commitments.

PLWG are important for job satisfaction in the aviation sector. Job satisfaction is correlated with supportive family supervisor behaviors (Greenhaus et al. 2012; Wang et al. 2018; Heras et al. 2021). When a family member understands and supportive of the workplace, it has a favourable impact on work because of personal life. Employees in the aviation sector also make an effort to lessen work pressure by implementing policies that are effective, such as sufficient mentoring, support, flexible working hours, reducing workload, family tours, organizing family parties, and many other policies that can lessen employees' work-life conflict (Cegarra-Leiva et al. 2012) and positively impact their satisfaction (Allen et al. 2020) in the aviation sector. This effort is made by the employees in the aviation sector.

According to Gomez-Mejia (1992), a compensation scheme is a diversification approach that enhances a company's performance and employee happiness. In the aviation sector, salaries and perks encourage workers to perform better every day. The reason for this is that an employee's motivation to work is to earn a living (Arshadi, 2010). A better quality of life enables employees to reach their full potential, which is why WLB gives employees a sense of fulfilment and positive energy (Zheng et al. 2015; Agosti et al. 2017). Rewards increase respect within the workplace, encouraging employees to put in more effort than they

previously had (Dewi et al. 2018). Thus, in the aviation industry, there is a favourable correlation between pay, perks, and WLB.

In the aviation business, promotion and WLB are significantly correlated. Employees in the aviation sector who experience career advancement, self-improvement, and promotion demonstrate a healthy WLB, which is one of the factors contributing to increased JS. As a result of the improved prestige and income that come along with promotions, employees in the aviation business are better able to combine their personal and professional lives and achieve high levels of societal standing.

In addition to having an effect on an employee's level of WLB, supervisors and co-workers have big impact on how well formal and informal work-life practices are used (Fiksenbaum, 2014; Wee and Ahmed, 2016). According to Purna, Minarsih & Hasiholan (2018), Ferguson et al. (2012), Neto (2017), and others, workplace assistance has been a vital contextual resource that enables employees to achieve goals they value, including a higher work life balance. Support from co-workers and supervisors in the aviation business encourages a higher level of WLB by allowing employees to complete both work-related and non-work-related commitments and duties (Russo et al. 2016). Employees may feel safer and more capable to invest in activities that promote improved WLB in the aviation business with the help of their supervisor and co-workers, according to reports. Hence demonstrating a favourable and significant impact on JS.

The growing level of competition in the aviation sector, development of IT, and demand for prompt and reliable services have required a significant portion of the workers' time, sometimes even after working hours. Therefore, good operating practices improve the calibre of the work in the aviation sector, which results in job satisfaction. Technical work, dealing with passengers, and checking security measures are some job characteristics that put

employees under a lot of stress at work, which can occasionally lead to an imbalanced work-life balance.

The aviation industry has come up with number of programs and policies, such as caring of child care and elder, family vacation, medical reimbursement for family including dependents, flexible work schedules, and so on, in response to the challenges that employees face in maintaining reasonable and effective balance between work and personal life. The aviation business has placed a high value on communication, which is crucial in assessing an employee's commitment and performance. Better comprehension of co-workers and managers as a result of good communication has increased commitment to and sense of responsibility in achieving both organizational and individual goals.

4.7.3 Prediction of JS on the basis of EE

The predicted level of JS based on workplace employee involvement is shown in the table. According to the findings, overall employee involvement has been shown to be reliable indicator of job satisfaction. Engaged employee has a very optimistic outlook on life and is known for their unmatched enthusiasm, drive, and willingness to give their best to their work. The worker is able to deliver extraordinary performances as a result. Those who are involved, open to new ideas, in good bodily and mental health, and who start each new (work) day with a lot of vigor and joy for life are those who search for their true skills. This not only makes the individual happy, but it also inspires their close co-workers and benefits the company.

According to Table 25, vigor is the factor that most accurately predicts job satisfaction. Vital individuals perform better and have more fun. Vital employees, according to research by Diehl & Stoffelsen (2007), not only appear happy, but they also appear to work more efficiently, complain less frequently, recover more quickly, and still have plenty of energy throughout the day.

Vigor, which is a combination of motivation and vigor, seems to provide long-term employment for workers. As well as affecting their motivation and ability to continue working in their current and prospective employment, it also affects their ability to meet the physical and mental demands of a job (Kodden & Hupkes 2019).

According to Shimazu et al. (2012) & Mäkikangasa (2013), an employee's vigor is what gives them sense of commitment to organization, the drive to perform well, and the conviction to finish or handle a task appropriately. Additionally, Hakanen et al. (2006) noted that energetic workers are frequently more imaginative, productive, and eager to put in more effort. People must be physically and mentally healthy in the aviation business, because the work needs passion, in order to accomplish their duties. As the aviation business deals with customers who are quite unexpected, job requirements are very innovative, thus personnel must have strong belief in their ability to complete task. The energy at work in the aviation sector encourages workers to experiment with new methods and find unique solutions to challenges through engaging and difficult assignments. A person can create results in their own way, improve activities outside of work, and obtain the needed results in a competitive work environment, giving them job satisfaction. This encourages people to execute tasks while managing the complicated array of work demands.

Employee engagement is based on what the employee receives in return for completing the assignment. It consists of compensation, rewards, bonuses, and perks. These are common motivators for employees to increase organizational effectiveness and rigorously accomplish responsibilities (Clack, 2020). It helps the staff members comprehend precisely what they are expected to do. Task completion and work duties are also included. More meaningful connections are made between workers, employers, and workgroups as a result, increasing job satisfaction. It increases job satisfaction and offers chances to put skills to use.

Table 26 represents the prediction of JS on the basis of WLB at workplace. The results reveal that overall WLB has proved to be significant predictor of JS. Table 26 reveals that job satisfaction have been predicted by WPLG (work life personal gain) personal life work gain) with the joint effect of PLWG (personal life work gain).

When management provides incentives, employees are more likely to feel bound to company and to put in greater effort to ensure the success of the business. (Eisenberger et al. 2001; Vayre, 2019). Employees often give back to organizations or managers who care about their personal and professional well-being by contributing to goals through greater performance (Campo et al. 2021). When employers show concern for their workers' ability to maintain healthy balance between personal and professional life, workers' perceptions of their own well-being improve, which in turn boosts their level of job satisfaction; in turn, these workers are more likely to be productive at work. (Talukder et al. 2018).

Work-life conflict for employees can be reduced (Cegarra-Leiva et al. 2012), which in turn increases JS (Allen et al. 2020) and improves performance (Hughes & Bozionelos, 2007). The aviation industry can benefit from appropriate mentoring, support, flexible working hours, a reduction in workload, and many other policies that reduce work-life conflict for employees.

According to Noah & Steve (2012), workers in the aviation sector are dedicated to their work and find it gratifying and pleasurable. According to Abdulrahman et al. (2020), the aviation sector has given its employees enough time to accomplish both their family and professional obligations. Employees are able to juggle personal and professional duties when workplace allows for more flexibility. (Redmond et al. 2006). Because it affects employee productivity and performance, WLB is an issue for firms that ignore it (Naithani, 2010). According to Roberts (2008), workers who are able to strike healthy balance between their professional and personal lives are more likely to appreciate the companies for which they

work. As an act of gratitude, they provided the organization with their very best work, which ultimately led to increased productivity (Ryan & Kossek, 2008). (French et al. 2020) employees who strike good coordination between their professional and personal lives are more likely to be successful in their jobs.

The airline industry has undergone significant changes as a result of privatization, including cost savings, work design optimization, digitization, and flexibility, all of which have been reflected in EE, WLB, and JS. It was suggested to leaders that key objectives in staff management should include diversity, inclusiveness, empowerment, rewards, and recognition. Positive behaviours were noted, such as professional development, training, acknowledgment, and a dedication to diversity and inclusion. Good leadership has been identified as essential to employee engagement, with a focus on interpersonal connections and articulating the organization's mission. Strong relationships between leaders and employees, as well as promotion of diversity and inclusion, work design, digitization, automation, and flexibility, have demonstrated this. Increased employment, cost savings, modern equipment, better infrastructure, and higher-quality air travel are just a few advantages of airline privatization.

Success and satisfaction at work are correlated with satisfaction and success in home life. Employees who are happy with professional and personal accomplishments are more likely to reach the organizational goal. (Dusin et al., 2019).