

5.1 Introduction

Present study has attempted to examine relationship of EE and WLB with JS. There are numerous researches which has measured job satisfaction. An initiative has been taken to study employee engagement and WLB as predictors of JS, with a viewpoint to achieve job satisfaction with effective performance of employees in aviation industry. Present study has focused on employees of aviation industry, and has revealed that organizations that prioritize employee engagement often promote a supportive culture that values WLB. People are more likely to be involved and happy with their jobs if they feel supported in balancing their personal and professional lives. The findings has indicated that experiencing EE (vigor, dedication, absorption) and WLB(WPLS, PLWS, WPLG, PLWG) play a significant role in determining and enhancing dimensions of JS.

EE and WLB in the workplace help employees increase their productivity and foster a good work environment where tasks are successfully completed and conflicts are resolved is an important factor in job satisfaction. Employees place high value on personal growth at work and prefer to refer it as fun and socially beneficial job that helps them achieve their personal and professional goals more effectively. These serve as a crucial component of success and aid employees in developing the skills needed to be creative. Higher levels of job satisfaction are brought about by dimension of EE which fosters sense of connection and commitment in one's work. As they find meaning and purpose in their job, engaged individuals are more likely to be motivated, effective and satisfied with their roles.

Current study has also launched a thorough analysis of WLB, which is important in determining JS. Employees report lower stress levels and greater general well-being when they are able to strike healthy balance between their personal and professional life. This equilibrium enables people to accomplish their obligations outside of the workplace, such as spending time with family, engaging in hobbies, and looking after their physical and

emotional well-being. Employees have greater job satisfaction as a result because they feel supported and have access to meaningful personal lives.

According to the current research, employee engagement creates a strong sense of attachment with the company and acknowledges each employee's personal accountability for the results in a culture that encourages WLB. Employee engagement and JS are more likely when they feel supported in balancing their personal and professional lives.

A key element that directly affects job satisfaction is WLB. For general wellbeing, finding healthy balance between obligations at work and at home is crucial. Employees enjoy less stress and better mental and physical health when they can efficiently manage their time and energy to take care of personal responsibilities and participate in activities outside of work. In turn, this has a good impact on JS since employees feel empowered and supported to balance their personal lives with their work obligations. WLB also improves concentration and productivity. People return to work with fresh energy and focus when they have time to relax and participate in activities they enjoy. Due to their sense of success and fulfilment at work, employees who are more productive and efficient are more likely to be satisfied with their jobs. The results show that WLB is a key factor in increasing JS.

EE and WLB have been linked in empirical studies to positive organisational outcomes with regard to job satisfaction, but no study has yet been conducted to examine combined effects of these two factors on JS in the aviation industry.

Based on the creation of hypotheses 1 and 2, a correlation and prediction of dimensions of JS with EE (vigor, dedication, absorption) and work-life balance (WPLS, PLWS, WPLG, and PLWG). This suggests that WLB and EE helps to foster a supportive culture that appreciates it. They build rules and procedures that help employees in handling their duties outside the workplace efficiently because they understand how important employees' personal lives are. Employee engagement and job satisfaction are further

increased by this encouraging environment and workers come to view themselves as a valuable resource of the company.

The proposed model also reflects the firm belief that employee engagement (vigor, dedication, and absorption) fosters motivation for productive performance as well as a strong desire to stay involved with organisation, which in turn fosters JS. On the other hand, model also showed that work-life balance (WPLS, PLWS, WPLG and PLWG) at the workplace contributed to continued innovation, efficiency, growth, reduced stress levels, greater understanding and knowledge, all of which improved job satisfaction.

From the current study, it can be inferred that WLB and employee engagement result in JS. The degree of employee happiness can be raised, which will lead to improved performance and profitability. Through this research, the aviation sector has gained insight into the significance of striking a balance between work and home life, how it influences employees' performance, and how to find job satisfaction. Employees who are motivated and feel like they have room for progress is more likely to be engaged at work and satisfied with their jobs. Positive work-life balance also helps employees achieve their personal obligations while lowering stresses levels and enhancing wellbeing. These variables are linked because companies that emphasise employee engagement frequently foster a welcoming atmosphere that respects work-life balance. Organisations can establish a pleasant work environment where people can thrive by encouraging employee engagement and promoting WLB. This leads to higher levels of JS, increased productivity, and overall success of both the employees and the organisation.

In order to preserve the standard of working life for organizational members, employees in the service sector, particularly in the aviation industry, must be adaptable and satisfy performance standards on both a qualitative and quantitative level. Therefore, it can be

said that this study will undoubtedly give employees a chance to remain engaged in their work and maintain a WLB, which can increase overall JS.

5.2 Managerial and Theoretical Implications

The study's findings have significant implications for managers' optimization in a nascent section of the management discourse where they have been seen as individuals:

Future employees place a high value on both WLB and EE. In truth, many workers in several organizations who place little value to work-life balance and employee engagement experience an unbalanced work environment. Because of this, implementing work-life balance and encouraging employee participation not only improves job satisfaction but also highlights the need of qualified candidates. The ramifications of change, innovation, globalization, and corporate social responsibility are crucial for employees, and this study offers a unique perspective into those implications. Organizations are able to include diversity and innovation, encourage rational risk-taking, boost employee ideas' visibility, and offer assistance to a wide range of stakeholders thanks to these practices. Additionally, it may be argued that EE and WLB in the workplace improves employee JS by focusing on improving the job and providing opportunities for challenge and self-actualization. Employee engagement increases the likelihood that they will help and support one another, fostering a positive and cooperative work environment. As people experience a sense of belonging and camaraderie, this advantageous social dynamic can further increase JS.

EE and WLB, it can be argued, allow workers to evaluate their own strengths and weaknesses, set and work towards professional and personal goals, strike a balance between work and personal life, and take part in new learning that promotes personal and professional development and JS. Although employees are happy with their pay and benefits, money is a powerful incentive, thus top aviation sector leaders should think about increasing employee

pay and benefits in order to increase job satisfaction. Additionally, the top management in the aviation sector encourages staff to accept jobs both alone and in teams so they can work more thoroughly and with greater job satisfaction. In terms of managers' perceptions of fairness, the study offers a special perspective. Fair resource distribution among employees results in the highest level of JS, which promotes a positive work ethic.

The results showed significant relationship between family to work enrichment and the quality of life among aviation industry employees as well as between work to family conflict and part-time study employees' quality of life which give strong theoretical implications for researchers and academicians. The Spillover theory (Staines, 1980) is used by the researcher to support this study. According to this notion, involvement in one domain has an impact on involvement in the other. People struggle to coordinate their professional and personal lives in today's workplace, which frequently results in overflow. This spillover can be either positive or harmful. Employees who are part-time students in this study balance employment and school. Since a result, individuals experienced both positive and negative spillover from their profession to their families, since the emotions they experienced at work affected their personal lives and vice versa. In addition, the results of this study are significant for managers and human resource practitioners who can provide a better working environment and a more flexible schedule to lessen friction between work and family, particularly for part-time employees.

5.3 LIMITATIONS OF THE STUDY

The study has certain limitations attached to it.

- Bigger sample would be more appropriate for research of this type, when relationships between many factors are investigated.

- The study can be expanded by choosing bigger multicultural samples. This will help us understand and measure cognitive processes more accurately across organizational cultures.

5.4 RECOMMENDATIONS

Based on the study's findings, we advise policy makers to take the following into account:

- To serve as a motivating factor, ground personnel and CISF employees' salaries should be increased significantly.
- 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 WLB, 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 best of their abilities at work in order to raise their degree of job satisfaction.
- Lastly, the experts think it important to note that the aviation sector is delicate. Ensuring the motivation and JS of employees should be a top priority for all parties involved. An error made in the course of duty by a profiler who is dissatisfied with their job could throw the world into chaos.