CHAPTER V
FINDINGS, SUGGESTIONS AND
CONCLUSION
CHAPTER V

Findings, Suggestions, and Conclusion

Introduction:

It should be well noted that HRD is the only tool for the growth of employees. The long term planning cannot be independent of human development. HRD deals with the processes through which employees in an organization are assisted to realize their full potential. HRD is a process to help employees in a planned and continuous way to: (a) acquire and sharpen capabilities required to perform present or expected future role. (b) develop and / or exploit capabilities / potential for self and organizational growth. (c) develop a culture for teamwork and motivation.

The organizations of today, face the dizzying rate of change and uncertainties, and the rapid rate of change in social and technological sphere force the organizations to come out with more creative ways of doing business. HRD strategies of an organization must aim at creating a tribe of working persons with ability to cope with endemic ferment and accelerating change. HRD is a powerful tool to regenerate organizations, provided it is clearly understood and equally subscribed by all employees in the organization. Self-regenerating organizations are visualized to have inherent potential to respond to their own needs. They continuously evaluate their strengths and weaknesses, convert threats into opportunities and prepare themselves to face surprises with greater ease. Employees in organizations of tomorrow should continuously learn new skills and attitudes. Training should be aimed at de-emphasizing narrow specialization and making them multi-skilled. Focus on training should be on innovation and creativity. The employees should be provided freedom and flexibility in job assignments.
Self re-generating organizations would generate increased loyalty and generate organizational cohesiveness.

The effective utilization of human resources is the most critical factor in the successful accomplishment of an organization's goal. It has become a necessity for all organizations, big or small, whether in service or manufacturing, to employ competent and motivated workers in order to succeed in business.

The above discussions amply demonstrate that HRD is quite essential irrespective of the type of organization in utilizing the human resources to the fullest extent and this of course, motivated the researcher to undertake this venture.

In the introduction chapter, the researcher made an attempt to discuss the significance of HRD and the important sub-systems of HRD and their role in developing the organizations whether public or private. The central purpose of the study was to examine how well the existing HRD subsystems are working in the selected units of study. This central purpose was translated into seven specific objectives to carry out the research work. They were: examining the HRD policies and practices of the sample units, the problems encountered by the organization in implementing HRD policies, compare the HRD policies of the public sector with the private sector, evaluate the perceptions of the respondents chosen and finally offering suggestions to make the HRD subsystems more relevant, useful and effective. The entire study was carried out keeping in view the above objectives as the nucleus of the study. The review of literature was carried out on this topic and it is found by the researcher that little research is done
in HRD in public and private airlines and hence this represents an underexplored area.

Research methodology and data sources, nature and scope, limitations and statistical tools to be used were also discussed in this chapter. In the Second chapter the researcher has shown the concepts associated with the HRD strategic aspects and contents of HRD, how HRD is evolved and also the theoretical framework on HRD subsystems. In the Third chapter, the researcher examined the HR practices relating to Kingfisher airlines, Air India and Jet Airways. In addition, this chapter contains information on selection procedures for awards, employee suggestion plans and the benefits of HRD practices that accrue to the organization and employees. The researcher in the Fourth chapter analyzed and interpreted the data collected from the airlines (one public and two private) representing 240 employees as sample. The tables are prepared and percentages are ascertained with the help of SPSS. The analysis of the data in this chapter has led to the major findings, suggestions and conclusion. In the Fifth chapter, an endeavour is made to present a succinct report of what has been discussed and analyzed in earlier chapters and the various findings and conclusions are drawn and the suggestions proposed. A brief on the scope for further research is also given in addition to the conclusion. It is evident that the analysis and interpretation of the field data shown in the Fourth chapter resulted in the following major findings.

**Major Findings:**

- It is found in the study that Kingfisher airlines has the highest number of graduates compared to Air India and Kingfisher Airlines.
- Majority of the employees chosen for the study represent male population.
• A sizeable section of the employees are unmarried in airline industry.

• In Jet Airways, the employees are paid less salary when compared to Kingfisher Airlines and Air India. Highest salary is paid in Air India followed by Kingfisher Airlines and Jet Airways.

• Majority of the respondents in aggregate strongly agreed with the statement that the training and development programs enhance skill, knowledge and talents.

• It is found in the study that the Air India staff are more positive about utility of training programs conducted by the airline than the private sector airlines.

• It is found in the study that the employees who are highly productive have received adequate training on the job.

• Majority of the respondents have agreed to the fact that the Performance Appraisal Reports have been used to identify the training and development needs in the organization.

• The study found that majority of the respondents from all the airlines have expressed equivocally that they are encouraged to communicate the acquired knowledge and skills to their colleagues at workplace after attending the training programs.

• Majority of the respondents have expressed that the top management is committed to implement training and development programs and policies.

• The majority of the respondents of the three airlines have agreed that there is awareness regarding the needs, objectives and outcome of the training and development programs. Comparatively, the employees of Kingfisher Airlines have less awareness in this regard. The majority of the respondents from all the three airlines have expressed positive to this response. There is no much difference between in the
responses given by the public and private sector airlines. The difference in comparison is marginal.

• The trainers and facilitators engaged to execute the training and development programs are very effective and competent as majority of the respondents from all the three airlines have agreed to this issue. But the percentage of the respondents of Kingfisher Airlines, who have agreed is lesser and significant in comparison to Jet Airways and Air India respondents.

• Almost the same percentage of respondents representing all the three airlines have unanimously agreed that training and development programs are evaluated to ascertain the effectiveness.

• The Study found that the majority of the respondents have disclosed that the employees are offered on-the-job training to improve their performance. But a small percentage of respondents representing Kingfisher Airlines have agreed on this issue when compared to Air India and Jet Airways.

• The study disclosed that the organization conducts in-house training programmes as endorsed by a majority of the respondents. But the percentage of respondents who have agreed on this issue is lesser in Jet Airways when compared to Air India and Kingfisher Airlines.

• The employees are sponsored for training and development programs outside the organization as expressed by most of the respondents. But the percentage of respondents who have agreed on this issue is lesser in Kingfisher airlines in comparison to Air India and Jet Airways.

• Majority of the respondents of all the three airlines have unconditionally said that the organization uses training and development programs for career planning and development of employees. Among the three airlines, there is no significant difference in the responses given by the employees.
• It is found in the study that the impact of training and development program is measured by the organization as expressed by the majority of the respondents of all the sample units. This difference in responses is not very significant between the public and private airlines.

• Majority of the respondents of all the airlines covered by this study have expressed that the training and development programs are very effective and result-oriented. It is disclosed that training and development programs are more effective and result-oriented in public sector airlines (Air India) when compared to private sector airlines (Jet Airways and Kingfisher Airlines).

• It is revealed by the study that the training and development programs changed the behaviours of employees as supported by the majority of the respondents of all the three airlines. Internally, a higher percentage of public sector airlines have agreed to this issue comparing with other private airlines.

• It is clear from the study that majority of the respondents said the knowledge and skills acquired through training are very much applied on the job. On comparison, it is known that the application is more and effective in Air India, when compared to Jet Airways and Kingfisher Airlines.

• Majority of the employees of all the three airlines expressed that the HR Department takes active interest in organizing training programs. Interestingly, there are significant differences within the airlines and public and private sector airlines have high percentage of respondents subscribing to the above issue while Kingfisher Airlines has least percentage of respondents on this account.

• A very large number of employees in Air India, Jet Airways and Kingfisher Airlines have said that the organization has organized
adequate number of training and development programs. The percentage of respondents who have agreed to this issue is higher in Kingfisher Airlines when compared to Jet Airways.

- As regards the superior's commitment, majority of the respondents from all the three airlines have opined that the superiors are committed in developing subordinates through training and development programs. The difference in responses given by the employees is not very significant between public and private airlines.

- It is clear from the study that a high percentage of respondents of the sample units have indicated that their performance is evaluated by customers. There is significant difference in the responses of employees from Jet Airways, when compared with the Kingfisher Airlines. But there is significant difference in the percentage of responses given by the respondents from Air India and Kingfisher Airlines.

- The perceptions revealed that the majority of the respondents have said that they are evaluated by their peers. Almost same percentages of respondents have agreed to this in Air India and Kingfisher Airlines and hence there is no significant difference in the responses.

- There are no significant differences in the perceptions of the respondents in all the three units on the evaluation of superiors by their subordinates. There is no much difference in the responses of the public and private sector airlines.

- It is clear from the opinions of the employees of all the three units that majority of the respondents have said that they get feedback from their superiors about performance. There is no significant difference in the opinions expressed by the respondents of public and private sector airlines.
• The study revealed that majority of the respondents of all the sample units disclosed that the Performance Appraisal system leads to effective utilization of employees. A very high percentage of respondents on this issue from Jet Airways are seen private airlines when compared to public airlines.

• It is clear from the opinions of the respondents from the sample that the organization has used adequate criteria for Performance appraisal System. A very high percentage of respondents is seen in Kingfisher Airlines, a private airline when compared to Air India the public one.

• The Perceptions indicate that a majority of the respondents disclosed that personal relationships, likes, dislikes and prejudices of the appraiser influence ratings of appraisal. There is significant difference in the responses scored by public and private airlines respondents. This discloses that appraisals are more biased and subjective in private airlines than public sector.

• A majority of the respondents of all the three airlines have revealed that the existence of Performance appraisal System measures employee characteristics, employee contribution and the results of the goals set. There is no significant difference in responses between public and private airlines.

• It is found from the study that a large number of respondents from all the three airlines expressed that the superiors held discussion on performance with their subordinates. A very high percentage of responses are seen from Air India representing public sector when compared to private sector airlines.

• A majority of the respondents from all the three airlines have disclosed that the suggestions and ideas are taken by the superiors during performance discussion. The percentage of respondents
agreeing to this point are less in public sector airlines namely Air India.

- The perceptions of the respondents revealed that the superiors render necessary support and encouragement to perform the work successfully by the subordinates. In Air India, this percentage is very high when compared to the private airlines viz, Jet Airways and Kingfisher Airlines.

- Majority of the respondents from all the three airlines perceived that their superiors render them the necessary support and encouragement in completing the work assigned. A high percentage of respondents have agreed to this statement in public sector airlines when compared to the private airlines.

- It is seen in the study that a high percentage of the respondents from Jet Airways have rated their appraisal system as an open, participative and development-oriented one when compared to Air India and Kingfisher Airlines. There is a significant difference in the responses given by the employees of all the three airlines.

- Majority of the respondents from all the three airlines have agreed that the existing performance appraisal system motivates the employee to improve his performance. The percentage of respondents who have agreed to this is less in Air India when compared to Jet Airways and Kingfisher Airlines.

- A very high percentage of the respondents from Kingfisher Airlines and the same percentage of respondents from Air India and Jet Airways have expressed that the performance appraisal has led to an increase in productivity and managerial effectiveness. There is no significant difference between the public and private airlines in responses given.
• Majority of the respondents of all the three airlines have expressed that the ratings and objectives of the existing appraisal system are made clear to the appraisee. There are no significant differences in the responses given by the public and private airlines.

• High percentage of respondents from all the three airlines disclosed that the objectives, procedures, manuals and rules of the appraisal system are available to the employees in writing. No significant differences are seen between the public and private airlines responses.

• A very good percentage of the respondents from all the three airlines have perceived that they are satisfied with the objectives of the existing performance appraisal system. There is no significant difference in the responses given by the respondents of public and private airlines.

• Majority of the respondents from all the three airlines unanimously supported the statement that the present appraisal system helps to understand the strengths and weaknesses relating to their performance.

• There is a significant difference in the responses given by the respondents of public and private sector airlines.

• Majority of the respondents from all the three airlines have agreed that the employees are promoted on the basis of periodic assessment of potential. When compared to the private sector, the public sector has less percentage of respondents to this agreement.

• A very high percentage of respondents from Jet Airways and Kingfisher Airlines have expressed that the periodic assessment of the potential helps the organization to meet the challenges and less percentage of the respondents from public sector agreed with this statement. There is a significant difference among the employees responses between the public and private airlines.
• Majority of the respondents from Jet Airways and Kingfisher Airlines perceived that new roles are given to the employees with potential while a lesser percentage of employees representing public sector airlines agreed with this view. Certainly there is a significant difference in the responses drawn from private and public sector airlines.

• It is found in the study that a high percentage of respondents from Kingfisher Airlines and less respondents from Air India and Jet Airways have accepted the statement that the identification of employee’s potential facilitates allotment of different jobs to the people in the organization. A significant difference is seen in the responses given by Kingfisher Airlines when compared to air India and Jet Airways.

• The study found that majority of the respondents from all the three airlines unanimously agreed that there are ample opportunities for career growth in their organizations. There is a significant difference in the responses given by the employees of public and private airlines. The percentage of respondents is less in public sector airlines in this regard when compared to private airlines.

• With regard to the planning of career, it is found that majority of the respondents from all the three airlines expressed that their organization carefully plans their careers in future for their employees. The percentage of respondents who have agreed with this view is comparatively less in Air India when compared to Jet Airways and Kingfisher Airlines.

• Majority of the respondents in all the three airlines agreed that job rotation is encouraged by their organization to ensure professional growth of the employees. The percentage of respondents who supported this view is very less in Kingfisher airlines when compared
to Jet Airways and Air India. Hence, there is a significant difference in the responses given by the respondents of public and private airlines.

- It is seen from the study that majority of the respondents representing all the three airlines have expressed that the employees are given an opportunity to link their growth to the future of the organization. It is further found in the study that there is no significant difference in the responses given by the public and private sector airline employees.

- The study disclosed that a high percentage of the employees from Air India and Jet Airways and a very less percentage of respondents from Kingfisher Airlines have agreed with the statement that the managers and supervisors have information about the growth plans of the company.

- There is a significant difference in the responses given by the respondents of Jet Airways and the Kingfisher Airlines. It can further be stated that Air India has good growth plans for the employees of the company when compared to Kingfisher Airlines.

- The Perceptions of the respondents revealed that majority of all the three airlines employees have expressed that the supervisors and managers assist the subordinates in planning their personal growth. It is found in the study that there is no significant difference in the perceptions of both the public and private airlines.

- A majority of the respondents from all the three airlines have come to the conclusion that their exists an effective two way communication system in their companies. There is little significance in the responses given by the employees of the public and private airlines.

- It is clear from the responses that majority of the respondents from all the three airlines have agreed that the supervisors felt, giving feedback to the subordinates as a responsibility. The difference in
perceptions is not much, when a comparison is made between the employees of public and private airlines.

• Majority of the respondents from all the three airlines expressed that their supervisors give proper guidance to their subordinates for improved performance. Significant differences in the responses are found on a comparison of Jet Airways and Kingfisher Airlines.

• Majority of the respondents representing all the three sample units arrived at the conclusion that the subordinates are given the feedback by the superiors on the positive aspects of their performance appraisal. A significant difference in the perception is seen on a comparison of Air India responses with Kingfisher Airlines.

• The study disclosed that a very good percentage of the respondents of all the three airlines disclosed that their superiors communicate to them the negative aspects of their appraisal also. There is no significant difference in the responses given by employees of public and private sector airlines.

• A high percentage of respondents from Jet Airways and Kingfisher Airlines have expressed that their superiors immediately recognize and reward outstanding performance. This percentage is very less in Air India, when compared to the private airlines and hence, there is a significant difference in the responses of private and public airlines.

• A very good percentage of respondents from Jet Airways and Kingfisher Airlines disclosed that employees are given the certificates, appreciation letters, awards and incentives for their good performance by the organization. On comparison, it is seen that a very less percentage of the respondents of Air India agreed with this point and hence there is a significant difference in the responses provided by the public and private airlines.
• It was found in the study that the majority of the respondents from all the three airlines expressed that the employees consider rewards as incentives and motivation for better performance. There is a significant difference in the responses given by the public and private sector airlines since the percentage of respondents of Air India is lesser than Jet Airways and Kingfisher Airlines, in this regard.

• A high percentage of the employees of Kingfisher Airlines disclosed that the employees consider promotions as rewards and this percentage is less in Jet Airways and slightly higher in case of Air India. There is a significant difference in the responses given by Air India and Jet Airways.

• The study found that a very high percentage of the respondents from Jet Airways and a lesser percentage than this from Air India and Kingfisher Airlines have agreed that the organization empowers and involves their employees in decision making and delegation of authority. There is a significant difference in responses if we compare Air India with Jet Airways.

• The study disclosed that a high percentage of employees from Jet Airways and comparatively lesser percentage of respondents from Air India and Kingfisher Airlines have arrived at the conclusion that the organizations provide for non financial incentives to the employees as a reward for best performance. The difference in perceptions between Air India and Jet Airways is significant in this regard.
Suggestions

On the basis of the findings of the study, the researcher has put forth the following suggestions to the sample units chosen for the study. All these suggestions are a result of a comparison of findings among public and private airlines with regard to HRD practices. The suggestions, which stem from the research, it is hoped that they will be proved useful to all the three organizations covered by this study and similar such airlines in the country.

The following are the suggestions made by the researcher:

- There is a need to financially motivate the employees of Jet Airways and Kingfisher airlines by enhancing the existing compensation package.
- It is suggested to the private airlines, viz, Jet Airways and Kingfisher airlines to educate and create awareness about the utility of training and development programs.
- The Air India and Kingfisher airlines should think of providing adequate training so as to see high productivity in employees.
- There is a necessity on the part of Air India, a public airline, to enhance the commitment of top management in implementing training and development programs.
- Kingfisher Airlines has to make their trainers/facilitators more effective and competitive like Air India and Jet Airways.
- With regard to on-the-job training (OJT), it is suggested to the Kingfisher Airlines to make the existing OJT more effective to improve their performance as seen in Air India and Jet Airways.
- The study suggests that the Jet Airways has to organize more and more in-house training programs to build competencies in employees.
Jet Airways and Kingfisher Airlines have to ensure and motivate their employees to apply on the job the knowledge and skills acquired through training.

It is necessary for the HR Department of Kingfisher Airlines to be more active in organizing adequate training programs for their employees as is done in the case of Air India and Jet Airways.

The Air India should make effective the practice of evaluating the employees performance by their customers.

The Air India need to utilize effectively the employees by making Performance Appraisal system more relevant and open.

The study suggests that Air India should see that the performance appraisal ratings should not be affected by personal relationships, likes, dislikes etc. to make appraisal fair and development oriented.

The Air India should encourage more and more performance discussions between the superior and subordinate keeping in view the plan for achievement.

The study suggests that the Air India should take in to account the viewpoints of subordinates by the superiors during performance discussions.

There is a need to make the appraisal system in Kingfisher airlines more open, participative and development-oriented.

It is suggested to the Air India that the present appraisal system should be made to help the employee understand the strengths and weaknesses relating to the performance.

It is suggested that the utility of periodic assessment of potential and its awareness be created in the public sector airlines (Air India) in order to meet the challenges.

Public sector airlines (Air India) should motivate the employees with potential, by giving new roles in the organization.
➢ It is suggested to the Air India and Jet Airways that the organization should identify the employee potential to allot different jobs to the people in their organizations.

➢ The Air India is suggested to focus on career planning and create career growth opportunities in the organization to motivate and retain talented staff.

➢ The Kingfisher Airlines should emphasise on the job rotation as a tool to develop professional growth of the employees.

➢ It is suggested to the Kingfisher Airlines to seriously take up the growth plans regarding employees in their organization.

➢ Jet Airways need to make effective supervisor guidance to their subordinates in improving the subordinates performance.

➢ The Air India need to give the feedback given by their superiors to their subordinates on the positive aspects of their performance appraisal also.

➢ The Air India need to attend the issue of supervisors recognizing and rewarding outstanding performance of their subordinates.

➢ The Air India can give certificates, appreciation letters, awards and incentives to their employees for their good performance.

➢ It is suggested to Air India to know that the employees consider, the rewards and incentives as motivators for better performance.

➢ Jet Airways should take seriously the perceptions of employee considering promotion as reward.

➢ The Air India and Kingfisher Airlines need to empower their employees and practice workers participation in management (WPM) effectively.

➢ The Air India and Kingfisher Airlines should offer more non-financial incentives to the employees as a reward for best performance.
Scope for Further Research

After an in-depth study is conducted on the significant HRD instruments and their working in the three prominent airlines, one representing public airlines and the other two representing private airlines, the researcher is of the view that there is scope for conducting more and more studies in this area in future. The study recommends deeper and focused research on comparative study relating to the public and private international airlines, selection of more and more domestic airlines covering other sub-systems of HRD. There is further scope for conducting studies on low-cost airlines and full service airlines with a comparison on selected parameters. Finally, there is a dearth of research studies on the whole functioning of Human Resource Management in public and private airlines in India and this area is under-researched and hence detailed studies in these areas are the need of the hour.

Conclusion:

The empirical study on the HRD in Airlines: A Comparative Study of Public and Private Domestic Airlines in India gives an insight into the HRD policies and practices of airlines in our country to gain competitive edge in the fast changing environment of airline industry. The research also points out the need to incorporate seriously the spirit of HRD in the selected airlines in particular and the other airlines in general by applying in day today functioning all possible human resource sub-systems and mechanisms in the organization. The recommendations of the study are not only applicable to the sample units of the study but also to any airline operating in India or abroad as HRD sub-systems are effective tools for achieving organizational effectiveness and employee excellence in aviation industry and this has been proved beyond doubt in this empirical inquiry. The selected units have done better so far and expected to do the best in future with the help of the HRD interventions and the concrete suggestions made by the researcher.