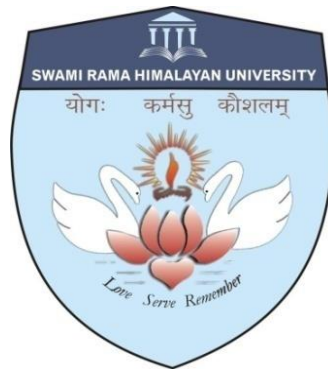


IMPACT OF EMPLOYEE ENGAGEMENT AND WORK-LIFE BALANCE ON JOB SATISFACTION IN AVIATION INDUSTRY



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Summary

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

Job satisfaction among employee is one of the greatest assets for aviation industry in today's competitive world. Job satisfaction in aviation industry arises when a company can provide benefits to employees that exceed their expectation and it is considered as value added. Satisfaction among employee is the key element in any airline industry. If only job satisfaction is grown then only the customer satisfaction can be maintained. The airline industry must ensure proper work environment as people spend much of their lives at work and job satisfaction significantly contributes to their well-being. It leads to higher employee commitment, productivity and loyalty, which in turn contributes to superior organisational performance. In Service companies such as airlines, employees play important role in organization performance. Airline companies try to render best service for this increases loyalty among customer through gain market share, higher profit earning, and finally satisfied customer.

The employee plays a vital part in carrying out the mission and vision of organisation. To ensure and monitor the volume and calibre of their work, performance of employees must meet the standards set by the aviation industry. Employees in airlines industry deserve a workplace that give them the freedom to work however they see fit and is free of any hindrance that would limit their ability and perform to their abilities in order to meet organisational objectives as airlines industry has more of public dealing and every people has their own temperament and dealing with them needs different ways and patience. Decision-makers must endeavour to develop and sustain an effective corporate social responsibility

agenda in order to improve performance in aviation industry. This will promote employee engagement in their work and result in better performance outcomes. Job satisfaction (JS) among employees affects the productivity in aviation industry. While unsatisfied workers show low commitment and a desire to leave the company, which also affects organisational efficiency, satisfied workers produce soaring gains and also escort to greater invention and inventiveness of products.

High proportion of job satisfaction has important impact in the success of aviation industry because they inspire employees to work harder therefore feel more committed and engaged with organisation. Along with maintaining a healthy work-life balance fostering employee engagement is a significant additional challenging variable for airlines industry. This will create job satisfaction and make up a highly effective workforce in competitive aviation industry.

Research has not been carried out to study the relationship of employee engagement, work life balance and job satisfaction in aviation industry. To cover up the gap there is a need to study the impact of employee engagement, work life balance and job satisfaction. This research work tries to establish the impact of employee engagement, work life balance and job satisfaction among aviation industry. A philosophical gap has been delineated with an attempt to render the gap, that organizations must initiate an employee engagement program and maintain a quality of work life to achieve job satisfaction where the aviation industry can achieve high organizational effectiveness with a notion of flourishing, virtuous life, and attainment of goals with job satisfaction.

The major objective of the study is to explore the effect of employee engagement and work life balance on the job satisfaction in aviation industry, with one dependent variable as job satisfaction and two independent variables as employee engagement and work life balance. The study has been conducted on 739 employees in aviation industry. It will include

staff at all the level including managerial and non-managerial. This will include both Airline Industry and AAI (Airports Authority of India), CISF. Airlines Industry will include Indigo, Air India, Go Air, Spice Jet, Vistara etc. The participants were chosen as purposive convenient sampling. The major part of the study is pertinent to Pearson's Product Moment Method and Stepwise Multiple Regression Analysis. To examine the nature of score distribution the descriptive analysis will also be worked out. To brief, the analysis will be conducted using SPSS 22.0 version for Principal Component Analysis (PCA), Pearson Correlation, Scatter plot and Stepwise Regression Analysis.

The result has shown that both the independent variables employee engagement and work life balance have a significant positive impact on job satisfaction in aviation industry. To maintain balance between employees work life and personal life industry must focus on a more comprehensive approach, which results in achieving job satisfaction through which performance will be increased and employee will feel belongingness toward the airlines industry. When employees perform well, more often than not, the aviation industry will be more successful. Happy employees look for opportunities to streamline operations, assist their peers, and report challenges in a timely manner, saving the company's much needed revenues in aviation industry. Leaders should consider implementing policies, procedures, and activities to greatly enhance employees' perception of their workspaces. The findings have supported the nascent viewpoint that employee engagement and work life balance energizes employees to work effectively resulting in job satisfaction in aviation industry. It demonstrated the need for associates to be engaged and satisfied with their employment in order to ensure higher levels of productivity. Promoting awareness of the challenges affecting distribution productivity improves operational efficiencies across the aviation industry, resulting in increased employee engagement and work life balance which will lead to job

satisfaction, productivity, and profitability in airlines industry. When leaders invest in their workers, the associates may develop a high sense of worth and belonging.

The implication of the study is for the employees, aviation industry, academicians for knowing how to achieve the job satisfaction and reason affecting it. The conclusion through the research study is that employee engagement and work life balance leads to job satisfaction in aviation industry. Better performance and profitability will come by improving satisfaction level of employee. Through this research aviation industry will understand the importance of balance work and personal life and how it affects their performance and the ways to be content with their job. The intent of this study was to provide knowledge about the stability of engagement to advance the literature and practice of employee engagement. The current findings fill a void in the literature concerning the stability of engagement as a construct. The study serves as a theoretical base for a multitude of future research considerations, and provides valuable information to employers in aviation industry regarding the impetus behind engagement interventions. Well-developed workers enhance profitability due to their higher levels of productivity and generally positive outlook.

The significance of this study is to provide valuable information towards deeper understanding of employee engagement, work life balance and job satisfaction in aviation industry. The study shows that how employee engagement, work life balance has its effect on employee's performance and job satisfaction. Worthy information of this study would be provided to academic community, practitioners who will bring transformational change in organization in larger perspective. Broad vision on these variables able managers to attract and retain employees.

The limitation of the study is that bigger sample would have been more appropriate for research of this type and the study can also be extended while selecting larger

multicultural samples for the, better understanding and measurement of cognitive processes across organizational cultures.

The recommendation made through the studies were that ground personnel and CISF employees' salaries should be increased significantly to serve as a motivating factor. Welfare benefits and extra duty allowances ought to be carefully considered. The benefits ought to be alluring enough to inspire workers in the aviation sector. Welfare packages may take the shape of rent allowances, interest-free corporate bursaries, automobile maintenance reimbursements for Indian aviation industry with personal vehicles, or allowances for night work. In order to encourage employees to maintain a work-life balance, which will result in job satisfaction, benefits like outdoor parties, family outings, kid education, and job rotation should be appealing. The greatest worker award programs ought to acknowledge and honor the efforts of employees of aviation industry. They would be inspired to perform to the best of their abilities at work in order to raise their degree of job satisfaction. It important to note that the aviation sector is delicate. Ensuring the motivation and job satisfaction of employees should be a top priority for all parties involved. An error made in the course of duty by employees who is dissatisfied with their job could throw the world into chaos.