CHAPTER V
FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 INTRODUCTION

The study on the job satisfaction of employees in Indian aviation industry is classified four important parts. At the first part discussed the profile of the employees in aviation industry. The second part of the study discussed the opinion of the respondents towards the job demand, job content, social support and job dissatisfaction. It is followed by the discussion on the difference between demographic profile of the respondents and the job demand, job content, social support and job dissatisfaction. The final part of the study discussed the model of linkage between the job demand, job content, social support and job dissatisfaction.

The objectives of the present study are (1) To reveal the demographic profile of the respondents; (2) To examine the respondents’ view on various aspects in their job demand and job control; (3) To find out the association between the profile of the respondents and job demand and job control; (4) To evaluate the linkage between the job demands, job control and the job dissatisfaction and (5) To offer suggestions to improve the level of job satisfaction among the employees of aviation industry on the basis of the findings of the study.

The present study on ‘A study on Job satisfaction of employees of aviation industry’ is an attempt to understand and assess the impacting factors of Job
demand, Job control and Job dissatisfaction. The study is confined to the employees of aviation industry. The employees who are working in the three cities of airports. They are Madurai, Chennai and Mumbai.

The questionnaire was divided into five parts. The first part of questionnaire includes the demographic profile of respondents. They are age, gender, marital status, educational qualification, monthly income, group membership in aviation industry, years of service, flight hours and type of present shift. The second part of the questionnaire consists of the sixteen variables of Job demand. The job demand variables are identified from the Karasek’s demand scale. The variables are measured with the five point Likert Scale. The third part of the questionnaire includes of sixteen variables of Job Control. The fourth part of the questionnaire consists of eight variables of superior and colleague support. The final part of the questionnaire covers the eleven variables of job dissatisfaction. The variables are measured with five point Likert scale.

The present chapter discusses the summary of findings, conclusion, suggestions and scope for future research.

5.2 SUMMARY OF FINDING

5.2.1 Demographic Profile of the Respondents

9.3% of respondents are less than 25 years old, 38.1% of respondents are between 26 to 35 years old, 25.4% of respondents are between 36 to 45 years old,
25.7 % of respondents are between 46 to 55 years old and 1.5% of respondents are above 55 years old. This indicates that majority of the respondents are between 26 to 35 years old. 56.9 % of respondents are male, and 43.1% of respondents are female. This indicates that majority of the respondents are males. 9.3 % of respondents are unmarried, 76.1% of respondents are married, 9.5% of respondents are divorced, and 5.1% of respondents are widow/widower. This indicates that majority of the respondents are married. 31.9 % of respondents are under graduation, 40.3% of respondents are having post-graduation as their educational qualification, and 27.8% of respondents are having diploma education. This indicates that majority of the respondents are Post-graduation. 8.8 % of respondents have an income of less than Rs.30000, 37.5% of respondents have an income between Rs.30001 to 40000, 25.3% of respondents have an income between Rs.40001 to 50000, and 28.4% of respondents have an income of more than Rs.50000. This indicates that majority of the respondents have an income between Rs. 30001 to 40000. 34.7% of respondents are Flight Attendants, 4.3% of respondents are Pilots, 25.7% of respondents are Maintenance crew, 21.5% of respondents are Mechanics, 7.1% respondents are Fleet Service and 6.7% of respondents are Agents and Stores. This indicates that majority of the respondents are flight Attendants in aviation industry. 8.6 % of respondents are having less than 2 years of experience, 34.8% of respondents have between 2 to 5 years of experience, 22.6% of respondents have between 5 to 10 years of experience, and 34% of respondents are having more than 10 years of experience. This indicates
that majority of the respondents are having Less than 2 years of experience. 61% of respondents are No Flight, 10.1% of respondents are Less than 500, 11% of respondents are between 501 to 1000, 8.2% of respondents are between 1001 to 2000, 5.6% respondents are between 2001 to 3000 and 4.1% of respondents are More than 3000. This indicates that majority of the respondents are No flight. 13.2% of respondents are Day Shift, 41.1% of respondents are Night Shift, and 45.7% of respondents are mixed Shift. This indicates that majority of the respondents are mixed shift.

5.2.2 Opinion towards Job Demand, Job Control, Social Support and Job Dissatisfaction

5.2.2.1 Employees Demands

“Different work than required in job description” is the top ranked Employees Demand factor with a mean value of 3.1287, “The job required lots of physical/mental effort” is the second ranked Employees Demand factor with a mean value of 3.0299, “The job is not free from conflicting demands” is the third ranked Employees Demand factor with a mean value of 2.9813, “The job does not required learning new things” is the fourth ranked Employees Demand factor with a mean value of 2.9049, “The job involved a lot of repetitive work” is the fifth ranked Employees Demand factor with a mean value of 2.8507, “The job involved an excessive amount of work” is the sixth ranked Employees Demand factor with a
mean value of 2.7369. and “My capability and potential are not utilized” is the seventh ranked Employees Demand factor with a mean value of 2.7052.

5.2.2.2 Conflicts Demands

“I occasionally have difficulties or conflicts with my colleagues” is the top ranked Conflicts Demands factor with a mean value of 3.1847, “I am frequently restricted by department excessive, administrative paper work formalities” is the second ranked Conflicts Demands factor with a mean value of 2.6847, “I occasionally have difficulties or conflicts with my superiors” is the third ranked Conflicts Demands factor with a mean value of 2.6567 and “I occasionally have difficulties or conflicts with my management policies” is the fourth ranked Conflicts Demands factor with a mean value of 2.5597.

5.2.2.3 Workload Demands

“I occasionally have difficulties & conflicts with the organization due to low salary” is the top ranked Workload Demands factor with a mean value of 2.7295, “I occasionally have difficulties & conflicts with the organization due to promotional policies” is the second ranked Workload Demands factor with a mean value of 2.6903, “I frequently need training for my career development and for continuously growing Quality demand” is the third ranked Workload Demands factor with a mean value of 2.6604, “The demands of my job take up many hours of my personal time” is the fourth ranked Workload Demands factor
with a mean value of 2.6045, “I occasionally have difficulties & conflicts with the organization due to lack of funds materials consumables etc” is the fifth ranked Workload Demands factor with a mean value of 2.5056.

5.2.2.4 Qualitative Control

“The extent to which my job required learning new things” is the top ranked Qualitative Control factor with a mean value of 4.5410, “The extent to which my job required lots of physical/mental effort” is the second ranked Qualitative Control factor with a mean value of 4.5299, “The extent to which my job is free from conflicting demands” is the third ranked Qualitative Control factor with a mean value of 4.5037, “The extent to which I have to do different work than required in job description” is the fourth ranked Qualitative Control factor with a mean value of 4.4646, “The extent to which I have difficulties with organization’s promotion policies” is the fifth ranked Qualitative Control factor with a mean value of 4.4422, and “The extent to which I have difficulties or conflicts with my salary package” is the sixth ranked Qualitative Control factor with a mean value of 4.3657.

5.2.2.5 Employees Control

“The extent to which my job involved an amount of excessive work” is the top ranked Employees Control factor with a mean value of 4.6362, “The extent to which I have difficulties in getting, training for career development and for
growing quality demand” is the second ranked EmployeesControlfactor with a mean value of 4.5746, “The extent to which my job involved a lot of repetitive work” is the third ranked EmployeesControlfactor with a mean value of 4.5690, “The extent to which I have difficulties due to materials, funds and consumables etc” is the fourth ranked EmployeesControlfactor with a mean value of 4.5616.

5.2.2.6 Workload control

“Employee’s level of creativity and motivation” is the top ranked Workload control factor with a mean value of 4.6437, “The extent to which the work makes demands upon my personal time” is the second ranked Workload control factor with a mean value of 4.6082.

5.2.2.7 Conflicts Control

“The extent to which I have difficulties and conflicts with my superior(s)” is the top ranked Conflicts Controlfactor with a mean value of 4.5019, “The extent to which I have difficulties or conflicts with my colleagues” is the second ranked Conflicts Controlfactor with a mean value of 4.3619, “The extent to which I have difficulties or conflicts with management policies” is the third ranked Conflicts Controlfactor with a mean value of 4.3563, and “The extent to which my department's policies and practices or formalities restrict me” is the fourth ranked Conflicts Controlfactor with a mean value of 4.3041.
5.2.2.8 Supervisor Support

“How much do your department administrations staffs go out of their way to make life easier for you?” is the Top ranked Supervisor Support factor with a mean value of 1.7612. “How much are the members of our administration willing to listen to your personal problems?” is the second ranked Supervisor Support factor with a mean value of 1.7127. “How much can your administration staff be relied on when things get tough at work” is the Third ranked Supervisor Support factor with a mean value of 1.6903. “How easy is it to talk to members of your office administration?” is the Fourth ranked Supervisor Support factor with a mean value of 1.6903.

5.2.2.9 Colleagues Support

“How much do your colleagues go out of their way to make easier for you?” is the Top ranked Colleagues Support factor with a mean value of 1.8489. “How much are colleagues of our office willing to listen to your personal problems?” is the Second ranked Colleagues Support factor with a mean value of 1.7910. “How easy is it to talk to your office colleagues?” is the Third ranked Colleagues Support factor with a mean value of 1.7724. “How much can your colleagues be relied on when things get tough at work” is the Fourth ranked Colleagues Support factor with a mean value of 1.7631.
5.2.2.10 Job Dissatisfaction

“Over the past month, I have seriously thought about resigning from job altogether” is the Top ranked Job Dissatisfaction factor with a mean value of 2.6959. “There are number of jobs I would prefer over this one” is the Second ranked Job Dissatisfaction factor with a mean value of 2.6530. “Overall, my job is satisfying” is the Third ranked Job Dissatisfaction factor with a mean value of 2.6194. “I often find it difficult to get motivated at work these days” is the Fourth ranked Job Dissatisfaction factor with a mean value of 2.5485. “I put least effort into my work in the department” is the Fifth ranked Job Dissatisfaction factor with a mean value of 2.4534. “There is a good chance I would take a new job if offered me” is the Sixth ranked Job Dissatisfaction factor with a mean value of 2.4291. “Many stressful things happen to me at work” is the Seventh ranked Job Dissatisfaction factor with a mean value of 2.3321. “Feel a great deal of dissatisfaction because of my career development and promotion policies” is the Eighth ranked Job Dissatisfaction factor with a mean value of 2.3134. “Over the past month, I have seriously thought about seeking a transfer to another department or place” is the Ninth ranked Job Dissatisfaction factor with a mean value of 2.3097 and so on. “Feel a great deal of dissatisfaction because of my job” is the Tenth ranked Job Dissatisfaction factor with a mean value of 2.2799. “Over the past month, I have seriously thought about making a real effort to enter a new
and different occupation” is the Eleventh ranked Job Dissatisfaction factor with a mean value of 2.1735.

5.2.3 Difference Between Male and Female with Respect to Dimensions of Aviation

5.2.3.1 Male and Female with Respect to Job Demand

There is significance difference between male and female with regard to the dimension of Workload Demands and Conflicts Demands. There is no significance difference between male and female with regard to the dimension of Employees Demands. Hence it can be concluded that males score more than females with respect to Employees Demands and Workload Demands.

5.2.3.2 Male and Female with Respect to Job Control

There is significance difference between male and female with regard to the dimension of Employees Control, Workload Control, Qualitative control and Conflict Control. Hence it can be concluded that females score more than males with respect to Qualitative Control, Employees Control, Workload control and Conflicts Control.

5.2.3.3 Male and Female with Respect to Social Support

There is no significance difference between male and female with regard to the dimension of Supervisor Support and Colleagues Support. Hence it can be
concluded that females score more than males with respect to Supervisor Support. On the other hand males score more than females with respect to Colleagues Support.

5.2.3.4 Male and Female with Respect to Job Dissatisfaction

There is no significance difference between male and female with regard to the job dissatisfaction. Hence it can be concluded that females score more than males with respect to job dissatisfaction.

5.2.3.5 Marital Status and Job Demands

There is significance difference between marital status with regard to the dimension of Employees Demands and Workload Demands.

There is no significance difference between marital status with regard to the dimension of Conflicts Demands. Hence it can be concluded that married score more than unmarried with respect to Employees Demands, Workload Demands and Conflicts Demands.

5.2.3.6 Marital Status and Job Control

There is significance difference between male and female with regard to the dimension of Qualitative control, Workload Control, Employees Control and Conflict Control. Hence it can be concluded that married score more than
unmarried with respect to Qualitative control, Employees Control, Workload Control and Conflict Control.

5.2.3.7 Marital Status and Social Support

There is no significance difference between marital status with regard to the dimension of supervisor support and Colleagues Support. Hence it can be concluded that married score more than unmarried with respect to supervisor support and Colleagues Support.

5.2.3.8 Marital Status and Job Dissatisfaction

There is no significance difference between marital status with regard to Job Dissatisfaction. Hence it can be concluded that married score more than unmarried with respect to Job Dissatisfaction.

5.2.3.9 Age with Respect to Job Demand

There is significance difference between age with regard to the dimension of Employees demands, workload demands and conflicts demands. Hence it can be concluded that age has a significant influence on Employees demands, workload demands and conflicts demands.

5.2.3.10 Age with Respect to Job Control

There is significance difference between age with regard to the dimension of Qualitative control and Conflicts control.
There is no significance difference between age with regard to the dimension of Employees control and Workload control. Hence it can be concluded that age has a significant influence on Qualitative control and Conflicts control. On the other hand age does not have a significant influence on Employees control and Workload control.

5.2.3.11 Age with Respect to Social Support

There is significance difference between age with regard to the dimension of Colleagues Support and Supervisor Support. Hence it can be concluded that age has a significant influence on Supervisor Support and Colleagues Support.

5.2.3.12 Age with Respect to Job Dissatisfaction

There is significance difference between age with regard to the dimension of Job Dissatisfaction. Hence it can be concluded that age has a significant influence on Job Dissatisfaction.

5.2.3.13 Educational Qualification with Respect to Job Demands

There is significance difference between educational qualification with regard to the dimension of conflicts demands.

There is no significance difference between educational qualification with regard to the dimension of Employees demands and workload demands. Hence it can be concluded educational qualification has a significant influence on conflicts
demands. On the other hand educational qualification does not have a significant influence on Employees demands and workload demands.

5.2.3.14 Educational Qualification with Respect to Job Control

There is significance difference between educational qualification with regard to the dimension of Workload Control.

There is no significance difference between educational qualification with regard to the dimension of Qualitative Control, Employees control and Conflicts Control. Hence it can be concluded that educational qualification has a significant influence on Workload Control. On the other hand educational qualification does not have a significant influence on Qualitative Control, Employees control and Conflicts Control.

5.2.3.15 Educational Qualification with Respect to Social Support

There is significance difference between Education qualification with regard to the dimension of Supervisor Support and Colleagues Support. Hence it can be concluded that educational qualification has a significant influence on Supervisor Support and Colleagues Support.

5.2.3.16 Educational Qualification with Respect to Job Dissatisfaction

There is no significance difference between educational qualifications with regard to the dimension of Job Dissatisfaction. Hence it can be concluded educational qualification has not significant influence on Job Dissatisfaction.
5.2.3.17 Monthly Income with Respect to Job Demand

There is significance difference between monthly income with regard to the dimension of Employees demands, workload demands and conflicts demands. Hence it can be concluded that monthly income has a significant influence on Employees demands, workload demands and conflicts demands.

5.2.3.18 Monthly Income with Respect to Job Control

There is significance difference between monthly income with regard to the dimension of Conflicts control and Qualitative control.

There is no significance difference between monthly income with regard to the dimension of Employees control and Workload control. Hence it can be concluded that monthly income has a significant influence on Qualitative control and Conflicts control. On the other hand monthly income does not have a significant influence on Employees control and Workload control.

5.2.3.19 Monthly Income with Respect to Social Support

There is significance difference between monthly income with regard to the dimension of Colleagues Support and Supervisor Support. Hence it can be concluded that monthly income has a significant influence on Supervisor Support and Colleagues Support.
5.2.3.20 Monthly Income with Respect to Job Dissatisfaction

There is significance difference between monthly incomes with regard to the dimension of Job Dissatisfaction. Hence it can be concluded that monthly income has a significant influence on Job Dissatisfaction.

5.2.3.21 Years of Experience with Respect to Job Demand

There is significance difference between Years of Experience with regard to the dimension of workload demands and conflicts demands and Employees Demands. Hence it can be concluded that Years of Experience has a significant influence on Employees demands, workload demands and conflicts demands.

5.2.3.22 Years of Experience with Respect to Job Control

There is significance difference between Years of Experience with regard to the dimension of Qualitative Control, Employees Control, Workload Control and Conflicts Control. Hence it can be concluded that Years of Experience has a significant influence on Qualitative Control, Employees Control, Workload Control and Conflicts Control.

5.2.3.23 Years of Experience with Respect to Social Support

There is significance difference between Years of Experience with regard to the dimension of Colleagues Support.
There is no significance difference between Years of Experience with regard to the dimension of Supervisor Support. Hence it can be concluded that Years of Experience has a significant influence on Colleagues Support. On the other hand Years of Experience does not have a significant influence on Supervisor Support.

5.2.3.24 Years of Experience with Respect to Job Dissatisfaction

There is significance difference between Years of Experience with regard to the dimension of Job Dissatisfaction. Hence it can be concluded that Years of Experience has a significant influence on Job Dissatisfaction.

5.2.3.25 Total Flight Hours with Respect to Job Demand

There is significance difference between Total Flight Hours with regard to the dimension of conflicts demands.

There is no significance difference between Total Flight Hours with regard to the dimension of Employees demands and Workload demands. Hence it can be concluded that Total Flight Hours has a significant influence on conflicts demands. On the other hand Total Flight Hours does not have a significant influence on Employees demands and Workload demands.

5.2.3.26 Total Flight Hours with Respect to Job Control

There is significance difference between Total Flight Hours with regard to the dimension of Workload Control.
There is no significance difference between Total Flight Hours with regard to the dimension of Qualitative Control, Employees Control, and Conflicts Control. Hence it can be concluded that Total Flight Hours has a significant influence on Workload Control. On the other hand Total Flight Hours does not have a significant influence on Qualitative Control, Employees Control and Conflicts Control.

5.2.3.27 Total Flight Hours with Respect to Social Support

There is significance difference between Total Flight Hours with regard to the dimension of Colleagues Support.

There is no significance difference between Total Flight Hours with regard to the dimension of Supervisor Support. Hence it can be concluded that Total Flight Hours has a significant influence on Colleagues Support. On the other hand Total Flight Hours does not have a significant influence on Supervisor Support.

5.2.3.28 Total Flight Hours with Respect to Job Dissatisfaction

There is no significance difference between Total Flight Hours with regard to the dimension of Job Dissatisfaction. Hence it can be concluded that Total Flight Hours has not significant influence on Job Dissatisfaction.
5.2.3.29 Present Shift with respect to Job Demand

There is significance difference between Present Shift with regard to the dimension of Employees demands, workload demands and conflicts demands. Hence it can be concluded that Present Shift has a significant influence on Employees demands, workload demands and conflicts demands.

5.2.3.30 Present Shift with Respect to Job Control

There is significance difference between Present Shift with regard to the dimension of Conflicts control. Hence it can be concluded that Present Shift has a significant influence on Conflicts control. On the other hand Present Shift does not have a significant influence on Qualitative control, Employees control and Workload control.

5.2.3.31 Present Shift with Respect to Social Support

There is no significance difference between Present Shift with regard to the dimension of Supervisor Support and Colleagues Support. Hence it can be concluded that Present Shift has not significant influence on Supervisor Support and Colleagues Support.
5.2.3.32 Present Shift with Respect to Job Dissatisfaction.

There is significance difference between Present Shift with regard to the dimension of Job Dissatisfaction. Hence it can be concluded that Present Shift has a significant influence on Job Dissatisfaction.

5.2.4 Relationship between types of Job Demands, Job Control and Social Support

We can conclude that the correlation coefficient for Types of Aviation is positive. Hence it can be concluded that Job Demands has positive and strong relation with Job Control (14%), supervisor support (15.2%) and Colleagues Support (17.1%).

Job Control has positive and strong relation with supervisor support (28.9%) and colleagues support (30.3%).

Supervisor Support has positive and strong relation with colleagues support (94.1%).

5.2.5 Level of Job Demands, Job Control and Social Support

27.8% of respondents have low Job demand, 61.8% of respondents have Job demand and 10.4% of respondents have high Job demand. This indicates that majority of the respondents have Medium level of Job demand. 1.9% of respondents have low Job Control, 4.1% of respondents have Job Control and 10.4% of respondents have high Job Control. This indicates that majority of the respondents have high level of Job Control.
72.2% of respondents have low Supervisor Support, 27.8% of respondents have Supervisor Support and 0.0% of respondents have high Supervisor Support. This indicates that majority of the respondents have low level of Supervisor Support. 70% of respondents have low Colleagues Support, 30.0% of respondents have Colleagues Support and 0.0% of respondents have high Colleagues Support. This indicates that majority of the respondents have low level of Colleagues Support. 60.1% of respondents have low Job Dissatisfaction, 36.8% of respondents have Colleagues Support and 3.1% of respondents have high Job Dissatisfaction. This indicates that majority of the respondents have low level of Job Dissatisfaction.

5.2.6 Association between level of job demand, job control, social support and job dissatisfaction

There is association between level of job demand, supervisor support, colleagues support with respect to level of job dissatisfaction.

There is no association between level of job control with respect to level of job dissatisfaction.

5.2.7 Structural Equation Modeling

Social supports (Supervisor support and colleagues support) factors support for the predicted effect of job demands on dissatisfaction. Many studies (Karasek’s, 1979) shows that supervisor support and colleagues support factors have negative effect on job dissatisfaction. The social support (supervisory support and colleagues support) was remained significant on all job factors, particularly,
on job dissatisfaction. Above result indicated that supervisor support explains significant amounts of unique variance in job dissatisfaction. On the other hand, colleagues support was also significant but slightly higher than supervisory support. Most findings (Karasek’s, 1979) were supported the predicted effects of control on job dissatisfaction. Path analysis indicated that control over issues in the conflicts domain was a more reliable predictor of dissatisfaction than was control in other job domains.

5.3 CONCLUSION

The present study concludes that the job demand, job control, social support are the important dimensions directly affects the job satisfaction among the employees of aviation industry. The job demand consists of three factors they are qualitative/employees’ demand, workload demand and conflicts demand. The important variables influencing the qualitative/employees’ demands are “Different work than required in job description” and “The job required lots of physical/mental effort”. The important variables are influenced the workload demands are conflicts related to low salary and promotional policies. The conflicts related to colleague and excessive administrative paper works. Regarding Job control, learning new things in job, lots of physical/mental effort are highly important for qualitative control, excessive work and difficulties in getting training for career development are important. Creativity and motivation highly influenced the workload control. Conflict control influenced by conflicts superior and
colleague. For social support supervisor support and colleague support are highly important. The study model explained that job demand, job control and social support are directly influenced the level of satisfaction of employees of aviation industry. Hence, the study reveals that need to establish the system through which the better ways to create a good environment in the aviation industry.

5. 4 SUGGESTIONS

The following suggestions are made

1. The organization may redefine job description for various positions by including the scope for physical and mental efforts as the elements of the jobs.

2. Paper work has to be reduced to minimum.

3. In order to improve the quality of work, compensation structure may be revamped to incorporate motivation element.

4. The difficulties in job performance may be ascertained by means of questionnaire from the employees and efforts need to be made to make the job simple to perform.

5. Depending on the requirements, training programs need to be conducted to enhance the performance of the employees. The duration and content of the programmes have to be determined based on the type of training planned.
The assistance of the prominent management institutions like Indian Institute of Management, may be sought.

6. Efforts should be made to improve organizational citizenship behaviour of employees. In order to faster creativity, opportunities need to be provided by the organization.

7. Conflicts between individuals need to be caused out and proper resolution techniques need to be adopted to improve interpersonal relations.

8. Special training programs for the supervisor need to be arranged to improve their monitoring skills. Teaching of B.O and its implications on job performance is a pre request.

9. In a bid to improve industrial relations and superior subordinate relations, inner achieve resources and social events may be organized. This will booster the confidence among the employees in having meaningful interactions and ultimately job performance will get improved.

10. Work life balance has to be maintained to the satisfactions of the employees which would loyal help is improving the job performance and keeping them with a high morale.

11. Participative culture has to be maintained in the organization as the employees seek better opportunities from the organizations to express their
view points for the well being of the organization they must be heeded in the right spirit by the organization.

5.5 SCOPE FOR FUTURE RESEARCH

The present study provides a base for many research activities related to the job satisfaction among aviation industry employees. There is scope for a study on the different management levels like, pilots, flight attendants, maintenance crew and mechanics. The future research may include the personality of the respondents and level satisfaction. A future study may be done on the outcome each dimensions like job demand and job control.