Chapter 6
Findings, Conclusion and Suggestions

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CHAPTER 6:
FINDINGS, CONCLUSION AND SUGGESTIONS

The previous chapter presented the empirical investigation of the employees-employer relationship in the public and private sector airlines companies in India. The researcher conducted an exploratory survey of the employees of Air India and Jet Airways to get the clear picture of the employees-employer relationship prevailing in the selected organizations. The hypothesis for the study framed on seven dimensions of employer-employee relations that have been tested and verified with the help of statistical tool namely Independent t-test and One-Way ANOVA. The present chapter is devoted to discuss the findings of the study analyzed by the researcher and to give suggestions for improving the employees-employer relationship in airline industry in India. The directions for future research in the perspective area of concern have also been given at the end.

The Aviation sector is one of the major economic drivers for prosperity, development and employment in a country. The contribution of airline industry to the national economy is favorably significant and highly appreciated. Foreign direct investment, International trade and International tourism are some of the major traits directly contributing to the development of airline industry. One of the fastest growing airline industries in the world is Indian Airline Industry. With the liberalization of the Indian Aviation sector, a rapid transformation has experienced in Indian Airline Industry. Primarily, it was a government-owned industry, but now it is dominated by privately owned full service airlines and low cost carriers. The growth in the aviation sector and capacity expansion by carriers has posed challenges to aviation industry on several fronts. These include shortage of workers and professionals, declining returns and financial distress. In the past few years, there had been a steady increase in the number of labour disputes, flash strikes, delayed in salaries and mismanagement of employees. The rising problems in the Airline Industry has attracted the attention of the researcher for selecting the industry for the present research study. The main objective of the present research study is to analyze and compare the employees-employer relationship in the public and private sector airlines companies in India. The companies selected by the researcher for the comparative analysis is of Air India in public sector and Jet Airways in private sector.
Findings of the Study:
To find out the significant difference in the employee's satisfaction with regard to the dimensions of employees-employer relationship across designation of employees, work experience and airlines under study; One-Way ANOVA and Independent Sample T-test were used. Following are the significant findings generated on the basis of data analysis and hypotheses testing:

1: Dimensions across Designation of Employees:

i) The perception of different categories of employees is not same regarding the Recruitment and Selection Policy. The employees in Category 'B' have the highest mean value whereas the employees in Category D have the lowest mean value as compared to other categories of employees. This is a clear indication that the employees in Category B and C have a positive perception towards the Recruitment & Selection Policy. While the employees in Category D do not holds a positive perception towards the Recruitment & Selection Policy. This means that there is significant variation in the employee's satisfaction with regard to the company's Recruitment and Selection Policy across designation of employees.

ii) Different categories of employees have same opinion regarding the Training and Development Policy, Promotion and Transfer Policy, Salary and Wages, Employees Welfare Facilities and Industrial Disputes. All the categories of employees have same perception towards these dimensions. This means that no significant variation exists in the employee's satisfaction with regard to the company's Training and Development Policy, Promotion and Transfer Policy, Salary and Wages, Employees Welfare Facilities and Industrial Disputes across designation of employees.

iii: The perception of different categories of employees is not same regarding the role of Trade Union. The employees in Category 'B' have the lowest mean value as compared to other categories of employees. This indicates that the employees in Category B do not have a positive perception towards the role of Trade Union. The employees in Category C and D also do not hold a positive perception towards the role of Trade Union. This means that there is significant variation in the employee's satisfaction with the regard to role of Trade Union across designation of employees.
2) Dimensions across Work-Experience:

i) The perception of employees with different work-experience is not same regarding the Recruitment and Selection Policy. The employees with work experience of above 20 years have the highest mean value as compared to the employees under other work-experience categories. This is a clear indication that the employees with work experience of above 20 years have a positive perception towards the Recruitment & Selection Policy. This means that there is significant variation in the employee’s satisfaction with regard to the company’s Recruitment and Selection policy across work-experience.

ii) The employees with different work-experience carry same opinion regarding the Training and Development Policy, Promotion and Transfer Policy, Salary and Wages, Trade Union and Industrial Disputes. All the employees under different work-experience categories carry same perception towards these dimensions. This means that there is no significant variation in the employee’s satisfaction with regard to the Training and Development policy, Promotion and Transfer Policy, Salary and Wages, Trade Union and Industrial Disputes across work-experience.

iii) The perception of employees with different work-experience is not same regarding the Employees Welfare Facilities. The employees with work experience of 5-10 years have the highest mean value as compared to the employees under other work-experience categories. This indicates that the employees with work experience of 5-10 years have a positive perception towards the Employees Welfare Facilities. The employees with work-experience of 0-5 years, 10-15 years and above 20 years also hold a positive perception towards the Employees Welfare Facilities. The employees with work-experience of 15-20 years have the lowest mean value. This means that the employees with work-experience of 15-20 years do not have a positive perception towards the Employees Welfare Facilities. Thus, there exists no significant variation in the employee’s satisfaction with regard to the Employees Welfare Facilities across work-experience.

3) Dimensions across Airlines under Study:

i) The Perception of employees with the dimension “Recruitment & Selection Policy” between Air India and Jet Airways is different. The majority of the employees of Air India are not fully satisfied with the Recruitment & Selection Policy. The mean value of Jet Airways is higher as compared to the mean value of Air India, which indicates
that the employees of Jet Airways have positive attitude towards the Recruitment & Selection Policy in comparison to the employees of Air India. This means that there is significant difference in the employee’s satisfaction with regard to the company’s Recruitment & Selection Policy between Air India and Jet Airways.

ii) The Perception of employees with the dimension “Training & Development Policy” between Air India and Jet Airways is different. The mean value of Jet Airways is higher as compared to the mean value of Air India, which indicates that the employees of Jet Airways have positive attitude towards the Training & Development Policy in comparison to the employees of Air India. This means that there is significant difference in the employee’s satisfaction with regard to the company’s Training & Development Policy between Air India and Jet Airways.

iii) The Perception of employees with the dimension “Promotion & Transfer Policy” between Air India and Jet Airways is different. The mean value of Jet Airways is higher as compared to the mean value of Air India, which indicates that the employees of Jet Airways have positive attitude towards the Promotion & Transfer Policy in comparison to the employees of Air India. This means that there is significant difference in the employee’s satisfaction with regard to the company’s Promotion & Transfer Policy between Air India and Jet Airways.

iv) The Perception of employees with the dimension “Salary & Wages” between Air India and Jet Airways is different. The mean value of Jet Airways is higher as compared to the mean value of Air India, which signifies that the employees of Jet Airways have positive attitude towards the wages and salaries in comparison to the employees of Air India. This means that there is significant difference in the employee’s satisfaction with regard to wages and salary between Air India and Jet Airways.

v) The Perception of employees with the dimension “Employees Welfare Facilities” between Air India and Jet Airways is different. The mean value of Jet Airways is higher as compared to the mean value of Air India, which indicates that the employees of Jet Airways have positive attitude towards the Employees Welfare Facilities as compared to the employees of Air India. This means that there is significant difference in the employee’s satisfaction with regard to the Employees Welfare Facilities between Air India and Jet Airways.

vi) The Perception of employees with the dimension “Role of Trade Union” between Air India and Jet Airways is same. The employees of both the airlines are not satisfied
with the role of Trade Union. This clearly indicates that there is no significant
difference in the employee’s satisfaction with regard to the role of Trade Union
between Air India and Jet Airways.

vii) The Perception of employees with the dimension “Industrial Disputes” between
Air India and Jet Airways is different. The mean value of Jet Airways is higher as
compared to the mean value of Air India, which indicates that the employees of Jet
Airways have positive attitude towards the factors affecting Industrial Disputes as
compared to the employees of Air India. This means that there is significant
difference in the employee’s satisfaction with regard to the factors affecting Industrial
Disputes between Air India and Jet Airways.

4: The majority of the employees of Air India are not fully satisfied with the
Recruitment and Selection Policy. The employees also believed that the company
does not do proper Job Analysis before Selection Process of the employees. The
employees of Jet Airways have shown positive response towards Recruitment and
Selection Policy as compared to the employees of Air India.

5: The employees of Jet Airways have positive attitude towards Training and
Development Policy as compared to the employees of Air India. The majority of the
employees of both the airlines are believed that the company does not coordinate any
counseling and short-duration Programmes for removing the stress among the
employees.

6: The employees of both the airlines are not satisfied with the Promotion and
Transfer Policy. The majority of the employees of Air India are of the opinion that the
company does not provide to the employees any special training that qualified the
employees for the transfer/promotion.

7: The employees of both the airlines are not satisfied with their salary and wages.
The majority of the employees of Air India are of the opinion that the company does
not offer salary increment to the employees and does not revise the salary scale of its
employees frequently to motivate them.

8: The employees of Air India are not satisfied with the working conditions. In both
the companies the employees are not fully satisfied with the financial facilities like
bonus, Provident Fund, Gratuity etc. The employees of Jet Airways are satisfied with
the Employees Welfare Facilities as compared to the employees of Air India.

9: The employees of both the airlines companies are believed that Trade Union does
not represent the employees well and solve their issues efficiently. Further, they
agreed that multiplicity of union is not good for the employees and the union & management does not have clear understanding in dealing with the matters related to employees.

10: The majority of the employees of Air India believed that the company does not promote harmonious relations between employers & employees. The Air India's employees agreed that inadequate wages/salary and bad working conditions are the main causes of industrial dispute in their company whereas Jet Airways employees believed that the main cause of industrial dispute in their company is regarding terms of employment. The employees of both the companies are of the opinion that strike is not an important tool for the employees for raising their Demands.

Conclusion of the Study:

Over the last couple of decades, as organizations have expended across territorial boundaries; and knowledge, expertise and innovations have taken precedence over physical assets as tools of corporate strategy, governments and corporations have started putting emphasis on the development of human resource. In an age of incessant age, the proficient development, deployment and enhancement of this vital resource becomes imperative to success.

The companies today are forced to function in a world full of change and under various complications, and it is more important than ever to have the correct employees at the correct job with the right qualification and experience in order to survive the surrounding competition. The successful and prosperous future of an organization is dependent on its skilled, knowledgeable and well experienced workforce. The importance of employer-employee relationship in airline Industry is increasingly being realized.

The Airlines industry is enormously competitive, safety-sensitive and high-tech. People, employees and customers, are not the products and machines; they are the arena of an organization's core competence. The socio-economic implications are vast and pervasive, affecting the organization's structure, strategy, environment and numerous operational activities. The airline industry requires employees to handle their customers with care and proven moral standards to help their respective carriers to achieve its goals. Managing an airline is inimitable and challenging task; the fineness of services of airlines critically depends on the quality of human resource it employs. This depends on the charisma of cordial employers and employee's
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relationship, effective human resource planning and how motivating, flexible and comprehensive the human resource policies are. Human resource policies provide guidelines for a wide variety of employment relations in the organization. These guidelines identify the organization's intentions in recruitment, selection, promotion, development, compensation etc. Employee relationships are an index in order to examine the satisfaction, respect, confidence, justice, and trust relationships between employees-employers and employees-business. There is a need to mobilize the human resource with the purpose to enable them to participate in the task of organizational development and nation building. The mobilization would include the need to develop the human resource, their skills, knowledge, attitudes, so that they can achieve competently the pre-determined goals. Obviously, the efficient and professional management is pre-requisite for the airlines growth. Airlines Industry basically being a service industry, therefore it is imperative that the airline industry must take the necessary steps to build a pool of efficient trained people to fill various jobs. Special attention, therefore, will have to be given to the needs of manpower and personnel to be trained. Special care has to be taken to ensure that there is expansion of facilities and services. The employer-employees relationship are judged on the basis of certain variables like effective human resource policies, fair wages and salary, effective employee welfare practices and harmonious industrial relations and industrial unrest therein.

The employer-employee relations has become one of the most delicate and complex problems of modern industrial society. Today, the workplace is different, diverse, and constantly changing. The typical employer-employee relationship of earlier days has been turned upside down. The workers are living in a growing economy with much awareness and have almost limitless job opportunities. Such combination of factors has created an environment where the business needs its employees more than the employees need the business. For every organization functioning in a competitive environment, the requisite for a healthy employer-employee relationship within the organization is a sine quo. Employer-employee relation means to build triumphant, world class organizations through relationship-building with and amongst its employees. A strong employer-employee relation is impossible without employers and employees cooperation and industrial harmony, therefore it’s the interest of all to create and maintain good relations between employers and employees. In order to maintain good employer and employee relations, it’s necessary that industrial disputes
are settled quickly and amicably. In human resource premises the conflict stems from poor management, can be partially reduced by organizational and workplace innovations that build an employers and employees unity of interests. Well established policies ensure long-term welfare of employees and makes for good employee relationship as favoritism and discrimination are reduced.

Good Employer-Employee Relations improve the morale of the employees and motivate the worker workers to work more and better. Employees work with great zeal with the feeling in mind that the interest of employer and employees is one and the same, i.e. to increase production. Every worker feels that he is a co-owner of the gains of industry. The employer in his turn must realize that the gains of industry are not for him alone but they should be shared equally and generously with his workers. In other words, complete unity of thought and action is the main achievement of industrial peace. It increases the place of workers in the society and their ego is satisfied. It naturally affects production because mighty co-operative efforts alone can produce great results.

The harmonious employer-employee relationship depends upon healthy and safe work environment, cent percent involvement and commitment of all employees, incentives for employee motivation, and effective communication system in the organization. Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in sales level. This signifies that employees should feel positive about their identity, their job as well as about being a part of the organization. Despite the importance of strong and healthy employee relations, there are circumstances in the functioning of every organization when employee and management relations are become sour. Industrial conflicts in organizations are inevitable. For employers to perform their crucial roles effectively and efficiently, there must exists a strong cordial relationship between the employees and employers in the organization.

The growth in the aviation sector and capacity expansion by carriers has posed challenges to aviation industry on several fronts. These include shortage of workers and professionals, safety concerns, declining returns and the lack of accompanying capacity and infrastructure. Moreover, stiff competition and rising fuel costs are also negatively impacting the industry. In the few years, there has been a steady increase in the number of labor disputes, flash strikes, delays in payment of salaries and mismanagement of employees. The work stoppages in airline companies in India lead
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to substantial economic loss to employers, employees, government and the community at large. The problems such as feeble human resource policies, strikes, work stoppages, poor working conditions, delays in salaries and wages, delay in redressing the grievances and disputes, lack of human relations skills among the supervisor etc., disturb the tranquility of industrial life.

The maintenance of industrial peace is imperative for the betterment of the airlines industry as well as for the economic progress of a nation. Therefore, airline companies must have potential human resource policies and sound industrial relations that help the organization to attain its goals, enable it to employ the skills and abilities of the workforce efficiently, assist to bring about employee's job satisfaction and self-actualization and establishing and maintaining harmonious employer-employee relations.

The main objective of the study stood at empirically examining the employees-employer relationship in the public and private sector airlines companies in India. A survey was conducted with the help of questionnaire comprising 35 items related to the employer-employee relations which was further divided into seven categories of questions namely Recruitment & Selection Policy, Training & Development Policy, Promotion & Transfer Policy, Salary & Wages, Employees Welfare Facilities, Role of Trade Union and Industrial Disputes. The hypotheses of the study are based on these seven dimensions and the status of the stated variables is analyzed in both the selected airline companies. A comparative study is developed by interpreting the responses of the employees from the selected organizations. T-test and One-Way ANOVA have been applied by the researcher for testing of the hypothesis. It is observed that there are significant variations in the employee's satisfaction with regard to the company's Recruitment & Selection Policy and Trade Union across designation of employees. No significant variation exists in the employee's satisfaction with regard to the company's Training and Development Policy, Promotion and Transfer Policy, Salary and Wages, Employees Welfare Facilities and Industrial Disputes across designation of employees. There is significant variation in the employee’s satisfaction with regard to the company’s Recruitment and Selection policy across work-experience. There is no significant variation in the employee's satisfaction with regard to the Training and Development policy, Promotion and Transfer Policy, Salary and Wages, Employee Welfare Facilities Trade Union and Industrial Disputes across work-experience.
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It is observed that there are significant differences in the employee's satisfaction with regard to the Recruitment & Selection Policy, Training & Development Policy, Promotion & Transfer Policy, Salary & Wages, Employees Welfare Facilities and Industrial Disputes between Air India and Jet Airways. Therefore, the related null hypothesis stands rejected. Whereas, the dimension role of Trade Union is found to be significant among the employees of Air India and Jet Airways and the researcher fails to reject the null hypothesis.

To overcome the striking variations in the satisfaction level of employees with the employees-employer relationship in Air India and Jet Airways the following suggestions are made:

Suggestions:
The results and analysis of the study is expected to provide essential guidelines for administration and managers dealing with the employer-employee relations. There's lack of structured mechanism for self evaluation of the opinion of the employees regarding the employer-employee relations. The organization need to focus on the important areas to identify the gaps and should strive for continuous improvement in dealing the issues related to the employer-employee relations to attain competitiveness and industrial peace.

This study highlights the gaps that have been analyzed by the researcher on the basis of the responses retrieved by the employees of Air India and Jet Airways such as lack of satisfaction with the company's Recruitment and Selection procedure, lack of arrangements for conducting any counseling and short-duration Programmes for removing the stress among the employees, lack of satisfaction of employees with the company's Promotion Policy, inappropriate wages and delays in payment of salary to the employees, dissatisfaction with the Employees welfare facilities, inefficient role of the Trade Union in dealing with the problem of employees and disharmonious Industrial Relations. The researcher feels that these issues are not meant to be ignored; the government and management must take certain steps to overcome these problems with time so as to attain industrial harmony and excellence in this competitive edge of globalization. The researcher has observed various loopholes during the analysis of the present study and has come to several recommendations. The suggestions have been divided into two categories i.e. one specifically based on the analysis of the
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present study and the other as general suggestions for the airline companies to improve employer-employee relations.

1: The majority of the employees of Air India are not satisfied with the company’s Recruitment & Selection Policy. The company should take adequate measures to make the policy transparent and effective. Recruiting the efficient employees is like an investment and greatest resource for a company. It is imperative to attract the right pool of talent, so that Air India can grow in the free market. To attain this goal, the very first step by Air India should be a thoughtful planning about their recruitment procedure. The company should conduct proper Job Analysis before selection process of the employees. They should also consider the requirements and vacancies available for employees so there would not be any issues related to manpower planning and underutilization of existing manpower.

2: for a positive outcome, the Human Resource department of Air India should consider all the minor and major impacts before selecting new staff for the company. Human Resource head or group of people (in HR) with high knowledge about recruitment and complete understanding of companies criteria should be framed in selecting a right employee for their company, as the profit and a better future of the organization depends upon employee’s performance.

3: The employees of both the airlines are of the opinion that the companies do not conduct any counseling and short-duration programmes for removing the stress among the employees. Both Air India and Jet Airways should realize the need of such programmes for the betterment of the employees. When the employee’s perform their jobs without stress, only then they can give their best to the company. The Training and Development helps in optimizing the utilization of human resource which further helps the employees to achieve the organizational goals as well as their individual goals. It also helps in increasing the job knowledge and skills of employees at each level.

4: The majority of the employees of both the airlines are not satisfied with the Promotion Policy. While exercising the right of promotion, the criterion of seniority (length of service) should be given the highest weightage, along with eligibility and suitability. The lack of any well-formulated Promotion and Transfer Policy will undoubtedly breed a state of uncertainty among the employees.

5: The employees of both the airlines are not satisfied with their current salary and wages. The companies should provide fair compensations and benefits to the
employees. Air India was facing strikes because of wage structure. Employee morale was low mainly due to the disparities in wages of employees of the erstwhile Indian Airlines and Air India. The time lag in getting salaries has come down now, as a result of serious and committed approach by the management of Air India. Both the airlines should provide proper salary to their employees so that the morale of the employees does not remain low. The satisfied employees maintain their loyalty towards the company and remain in the company for long.

6: To curb the expenses Air India should implement measures such as restructuring and withdrawing loss-making flights, selling or leasing out under used assets such as land & Building, stopping excessive allowances to pilots and crew members. The profits and standard of any organization are the result of good working condition and a high level of productivity. The Air India should build a good relationship with their employees as this would reduce the frequency of strikes and exodus of its pilots. It will directly improve the services, and a better service will help to change customer's view, which in turn, will lead to higher profit to the company.

7: The employees of Air India are not satisfied with the working conditions. The Air India should provide good working environment to the employees so that they can perform their best, as good performance of an employee will benefit both the company and the employees. Air India can lead airlines industry, only when both the employer and employees should be happy and satisfied with their working conditions. Innovative programmes should be introduced by the company for the welfare of the workers and to raise the morale of the people at work.

8: Both the airlines should undertake performance appraisal to improve the working pattern of an employee who is not able to perform very well, and also to motivate or praise employee's hard work and effective contribution towards company. By applying proper and ethical guidelines without any prejudice, the performance appraisal can make lots of changes in working conditions, which would indirectly bring positive energy and profit to the company.

9: The majority of the employees of both Air India and Jet Airways are not satisfied with the role of trade union. The trade unions should play an important role in effective communication between the workers and the management. They should provide the advice and support to ensure that the differences of opinion do not turn into major conflicts. The trade unions should maintain good understanding with both the employees and management to avoid the strikes.
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10: Both the management & trade unions of Air India and Jet Airways should support in the creation of an environment of mutual cooperation and self-reliance. The management should adopt an impartial attitude and should acknowledge the legitimate rights of the employees. Similarly, the trade unions should encourage their members to work for the common objectives of the organization and should have faith in collective bargaining and other peaceful methods of settling the disputes.

11: The majority of the employees are of the opinion that if employees are given authority with responsibly in the management it would reduce the number of disputes in the company. The Air India is not running on commercial lines and it suits politicians and bureaucrats to keep it that way. The management is not given the authority and support to take tough decisions. So, for the airline to function smoothly a professional management should be put in place with no interference from government. There should be progressive outlook of the management. It should be conscious of its obligations and responsibilities to the owners, the employees, the consumers and the nation.

General Suggestions:
In addition to aforementioned specific suggestions, the general suggestions for airline companies that could be helpful for the management to improve their employer-employee relations are;

1: The airline administrators should conduct audits of their respective organizations in order to ascertain the gaps between what they thought their airlines were doing and what they actually were doing. In other words, an audit constitutes both a reality check and a baseline from which to plan for the future.

2: The emphasis placed on communicating rules and regulations, and performance improvement and disciplinary procedures, be equaled or surpassed by the clear and ongoing communication to all employees of such things as the organization’s mission, strategy, and desired culture.

3: The airlines should undertake periodic satisfaction/attitude surveys, covering all employees. a person should be appointed whose responsibility it is to conduct timely employee opinion surveys on the recruitment, selection, equal employment opportunity, employee relations, compensation and benefits, organizational development, education, training and development. The results of the surveys should also be communicated to employees.
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4: The Human Resource Management training for managers and supervisors and organizational development should be provided. In general, however, greater education and training are required in such areas as teamwork, change management, compensation/benefits, interviewing techniques, cultural diversity, communication skills and socialization into the organization’s culture.

5: The airlines should maintain a continuous interaction with the employees. Keep them updated about company’s policies, procedures and decisions. Keep the employees well-informed. Informed employees would make sound decisions and would remain motivated and productive. Also, they would feel as a member of organizational family in this manner.

6: There should be flexibility in changing Human Resource policy wherever necessary to match the profile of the workplaces.

7: There should be direct and free communication between an employer and its employees, this would help the company to build a positive workplace culture.

8: The strikes took place in some organizations due to the strained relationship between management and some union leaders. Informal meetings and get-together should be organized in order to reduce the feeling of rivalry among the leaders of various unions and management.

9: In order to promote responsible trade unionism, specialized training programmes including leadership development programme to be conducted. The employees and trade union leaders should be given training.

10: Wages and salary should be made competitive to reduce labour turnover and be paid as when due for stability purpose on the part of the employees

Future Research Directions:
The present study presented a comparative analysis of employer-employee relations in public and private sector Airline Companies in India on the basis of an empirical study. But these could be on different aspects also that could be undertaken for future research. Different aspects like undertaking a distinctive variable as the major variable of study instead of employer-employee relations like Recruitment and Selection procedure in Airlines Industry, or a study of Employees Welfare Facilities in Airlines Industry in India. The same study could also be taken up in different countries. Likewise, there are numerous variables that could be undertaken for further analysis. As this study has been analyzed to all the levels of permanent employees working in
Air India and Jet Airways, the other perspectives of studies could be the analysis of employer-employees relations by categorizing the level of employees as top level, middle level and lower level. The same study of employer and employee relations could be performed by undertaking different case studies or study of employer-employee relations in different companies with larger sample size i.e. Airlines Industry. Moreover this same study could also be undertaken in future in some other industries like Telecom industry, Shipping Industry, Leather industry, Paper Industry, Steel Industry etc.

The conclusion of this research paves the way for several research areas and has the potential of becoming a base for auxiliary research. Since the study is empirical in nature, the conclusions that have been drawn on the basis of personal views and perceptions of employees in the concerned companies. The results of different industries and different sample of study will conclude diverse results. The chapter ends up with the discussions and conclusion of the study.