Chapter–III
Human Resource Management
Human resource is the one of the most common element in any organisation. Human resources are the people and their characteristics at works either at the national level or organisational level. From the national point of view, human resources are knowledge, skill, creative abilities, talents and attitudes obtained in the population whereas from the view point of the individual enterprise they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of it's employees.

This Human resources or Human factor refer to a whole consisting of interrelated interdependent, and interacting physiological, psychological, sociological and ethical component.

It is one of the most vital assets of an organisation. It is the people who make other resources moving; these people perform different activities in different area, like production, marketing, finance.

Thus Human Resource handle all physical & financial resources in an organisation across the functional areas these resources may arranged into top management, middle management. Supervisory management and operatives as shown below.

<table>
<thead>
<tr>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Top Mgt</strong></td>
</tr>
<tr>
<td>• Board of Directors</td>
</tr>
<tr>
<td>• Chief executives</td>
</tr>
<tr>
<td>• Functional directors</td>
</tr>
<tr>
<td><strong>Middle Mgt</strong></td>
</tr>
<tr>
<td>• Departmental heads</td>
</tr>
<tr>
<td>• Division heads</td>
</tr>
<tr>
<td>• Sectional heads</td>
</tr>
<tr>
<td><strong>Supervisory Mgt</strong></td>
</tr>
<tr>
<td>• Senior supervisors</td>
</tr>
<tr>
<td>• Intermediate Supervisors</td>
</tr>
<tr>
<td>• Front line Supervisors</td>
</tr>
<tr>
<td><strong>Operatives</strong></td>
</tr>
<tr>
<td>• Skilled workers</td>
</tr>
<tr>
<td>• Semi-skilled workers</td>
</tr>
<tr>
<td>• Unskilled workers</td>
</tr>
</tbody>
</table>
Human resources is the single most important asset of all the factors of production like, Materials, Money, Machines & policies and methods. The success of any organisation ultimately depends upon their people: If these people give their best effort and outwit, other obstacles in different areas can be overcome.

In this chapter, it is tried to review the important aspects of human resource management of Air India and Indian Airlines. The following current aspects have been discussed to evaluate the human resource management of Air India & Indian Airlines:

1. Recruitment and Selection
2. Training
3. Motivation
4. Labour Management relations
5. Human Aspects in flight safety.

1. Recruitment:

Recruitment is the process concerned with the identification of sources from where the personnel can be employed and motivating them to offer themselves for employment. "Recruitment is the process of finding and attracting capable applicants for employment." The process begins when new recruits are sought and end when their applications are submitted. The result is a pool of applicants from which new employees are selected.
Thus, recruitment process is concerned with identification of possible sources of human resource supply and tapping those sources. In this total process placing this factor in an organisation falls in between different sub process shown in figure.

<table>
<thead>
<tr>
<th>Human Resource Planning</th>
<th>Recruitment - Selection - Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Analysis</td>
<td></td>
</tr>
</tbody>
</table>

In Air corporation recruitment of employees takes place according to the rules laid down by the Government. The employees are recruited through following sources:

(i) Through promotion
(ii) From the employment exchange
(iii) From the Management.
(iv) with the help of advertisement through open-market
(v) By absorption of apprentices.
(v) From reputed Engineers, Initiated by interviews.

Thus we can say recruitment in civil aviation can be made from both of sources: (i) Internal sources (ii) External sources.

Recruitment from promotion is an internal sources and all Junior cadre vacancies are filled solely from the external sources and non gazettes post are generally filled by both internal and external sources.

Through various written test conducted by (Ceo) central
examination organisation which is just a part of Airworthiness
Directorate many Aircraft Maintenance Engineers are appointed, other
personnel like (ARME), Aircraft Maintenance, Engineers, (GME) Glider
maintenance Engineers license, (PPL) private pilot license (CPL)
commercial pilot license (ALTP) Airlines Transport Pilots are (FEC)
Flight Engineers Licenses are also given to their posts through the
central organisational examination.

Selection:

The process of selection lies in closely with the preceding job
analysis, survey of needs & recruitment. Selection is a sequence of steps
by which candidates are examined & classified as possessing or not possessing the qualifications called by a specific job. Scientific selection
procedures seeks to proceed & assist personal judgement as to candidates qualifications by more objective measures of abilities,
interests and other criteria for filling the job.

In the words of Koontz and Donnel, "The effective manning of
an organisation structure is one of the best assurances of successful
operation and growth."

A good organisation structure and a good plan, can be ruined by placing the wrong men on the jobs, while putting the right men on the jobs, stiffs affords a chance that they might be able to develop sound plans and a good organisation structure.
Preference in Selection:

Air India Ltd. and Indian airlines limited give preference to the following sections generally.

(i) Physically handicapped are given more preference in selection for some specific post, which are provided to the physically handicapped person like Junior clerks, Telephone operators, teleprinter operators etc.

(ii) Due weightage are provided to the schedule caste (SC) and schedule Tribe (ST), other backward caste (OBC) as per Norms/Quota fixed by the Government for respective department of Air Indian & India Airlines.

(iii) The sports man peoples also get preferences in both the Airline industry.

(iv) The person's having good knowledge and capable of working and having good background also get preference in Air India & Indian Airlines.

(v) A dependent of a decreased employer is given special consideration for appointment against suitable vacancy.

Schedule Caste/ Schedule Tribe Cell:

A special cell is existed in the department of civil aviation for liaison work relating to reservation for schedule castes & schedule tribe
<table>
<thead>
<tr>
<th>Name of the organisations/Year</th>
<th>Total No. of Employees</th>
<th>No. of S.C. Employees</th>
<th>Percentage Employees</th>
<th>No. of S.T. Employees</th>
<th>Percentage Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999-2000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air India</td>
<td>17337</td>
<td>4073</td>
<td>23.53%</td>
<td>1079</td>
<td>6.20</td>
</tr>
<tr>
<td>Indian Airlines</td>
<td>21173</td>
<td>3927</td>
<td>18.55%</td>
<td>1194</td>
<td>5.64</td>
</tr>
<tr>
<td>2000-2001</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air India</td>
<td>16694</td>
<td>3946</td>
<td>23.64%</td>
<td>1071</td>
<td>6.42</td>
</tr>
<tr>
<td>Indian Airlines</td>
<td>20554</td>
<td>3885</td>
<td>18.76%</td>
<td>1176</td>
<td>5.92</td>
</tr>
<tr>
<td>2001-2002</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air India</td>
<td>N.A.</td>
<td>N.A.</td>
<td>N.A.</td>
<td>N.A.</td>
<td>N.A.</td>
</tr>
<tr>
<td>Indian Airlines</td>
<td>20012</td>
<td>3857</td>
<td>19.5%</td>
<td>1170</td>
<td>5.9</td>
</tr>
<tr>
<td>2004-2005</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air India</td>
<td>15535</td>
<td>3614</td>
<td>23.26%</td>
<td>1066</td>
<td>6.86</td>
</tr>
<tr>
<td>Indian Airlines</td>
<td>18504</td>
<td>3557</td>
<td>19.22%</td>
<td>1171</td>
<td>6.33</td>
</tr>
</tbody>
</table>

**Source:** Annual Report of Air India & Indian Airlines.
in posts services in Govt. offices and public sector undertaking.

Time to time the order is issued by the Government for reservation of schedule caste and schedule tribes. The work presentation are checked and examined and remedial action is taken to ensure proper implementation to the order relating to reservation of schedule caste and schedule tribes. Special attention are provided for appointment, promotions, inspections of roasters. The representation of schedule caste and schedule Tribes employee in Air India & Indian Airlines for the last three years of the study is presented by table 3.1.

For Air India the total number of schedule caste employees was 3946 in the year 2002-03. Which was 23.64% of the total work force of Air India. The number of schedule caste employees decreased to 2614 in the year 2004-05 which was. 23.36% of the total work force of Air India.

On the other hand schedule tribes are very few in numbers. In 2002-2003 the schedule tribes employees are 1071 which is 6.42% of the total work force of Air India. The number is decreased to 1066 in the year 2004-2005 which is just 6.86% of the total work force.

As regards Indian Airlines table 3.1 shows that the Airlines has 1167 schedule tribe employees in 2002-2003. Which is 6% of the total work force of Indian Airlines. The number increased to 1171 employees in the year 2004-2005 which is 6.33% of the total work force.
The schedule caste employees was 3770 in the year 2002-2003 which was 19.3% of the total work force. The number decreased to 3557 employees in the year 2004-2005 which is 19.22% of the total work force.

Table 3.2

<table>
<thead>
<tr>
<th>Name of the Organisation</th>
<th>Total No. of Employees</th>
<th>Total No. of SC Employees</th>
<th>Percentage (%)</th>
<th>Total No. of ST Employees</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry(Main)</td>
<td>216</td>
<td>46</td>
<td>21.29</td>
<td>10</td>
<td>4.62</td>
</tr>
<tr>
<td>DGCA</td>
<td>704</td>
<td>158</td>
<td>22.40</td>
<td>40</td>
<td>5.60</td>
</tr>
<tr>
<td>BCAS</td>
<td>209</td>
<td>22</td>
<td>10.52</td>
<td>5</td>
<td>2.35</td>
</tr>
<tr>
<td>CRS</td>
<td>133</td>
<td>21</td>
<td>15.79</td>
<td>8</td>
<td>6.10</td>
</tr>
<tr>
<td>IGURA</td>
<td>221</td>
<td>43</td>
<td>19.45</td>
<td>1</td>
<td>0.45</td>
</tr>
<tr>
<td>AI</td>
<td>15189</td>
<td>3586</td>
<td>23.01</td>
<td>1037</td>
<td>6.85</td>
</tr>
<tr>
<td>IA</td>
<td>18779</td>
<td>3668</td>
<td>19.53</td>
<td>1159</td>
<td>6.17</td>
</tr>
<tr>
<td>AAI</td>
<td>21147</td>
<td>5413</td>
<td>25.60</td>
<td>1116</td>
<td>5.27</td>
</tr>
<tr>
<td>PHHIL</td>
<td>613</td>
<td>91</td>
<td>14.81</td>
<td>39</td>
<td>6.36</td>
</tr>
<tr>
<td>HCL</td>
<td>1752</td>
<td>470</td>
<td>26.83</td>
<td>91</td>
<td>5.16</td>
</tr>
</tbody>
</table>


Table 3.2 shows number of S.C. & ST employees with percentage in different organisation of civil aviation.

When the two Airlines data Air India Ltd. and Indian Airlines Ltd.
was compared it is observed that the Indian Airlines being much better than Air India.

Air India has less schedule caste & schedule tribes employees in it's service. It has not met it's commitment but our Govt. should initiate a Policy in 1994-95 under which schedule caste & schedule tribe employees are recruited in both companies.

Training:

Training is a continuous by which older employees as well as new ones may be prepared themselve for promotion to position requiring added skill and knowledge. Training is one of the most successful means of reducing waste and improving the quality of working.

"Training may be defined as a process of developing as understanding of some organised body of facts, rules and methods" By R.C. Davis.

According to Fillipo, "Training is the act of increasing the knowledge and skills of an employee for doing a particular Job." Training thus involves the development of the manual skills that are usually necessary for performing a specific work. Training is the cornerstone of sound management yet it is expensive but if viewed as investment they ensure quality and contribute to the long term arrangement. The training arrangements taken place in Air India Ltd. and
Indian Airlines Limited are discussed in the following points:

1. **Flying Training:**

   Flying Training is carried out by experienced flying instructor, group briefing on important exercises are carried out over and above.

   As we all know that pilots plays a very important role in the airlines industry, training of pilots and copilots with new advanced techniques has been given greater stress in the present study.

2. **Ground Training**

   (i) **Basic Training:**

   On arrival at the academy, the students undergo ground training in basic aviation science subjects and also specific to TB-20 aircraft. Flying training commences after about 20-24 weeks. Ground Training in aviation subjects comprises of 590 hours of lectures, it sets a sound foundation for Line Oriented Flying Training (LOFT) and prepares the pilots for adoption of last developing needs of aviation industry.

   It continues concurrently throughout the course.

   (ii) **Audio Visual Aids:**

   To impart ground training effectively, the academy has modern audio-visual aids including a large number of video training films and slides, cut-ways working and systematic model of various aircraft components and systems, radio telephony and a Morse code training lab. A Wind Tunnel, Computer Based Training (CBT) system and Pilot Aptitude Test trainer are also used.
3. Training on simulators:

The academy has a modern upgraded King Air C-90A simulator with visual system for giving intensive training to pilots in normal and emergency procedures and for instrument flying exercises. Two single engine TB-20 Flight Simulators and two Touch Panel Trainees, one for King Air C-90 A Aircraft and one for Boeing-737 Aircraft are also in operation. Over and above this, one HPT which is a glass Cockpit Procedural Trainer to fly eight different types of aircraft is available with visual systems. All these are made use of in developing the trainees.

4. Commercial Helicopter Pilots Licence (CHPL) Course

This course is offered to pilots holding CPL. Most of the helicopter pilots trained by the academy were absorbed by M/s Pawan Hans Helicopters Limited (PHHL) (formerly known as Pawan Hans Limited) and Aviation Research Centre (ARC). However, there has been no demand for training on helicopters since March, 1992. The academy has Robinson R-22 Beta Helicopter which is equipped to carry out conversion flying training.

Air India & Indian Airlines continue to lay stress on human development for this purpose several training programmes are organised like:

1. Securing Training Centre:

The ministry of civil Aviation has recently approved the National
Civil Aviation security Training Programme (NCASTP). The programme authorized airport, airlines and the police organization to train the employees working at the airports. This programmes ensures that the person implementing security controls are trained and possess all competencies required while performing their duties.

2. In-Flight Services:

Refresher courses were conducted in house for executive cabin crew and line cabin crew by In-Flight Service Training and Development centre with focus on passenger care and streamlining of various aspects for making the passengers comfortable on board. The cabin crew training and development centre is located at the In flight services complex Saharm Mumbai. It has class rooms, a grooming area and an Auditorium. A B747 mock up for practical training in-flight service procedures is located at Santa cruz.

Flight safety Training, both class room and hands on is conducted in accordance with DGCA requirements by the Training Division of the operations departments.

Central Training Establishment:

The central training establishment (CTE) at Hyderabad, the company extensive training centre continued to provide training in all aspects that are required for the personnel employed in Indian Airlines-Pilots, flight engineers, certain crew, Aircraft engineers, Aircraft
Technicians, executives senior Executives, Ground Support Operators, Security Personnel, offices & staff of Commercial Department.

During the year 2004-05 CTE imported Training to other Airlines, Pilots mainly of Private Airlines like IAF, Blue Part, Sri Lankan Airlines, Dolphin Airlines etc. CTE conducted a number of performance technical, endorsement & refresher courses for pilots, flight despatches & engineers.

During the year 2004-05, CTE Trained the pilots for CAT II & III B with full vigour and priority basis.

Role of IGRUA: (Indira Gandhi Rashtriya Uran Academy)

Indian Gandhi Rahtriyan Uran Academy located at Fursatganj (U.P.) is an autonomous body and was set up with a mandate to improve the standards of flying and ground training of commercial pilots in the country. The academy has excellent infrastructure with a large and furnished hostel for the pilot trainees and staff quarters. It has its own airfield equipped with basic facilities and is undoubtedly the premier institute of its kind in South Asia. The Academy is equipped with the most modern and sophisticated trainer aircraft and helicopter. It also has flight simulators, a computer base training system (CBT) and excellent audio-visual training aids for imparting effective ground training.

The objective of the academy is to conduct airlines oriented flying
training courses to the level of contemporary international standards the courses offered are:-

1. To train 40 pilots on fixed wing aircraft, TB-20 & King Air C-90 A.
2. Multi engine Endorsement Course
3. Simulator Training Centre.
4. Standardisation course for chief flying instructor and pilot instructor Incharge of flying clubs.

Table 3.3

Pilots trained since inception upto 2004-05 in the IGRUA.

<table>
<thead>
<tr>
<th>Years</th>
<th>Fixed wing</th>
<th>Rotary wing</th>
<th>Total</th>
<th>Refresher</th>
<th>Undertraining</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996-97</td>
<td>306</td>
<td>20</td>
<td>326</td>
<td>85</td>
<td>NIL</td>
</tr>
<tr>
<td>1997-98</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1998-99</td>
<td>308</td>
<td>20</td>
<td>328</td>
<td>80</td>
<td>-</td>
</tr>
<tr>
<td>1999-00</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2000-01</td>
<td>306</td>
<td>20</td>
<td>326</td>
<td>85</td>
<td>-</td>
</tr>
<tr>
<td>2002-03</td>
<td>376</td>
<td>20</td>
<td>396</td>
<td>146</td>
<td>-</td>
</tr>
<tr>
<td>2003-04</td>
<td>378</td>
<td>20</td>
<td>398</td>
<td>146</td>
<td>-</td>
</tr>
<tr>
<td>2004-05</td>
<td>396</td>
<td>20</td>
<td>416</td>
<td>146</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: India & Annual Reports 2004-05.
Table 3.3 reveals number of pilot trained since inception upto 2004\textsuperscript{05} in Indira Gandhi Rashtriya Uran Academy. Through personal briefing and debriefing prior to and after each training. The IGRUA has 7 tr\textsuperscript{ndal} TB-20 Aircraft and is in the process of acquiring 6 more TB-20 aircraft. The trainees fly a total of 170 hours on the TB-20 aircraft of this 170 hours, the trainees does 50 hours deal and 120 hours solo. The trainees are given a CPL endorsement and instrument rating on both these aircraft. Free training is provided to schedule caste / schedule tribe candidates selected for the purpose.

\textbf{Motivation:}

In todays competitive Era one of the basic problem is how to innovate or encourage employees at work. In the words of Michel J. Jucious, "Motivation is the act of stimulating some one or oneself to get a desired course of action, to push the right button to get desired action." thus motivation is nothing but an act of inducement.

Motivation refers to the way in the which wages, drives, desires aspiration, striving or need, direct control explain the behaviour of human beings."

It is an effective instrument in the hands of management in and creating confidence in the working force that they are capable of achieving sparking results. Many motivation theories have been applied to force employees to strive to attain companies goals. Thus it is a process to activate dormant energy of employees to achieve targets.
The development of Human Resources has always been a vibrant area for both of the companies. Both of the companies provide proper stress on human resource development and organised many training programmes and deputed employees to external programmes in the various fields. The elaborate training facilities available with the companies at it's central Training establishment (CTE) at Hyderabad are used to conduct regular courses to impart updates in all spheres of the operations of the company.

It is necessary for both the companies to lay emphasis on motivation, because it is the one of the most important key elements of human resource management. Both Airlines viz. Air India Ltd. and Indian Airlines Ltd. provide various monetary and non monetary facilities to motivate and encourage their employees. A brief account of those facilities are given below:-

(1) Staff Welfare Activities:

The companies continue to provide various welfare facilities to it's employee which include, amongst others, medical facilities, subsidized canteens, financial assistance for part time courses, educational scholarship towards of employees holiday homes, sports clubs, staff housing loans, festival advance, group insurance scheme and pension scheme etc.

Staff welfare fund advisory committee has been re-constituted in August 2000 and it has revised the financial assistance towards funeral
expenses in case of employees who die in harness it also decided to give cash awards to students of Air India Modern School and Indian Airlines Ideal School who have secured highest marks in the SSC examination.

(b) Medical Services:

In discharging it's corporate social responsibility both the companies continued to provide medical services to it's serving and retired employees at in-house medical clinics. Family welfare and families to undergo sterilization operations. 72 employees have been paid incentives by the companies in 2004-05 for undergoing sterilization operations for themselves and their spouses.

Samples of food and water for consumption on board flights in various canteens and hotel premises were subjected to microbiological analysis at Mumbai, Chennai, Kolkata, New Delhi and Thiruvananthapuram.

(c) Sports:

Both companies has a proud tradition of sponsoring sports art and cultural activities, derived wide exposure both in the electronic & print media through participations in various events, moreover, the national carrier assisted the promoters to organise the events by supporting them.
(d) Awards:

Various awards were provided to employees to increase their morale and to motivate them. Employees were encouraged to give suggestions for cost reduction. A suggestion awards was given for designing and fabricating various fixtures for carrying out repairs to parts of GECF6-80C2 engine in house.

Twelve employees were given special Awards for distinguishing themselves in the fields of performing Arts, drama, literally work, cultural activities and also for their innovations, ideas, which helped both the companies to save substantial sums of money and manpower.

Welfare of Minorities:

Government's view point is directive about the welfare of minorities. Nationalised Banks & Public Sector Enterprises, it should be ensured that special consideration is given to recruitment from minority communities. All public enterprises under the administration purview of this ministry have been asked to comply with the directive of the Government and also to continuously monitor the progress of implementation of this programme.

Welfare of SCs/STs/OBCs:

A cell exists in the ministry of civil aviation for liasion work relating to reservation for scheduled castes and scheduled tribes and other backward classes in posts & services ministry & various
organisations. Representations/ complaints/ grievance petitions received from scheduled castes/ scheduled tribes employees/association are examined & remedial action taken wherever required.

**Administrative & Staff grievance Redressal Mechanism:**

Staff Grievance cells under designated staff Grievance officers are functioning in the ministry and all its organisations for speedy disposal of complaints & representations of the services employees. All cases regarding revision of pension/ family pension in respect of old pensioners and their families consequent upon the implementation of recommendations of the fifth pay commission have been settled by the staff grievances cell in the ministry within the given time frame. Payment of pension and other retirement benefit were also promptly settled. To ensure punctuality and discipline, periodical & surprise checks were made. Harmonious relationship maintained with the members of the staff.

**Leave without Pay scheme and shorter working week scheme (LWP) & (SWWS)**

In order to control staffing, two new schemes viz., shorter working week scheme (SWWS) and leave without Pay scheme (LwP) were launched in 1998. As per SWW scheme employees have the option of working for 3 days in the week for 60% of their present emoluments. As per LwP scheme, employees can avail of leave without pay for a period of 2 years, which is extendable upto 5 years. As on 1.03.04.
Other facilities:

Both companies provide housing facility to their employees. Uniforms are also provided to all the flying and crew like pilots & other staff.

Both the companies also provide to & from free transport to the workers for their journey to the airports. AI & I.A. have established canteen and eatable products shops to different work place so that they may take needs & refreshment at valuable price.

Women Welfare:

A women cell has been functioning at Mumbai and Delhi from September 1, 1993 in accordance with government guidelines. As per the guidelines issued by the national commission for women. Indian aviation has formed women cell at head quarters and in each of the four regions to follow up development activities for women. Indian Airlines, is a life member of forum of women in Public Sector (WIPS) which has been formed under the aegis of scope and actively particapates in all the activities of this forum: our aviation sector has as many as 19 women pilots of whom six are commanders. Women constitute over 13 to 81 per cent of the total workforce in the airline at present.

The object of the women's cell is to undertake, the following development activities like cleaning, tailoring, coupon sales, care taking in hostels chapati making etc.
Table 3.4
Total No. of man & women employees in Air India and Indian Airlines for 10 years.

<table>
<thead>
<tr>
<th>Years</th>
<th>No. of Employees</th>
<th>Available tonnes Km. per employee</th>
<th>No. of employees</th>
<th>Available tonnes Km per employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995-96</td>
<td>18591</td>
<td>172800</td>
<td>22582</td>
<td>48187</td>
</tr>
<tr>
<td>1996-97</td>
<td>18250</td>
<td>167000</td>
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<td>51656</td>
</tr>
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<td>1998-99</td>
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</tr>
<tr>
<td>2003-04</td>
<td>15572</td>
<td>237500</td>
<td>18715</td>
<td>72082</td>
</tr>
<tr>
<td>2004-05</td>
<td>15914</td>
<td>294300</td>
<td>18504</td>
<td>81399</td>
</tr>
</tbody>
</table>

Other activities for women's welfare are:

1. Promote all round development of women employees.

2. To look complaints of women employees regarding sexual harassment and discrimination at working hours at work place.

3. Engaging of widow employees by Air India & Indian airlines which engaged in activities like clearing tailoring coupon sales, chapati making etc.

4. To provide essential amenities for women employees.

5. Extra Impart training to improve their skills in managing time & improve their efficiency through different measures like better health care for themselves & their families.

6. Organise short programmes to educate them about their rights & rules in the society.

In case of schedule caste & schedule Tribe womens employees are also get preference like other. In the year 2004-05 there as a total of 3053 women employees in Indian Airlines comprising 16.5% of the total staff strength and in the year 2002-03 the company has 2933 women employees which is 15% of the total staff strength. The total number of man and woman employees working in Air India Ltd. and Indian Airlines Ltd. was presented in Table 3.4. In A.I. Ltd. the number of employees is decreasing year by year and it is 18591 in 1995-96 and remain just 1594 in 2004-05. In I.A. Ltd. also the number of employees
22582 in 1995-96 and remain 18504 in 2004-05.

**Labour Management Relation**

Industrial relations is the most broadly inclusively term. It describes relationship between management and individual employee and in that light it is sometimes called employer-employee relations or personnel relations. It also embraces relationship between management and Trade unions and is named as labour Management Relations or Labour Relations."

An organisation is a social system made up of independent parts, the parts are the relations of people at all levels of the organisation to each other. Throughout history, cooperative effort has been the key to human programmers. This has created some problems so be resolved like (i) problem of discipline (ii) problem of unrests.

As regarding to Air India & Indian Airlines In the year 2004-05 there are 8 recognized union/Association in the company representing various categories of employees in Indian Airlines. Ltd. There was no major incident of industrial unrest during the year and the industrial relations of the company remained peaceful.

In Air India Ltd. the Industrial relations situation in some previous years was most encouraging and there was a marked improvement in the general attitude of employees. There was no down time which reflected the support of employees to achieve an efficient working of the
Labour contributes to the production in an industrial enterprise. The relationship between the Labour and management is a multidimensional one. The relation must be sound and harmonious.

Thus labour management relation in any organisation are a products of attitudes & styles of management basically and constructive responses of trade union functioning is also important one. Both Management and Labour Leader must create such environment and conditions so that labour works effectively with full stamina and due to that the management achieve their goal. To maintain good relations is the collective responsibility of the Labour trade union and management both.

**Workers participation in management:**

The concept of workers participation is of multidimensional phenomenon. It is viewed through variety of perspectives. Industry is now overlooked as a social Institution and employees labour working in this Industries is viewed as Industrial democracy in action. Both employees and Management have equal interest in the survival and prosperity of Industry.

According to Dr. M. Hetras participations means "a principle of democratic administration of industry sharing the decision making power by the ranks of an industrial organisation, through their proper
representatives, at all appropriate levels of management in the entire range of managerial action".

This definition of participation is based on the co-partnership in Industry. It is opposed to the master servant relationship. It is not fighting with each other, differences & disputes, whenever arises must be remove in best possible way. To have sound and harmonious relation, the workers have liable to give their due participation in best possible way to management.

At various levels on the second side management try to fulfill all the needs like, psychological need, financial need etc. of employee whether man or women. The management must maintain good atmosphere so they work with full esteem. The term Labour management relationship is one which need proper care means which must be handled with care.

Civil aviation Industry is a huge organisation, and it can function efficiently and effectively only if both management and labour works together with good relations, like both of these have a partnership effectively established. It demands maximum co-operation between management and labour.

Now a question arises that how to remove or control the disputes rises between the two parties labour and management and the answer of this question is responsibility. If both the parties feels the responsibility or take the responsibility of smooth running of the civil aviation
enterprises. A cordial relationship between both wings labour and management must be always maintained. As regarding to Air India, it has more than 15000 employees and Indian Airlines has more than 18504 employees, so-management and labour relation require special attention. In current year 2004-05 the Indian airlines have 8 recognized union/Association in the company representing various categories of employees. There was no major incident of industrial unrest that means industrial relations of the company remained peaceful. Workers participation in management is an important part of human relations because it offers an enormous potential for higher productivity, improved satisfaction, and creative thinking.

For succeed worker participation in management following conditions is followed by both the companies:-

1. There must be time to participate before action is required.

2. The financial cost of participation should not exceed the values economic and otherwise, that come from it. Employees should not spend their full workday participating, to the exclusion of all other work.

3. The participant should have the ability such as intelligence and knowledge to participate.

4. The participant must be able mutually to communicate in order to be able to exchange ideas.
5. Neither the management nor the workers should feel that their position is threatened by participants.

Worker's participation in management is used here in a restricted sense. It is confined to sharing information with the employees, consulting them in all matters, which directly or immediately affect them and share administrative and executive powers and authority with the employee's representatives in certain non-critical areas like welfare, safety training etc.

**Concluding Remarks:**

Indian civil Aviation is a very big undertaking, so it has very vast employment potentialities. Rather than employing skilled to very highly & skilled employees like pilots and other crew staff they also employ clerical staff, canteen staff, the supervisory staff. Recruitment of all these employees is made from both internal & external sources. After recruitment they are trained in their respective field, so that they can work efficiently. Motivation of employees is also one of the prime aspects in human resource management in civil aviation industry. Various facilities are provided to the employees like housing facilities, housing loans, medical facilities, sports facilities, women's welfare, other rewards & incentives etc.

It is very necessary to maintain and promote harmonious and sound relations between labour and management, to achieve this aim.
workers participation in management has been emphasized in this aviation sector.

The following suggestion may be given to make human resource management in Air India Limited and Indians Airlines Limited more effective.

1. Proper training and selection methods should be used to select pilots and other crew members.

2. Training through simulators and advanced techniques should be followed.

3. Motivation techniques should be more attractive and also misuse of facilities must be checked.

4. Workers participation in management should be encouraged. Active involvement of employee and employer at various levels is must.

5. Regular meeting of the employer & employee should be held at regular intervals.