A COMPARATIVE STUDY OF EMPLOYEES-EMPLOYER
RELATIONSHIP IN PUBLIC AND PRIVATE SECTOR
AIRCRAFT COMPANIES IN INDIA

ABSTRACT

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SANA DEEBA

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DR. M. IMRAN SIDDIQUE
(Associate Professor)

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ABSTRACT

The present study entitled "A Comparative Study of Employees-Employer Relationship in Public and Private Sector Airlines Companies in India" has been undertaken by the researcher to analyze the employees-employer relationship that is prevailing in the Indian airline industry. The researcher undertook an empirical survey to attain this objective. The present research work has been divided into six chapters as the 'Structure of the Study'. In the following pages an in-depth discussion over the plan of the study has been drafted by the researcher.

The first chapter being introductory segment highlights a comprehensive outline of the present construct. In this chapter, the researcher has overviewed the earlier studies that have conducted in the field of Employees-Employer Relationship in different industries, different countries and on different aspects of the subject. This appraisal has been named as 'Review of Literature' and has helped in tracing the research gap at the disposal of the researcher to determine the objectives for the study. Thus, the present study is based on the attainment of the following broad objectives:

1. To review the conceptual framework of the term Employees-Employer Relationship;
2. To study the overall growth and development of the airline industry in India;
3. To exhibits the profile of the two selected sample airline companies of India both from the public sector and the private sector.
4. To examine the perception of employees' towards the dimensions of employees-employer relationship (Recruitment & Selection Policy, Training & Development Policy, Promotion & Transfer Policy, Salary & Wages, Employee Welfare Facilities, Role of Trade Union and Industrial Disputes) across designation of employees' and work-experience.
5. To compare and analyze the employees' satisfaction with regard to the dimensions of employees-employer relationship between Air India and Jet Airways.
6. To undertake the findings and make suggestions in the light of research study for improving employees-employer relationship in airline companies in India.

Hence, this chapter flashed a broader outlook of the focal resolution for carrying out the present study by discussing the review of literature which helped the researcher in finding out the research gap. Along with this, the objectives which enabled the researcher to entail the research design for the research project, the sample size of the
study, hypotheses and the limitations of the study has also been conversed exhaustively.

The Second Chapter, which brings forward the conceptual framework of the term Employees-Employer Relationship in an extensive and elaborative manner. The term Industrial Relations commonly denotes "employer-employee relations", in both organized and unorganized sectors of the economy. The Industrial relations also known as labour-management relations or labour relations. The word employer-employee relations and employees-employer relationship can be used interchangeably. An Employer-employee relation consists of all those areas of human resource management that involves relationships with employers-directly and/or through collective agreements where trade unions are recognized. It means to build triumphant, world class organizations through relationship-building with and amongst its employees'. An employer-employee relation in the 21st century establishes the human factor as the highest priority in any organization. It emphasizes the search for, development and continuity of talent and merit. People are encouraged to participate and contribute in a cooperative, collaborative team environment where status and power symbols are minimized. The frenetic urge of the managerial lemmings to throw themselves and others over the cliff has been replaced by a process of consolidation based on merit, talent, emotional intelligence, learning and continuous development. The employer-employee relations, therefore, tries to inculcate characteristics that render an organization a success, and at the same time, proactively sensitizes itself to the organizational issues that can retard its productivity.

It is seen that this chapter deals with the concepts and evolution of Employees-Employer relationship. The researcher has also presented the scope, objectives, importance, causes of disputes between the employers and the employees and methods to improve the employees-employer relationship in the organizations.

The third chapter deals with the overview of airline industry in India. The airline industry plays a vital role in economic progress of a nation as it is viewed as a necessary link not only for international voyage and trade but also for providing connectivity to different parts of the country. 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. Around 75% share of the domestic
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Aviation market is shared by private airlines. Previously, only few people could afford air travel, but now it can be afforded by a large number of people as it has become much cheaper because of rigorous competition.

Aviation in India supports 1.7 million jobs, 0.5% of GDP and 90% of international tourist arrivals. Despite this great potential, India’s airline industry was struggling financially in the year 2012. The debt of Indian airlines were increased 8-9% in 2012-13 to an estimated $14.5 billion (around Rs.80,765 crore). Of the total debt, state-run Air India Ltd. had the biggest share—$8.9 billion. It was followed by Jet Airways (India) Ltd. at $2.25 billion, Kingfisher Airlines Ltd. at $1.8 billion, SpiceJet Ltd. at $336 million, IndiGo at $176 million and GoAir at $147 million. Barring a few airlines, most of the operators have been struggling with losses and working capital deficit. The increase in the market size has been outpaced by the growing competition between the Indian carriers, leading to intense price competition. This coupled with the high operating costs have made the survival difficult for most of the players.

The Indian aviation industry in 2013-14, gradually started emerging out of a long-drawn crisis with air traffic on an upward growth trajectory and major policy changes in areas like FDI starting to have their impact. The year 2013, also saw a major policy shift in opening up of six major airports, developed by state-run Airports Authority of India, to private partnership. The passenger throughput grew by around 6 to 8 per cent in the year 2013. This growth is commendable given various challenges such as slowdown in the economy, devaluation of the rupee, increase in ATF prices, austerity measures by corporate sector and subdued demand from the tourist sector. Most airlines continued to suffer losses but IndiGo announced a net profit of Rs. 700 crore, a record in its profitable growth. Air India also sharply improved its financial position following the restructuring of loans and fresh equity infusion from the Government of India.

The fourth chapter has been compiled with the purpose of exhibiting the profile of the selected public and private sector airline companies in India. In public sector, Air India and in private sector Jet Airways have been selected by the researcher. Air India is the flag carrier airline of India. It is part of the government owned Air India Limited (AIL). Air India was founded by J.R.D. Tata in July 1932 as Tata Airlines, a division of Tata Sons Ltd (now Tata Group). In 2007, the Government of India announced that Air India would be merged with Indian Airlines. As part of the merger process, a new company called the National Aviation
Company of India Limited (NACIL) was established, into which both Air India (along with Air India Express) and Indian Airlines (along with Alliance Air) will be merged. On 27 February 2011, Air India and Indian Airlines merged along with their subsidiaries to form Air India Limited. The airline operates a fleet of Airbus and Boeing aircraft serving Asia, the United States, and Europe. Its corporate office is located at the Indian Airlines House, in the parliament street of New Delhi. Air India has two major domestic hubs at Indira Gandhi International Airport and Chhatrapati Shivaji International Airport. The airline formerly operated a hub at Frankfurt Airport which was terminated on account of high costs. However, another international hub is being planned at the Dubai International Airport.

Indifferent financial performance and labour trouble in 2012, Air India has slipped to fourth place in the Indian domestic aviation sector from being the largest operator in the Indian subcontinent, behind low cost carriers like IndiGo, SpiceJet, and its full service rival Jet Airways. Following its merger with Indian Airlines, Air India has faced multiple problems, including escalating financial losses. Between September 2007 and May 2011, Air India’s domestic market share declined from 19.2% to 14%, primarily because of stiff competition from private Indian carriers. However, after financial restructuring and enforcement of strict rules and regulations, the airlines showed signs of turning around. In March 2013, the airlines posted its first positive EBITDA after almost 6 years. The airlines bolstered its financial and physical performance with a 44 per cent slash in its operating losses in 2013-14 and an almost 20 per cent growth in its operating revenue since the previous financial year. As of January 2014, Air India is the third largest carrier in India, after IndiGo and Jet Airways with a market share of just above 19%. In August 2011, Air India’s invitation to join Star Alliance was suspended as a result of its failure to meet the minimum standards for the membership. In October 2011, talks between the airline and Star Alliance have resumed. On 13 December 2013, Star Alliance announced that Air India and the alliance have resumed the integration process and the airline would join the alliance in July 2014.

Jet Airways is the second largest Indian airline based in Mumbai, Maharashtra, both, in terms of market share and passengers carried. It is owned by Naresh Goyal. Jet Airways was incorporated on April 1, 1992 as a private company with limited liability under the Companies Act, the jet airways was incorporated as an Air Taxi Operator on May 5, 1993 with a fleet off our leased Boeing 737 aircraft. In January 1994, a
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change in the law enabled Jet Airways to apply for Scheduled Airline status, which was granted on 4 January 1995. Jet Airways became a deemed public company on July 1, 1996. On January 19, 2001, Jet Airways was reconverted into a private company. Jet Airways became a public company on December 28, 2004. It operates over 1000 flights daily to 76 destinations worldwide. Its main hub is Mumbai, with secondary hubs at Delhi, Kolkata, Chennai, Bengaluru and Pune. It has an international hub at Brussels Airport, Belgium. The total number of permanent employees of the Company as on 31st March, 2013, was 12,082 (as on 31st March, 2012: 12,849).

Early in 2013, Etihad Airways, one of the flag carriers of the United Arab Emirates based out of Abu Dhabi planned to buy a stake in Jet Airways. On 24 April 2013, Jet announced that they were ready to sell a 24% stake to Etihad at US$379 million. Earlier, in September 2012, the government of India announced that foreign airlines can take up a stake of up to 49% in Indian airlines, thereby making this deal possible. In 2014, Jet Airways is likely to see the benefits of its partnership with Abu Dhabi-based Etihad, which would infuse $600 million in equity into the Indian carrier (pending clearance from the Competition Commission of India). If that happens, Jet will be able to strengthen its balance sheet and focus on fleet expansion.

Jet Airways and Jet Konnect combined reported losses of approximately USD210 million on domestic routes in FY2013, whereas the international business was profitable to the tune of approximately USD70 million. The carrier has struggled on the domestic front as a result of its confused strategy with at one stage three separate brands operating without a clear market proposition for each. After losing market share since January 2013, Jet Airways saw signs of revival in June with its market share increasing in the domestic sector, even as the total domestic passenger numbers during the month fell by 1.84 per cent. The airline's market share, which fell from 26.2 per cent in January 2013 to 22.5 per cent in May 2013, increased to 23.2 per cent in June to 25.3% in July 2013.

In the fifth chapter, the researcher has discussed the empirical presentation of the survey study conducted through a survey questionnaire among the employees’ of Air India and Jet Airways. The employees’ of Air India and Jet Airways have been chosen for the present study. Judgmental sampling was used to select the airline companies, as Air India is the only largest public sector airline which has been merged with Indian Airlines and Jet Airways is the leading private sector airline with
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greatest market share as compared to other private airline companies. The
cconvenience sampling was used to select the Delhi region, as it was difficult to cover
all the regional offices of the airlines, on account of expensive journeys, long
distances and restraint of time and finance, therefore, only Delhi Region was selected
for the study. As the other regional offices of Jet Airways and Air India have been
situated in Kolkata, Chennai and Mumbai. The simple random sampling was used as
sampling method to select the respondents. Respondents have been chosen from the
Delhi region to an expedient limit of 500 of which 425 has responded properly. The
sample size constitutes of 425 employees in total from both the airline companies. In
Air India there are 227 respondents in total while in Jet Airways the number of
respondents is 198.
The primary data has been collected with the help of a well designed questionnaire
comprising 35 statements which measures seven types of variable for the study. The
seven dimensions of questionnaire namely, Recruitment & Selection Policy, Training
& Development Policy, Promotion & Transfer Policy, Salary & Wages, Employee
Welfare Facilities, Role of Trade Union and Industrial Disputes, have also been the
important employer-employee relations aspects. On the basis of these dimensions the
employer-employee relations have been estimated in both the airline companies and
the exploration has been made. A Five Point Likert’s Scale was used to rate the
responses of the respondents on Employees-Employer Relationship variables. The
scoring scale of the questionnaire was Strongly Disagree = 1, Disagree = 2, Neutral =
3, Agree = 4, Strongly-Agree = 5. The respondents are advised to mark their response
that represents the perception most truly and accurately.

On the basis of above mentioned dimensions of Employees-Employer Relationship,
the hypotheses for the present construct have been formulated by the researcher,
which are as follows:
H01: There is no significant variation in the employees’ satisfaction with regard to the
company’s Recruitment and Selection Policy across designation of employees’ and
work experience.
H02: There is no significant variation in the employees’ satisfaction with regard to the
company’s Training and Development Policy across designation of employees’ and
work experience.
H03: There is no significant variation in the employees' satisfaction with regard to the company's Promotion and Transfer Policy across designation of employees' and work experience.

H04: There is no significant variation in the employees' satisfaction with regard to the Salary and Wages across designation of employees' and work experience.

H05: There is no significant variation in the employees' satisfaction with regard to the Employee Welfare Facilities across designation of employees' and work experience.

H06: There is no significant variation in the perception of employees' towards the Role of Trade Union across designation of employees' and work experience.

H07: There is no significant variation in the perception of employees' towards the factors affecting Industrial Disputes across designation of employees' and work experience.

H08: There is no significant difference in the employees' satisfaction with regard to the company's Recruitment and Selection Policy between Air India and Jet Airways.

H09: There is no significant difference in the employees' satisfaction with regard to the company's Training and Development Policy between Air India and Jet Airways.

H010: There is no significant difference in the employees' satisfaction with regard to the company's Promotion and Transfer Policy between Air India and Jet Airways.

H011: There is no significant difference in the employees’ satisfaction with regard to the Salary and Wages between Air India and Jet Airways.

H012: There is no significant difference in the employees’ satisfaction with regard to the Employee Welfare Facilities between Air India and Jet Airways.

H013: There is no significant difference in the perception of employee’s towards the Role of Trade Union between Air India and Jet Airways.

H014: There is no significant difference in the perception of employee’s towards the factors affecting Industrial Disputes between Air India and Jet Airways.

For the purpose of analysis, statistical tools such as mean, standard deviation have been calculated in order to identify the most satisfying, dissatisfying and indifferent statements scores of each of the statements. The hypothesis have been tested with the help of t-test and One-Way-ANOVA, in order to find out the significance difference in the employees’ satisfaction with regard to the dimensions of Employees-Employer-Relationship across designation of employees, work-experience and selected airline companies under study. There are fourteen hypotheses and starting seven hypotheses have sub-hypotheses. The results of One-Way ANOVA revealed that there is
significant variation in the employees' satisfaction with regard to the company's Recruitment & Selection Policy and role of Trade Union across designation of employees. While no significant variation exists in the employees' satisfaction with regard to the company's Training & Development Policy, Promotion & Transfer Policy, Salary & Wages, Employee Welfare Facilities and Industrial Disputes across designation of employees. Also a significant variation is found in the employees' satisfaction with regard to the company's Recruitment & Selection policy and Employee Welfare Facilities across work-experience, while no significant variation exists in the employees' satisfaction with regard to the Training & Development policy, Promotion & Transfer Policy, Salary & Wages, Trade Union and Industrial Disputes across work-experience.

The results of the t-test revealed that out of the seven hypotheses framed six null hypothesis have been tested negative and the six one stands accepted. The results indicated that there's no significant difference in the perception of employees' towards the role of trade union between Air India and Jet Airways. The difference is witnessed in the employees' satisfaction with regard to the Recruitment & Selection Policy, Training & Development Policy, Promotion & Transfer Policy, Salary & Wages, Employee Welfare Facilities and Industrial Disputes between Air India and Jet Airways.

The sixth and final chapter has been framed with the specific objective of discussing the findings of the study in detail and to offer suggestions that could be of great help for the professionals, policy makers and the academicians in the field of Employees-Employer Relationship. In this chapter the analysis of the survey has been discussed by the researcher in depth, and the findings have been presented in resolute manner. The main findings of the study on the basis of the dimensions selected are as follows:

1: 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 and Selection Policy. Whereas, the employees in Category D do not holds a positive perception towards the Recruitment and Selection Policy. This means that there is
significant variation in the employees' satisfaction with regard to the company's Recruitment and Selection Policy across designation of employees.

2: Different categories of employees have same opinion regarding the Training and Development Policy, Promotion and Transfer Policy, Salary and Wages, Employee 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 employees' satisfaction with regard to the company's Training and Development Policy, Promotion and Transfer Policy, Salary and Wages, Employee Welfare Facilities and Industrial Disputes across designation of employees.

3: 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 employees' satisfaction with regard to the role of Trade Union across designation of employees.

4: 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 and Selection Policy. This means that there is significant variation in the employees' satisfaction with regard to the company's Recruitment and Selection policy across work-experience.

5: 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 employees' satisfaction with regard to the Training and Development Policy, Promotion and Transfer Policy, Salary and Wages, Trade Union and Industrial Disputes across work-experience.

6: The perception of employees with different work-experience is not same regarding the Employee 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 Employee 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 Employee 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 Employee Welfare Facilities. Thus, there exists no significant variation in the employees' satisfaction with regard to the Employee Welfare Facilities across work-experience.

7: The Perception of employees with the dimension "Recruitment and 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 and 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 and Selection Policy in comparison to the employees of Air India. This means that there is significant difference in the employees' satisfaction with regard to the company's Recruitment and Selection Policy between Air India and Jet Airways.

8: The Perception of employees with the dimension "Training and 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 and Development Policy in comparison to the employees of Air India. This means that there is significant difference in the employees' satisfaction with regard to the company's Training and Development Policy between Air India and Jet Airways.

9: The Perception of employees with the dimension "Promotion and 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 and Transfer Policy in comparison to the employees of Air India. This means that there is significant difference in the employees' satisfaction with regard to the company's Promotion and Transfer Policy between Air India and Jet Airways.

10: The Perception of employees with the dimension "Salary and 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 Salary and Wages in comparison to the employees of Air India. This means that there is significant difference in the employees’ satisfaction with regard to the Salary and Wages between Air India and Jet Airways.

11: The Perception of employees with the dimension “Employee 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 Employee Welfare Facilities as compared to the employees of Air India. This means that there is significant difference in the employees’ satisfaction with regard to the Employee Welfare Facilities between Air India and Jet Airways.

12: 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 carry same opinion towards the role of Trade Union. This clearly indicates that there is no significant difference in the perception of employees with regard to the role of Trade Union between Air India and Jet Airways.

13: 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 perception of employees towards the factors affecting Industrial Disputes between Air India and Jet Airways.

14: 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.

15: 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.
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16: 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.

17: 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.

18: 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 Employee Welfare Facilities as compared to the employees of Air India.

19: The employees of both the airlines 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.

20: 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 salary/wages 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 the 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.

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 & 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 Employee 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
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globalization. The researcher has observed various loopholes during the analysis of the present study and has come to several recommendations.

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 employees’ 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 employees 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 would undoubtedly breed a state of uncertainty among the employees. The Promotion and Transfer Policy should be consistent, fair and unbiased. It should be based on certain
principles and rules that must be clear to all so that there is no chance of suspicion on the part of employees as well as of management.

5: The employees of both the airlines are not satisfied with their current salary and wages. Both the airlines 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. More tangible steps should be taken by the management for the betterment of their employees'. Proper salary and wages should be provided to the 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 would directly improve the services, and a better service would help to change customer's view, which in turn, would 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 employees' 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.
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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. Proper advice and support should be provided by the trade unions 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.

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.