Chapter-1
Introductory Background Of The Study

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CHAPTER 1:
INTRODUCTORY BACKGROUND OF THE STUDY

Introduction
The previous decades have seen major changes in the nature and organization of work. The sweeping changes in nature of work are due to global competition, new information technologies, growing business complexities and pervasive globalization. With this transformation, some innovations in business area are flourished, whereas some are discarded. Forces such as economic growth, social changes, political measures, technological advancement and expansion of market, may broaden or lessen business space. This modification creates huge prospects, as well as competition and possibility of breakdown. The nature of the employment relationship is undergoing fundamental change as a result of these changes in the economic and social environment in which the organizations function.

The global competition for investment and jobs and the innovative information technologies are challenging the former paradigms of social security, secure employment and industrial relations. These rampant transformations are compelling organization to empower themselves and revolutionize their system with modern, peculiar and non-standard work and employment practices. But these novel methods are feared to beget jobless growth where workers could become a surplus resource and labour unions are much concerned for their own existence (Swain, 2003). The participation, honesty, ingenuity and commitment to the job that the employer expects, do not appear to be the result of monetary inducement as was thought before. It is presumed that inspite of ample incentives; stimulus to enhance functioning is still missing (Uthayasuriyan, 2002).

The area of employer-employee relations has witnessed various challenges in the recent years including a greater recognition of global factors influencing national systems of work regulations, more sophisticated employment practices by managements, new work arrangements, and the decline in trade union influence across different countries (Michelson, 2009). There are no set job definitions; organizations are steadily using contract labour and provisional staffing as a tactic to deal with frequent changes in demand, as well as to handle outlay and efficiencies. These changes have implications both for the organization as well as for the
employees. The companies no longer give surety of fixed employment to their employees; neither does an employee own full devotion to the organization. As a result, the nature of relationship between the employees and the employer is affected (Tyagi, 2010).

Managing employer-employee relations has become one of the crucial challenges confronting organizations. Today, industry is neither viewed as an endeavor of employers alone, nor profit is considered as its only goal. It is viewed to be an endeavor based on purposeful cooperation between employers and employees in the process of production and optimum social good is regarded as its ultimate goal. Both employers and employees contribute in their own ways towards its success (Saif, 2013). The employees occupy a significant place in an organization because of their vitality to the production process. They perform an essential role both in the accomplishment of various organizational goals and objectives. The employers are seeing that the talent, knowledge, availability, discretionary effort, even the social circles, of their employees makes up each company's competitiveness profile (Finney, 2008).

The employer has to deal with employees not as individuals but also as members of organized social groups who are very much aware of their rights and have substantial bargaining power. Therefore, the aim of evolving and maintaining healthy employer-employee relations is not just to find out the method and measures to settle disputes but also to sustain and help the cooperation among the employees for industrial harmony. But maintaining cordial employees-employer relations is not an easy job. Almost all the developed countries of the world are facing the challenge of establishing and maintaining harmonious employer-employee relations in their industries. Each country is required to find out solution, depending upon its economic, social and political environment. Though, industrial dispute still arise and therefore establishment and maintenance of healthy employer-employee relations form an important part in the personnel policies of modern organizations (Saif, 2013). Maintaining healthy employer-employee relations in an organization is a pre-requisite for organizational success. Strong relations are essential for high productivity and human satisfaction. The creation and maintenance of good industrial relation is the very basis on which the development of an industrial democracy depends. It, in turn, seeks to gain cooperation of the two partners in the industry in the field of production, and promotes industrial peace (Reddy, 1990).
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The pursuit for industrial peace is indispensible when a country's policy is to achieve economic growth. Economic growth is affixed with industrial peace for simple reason that industrial peace without doubt leads to team work and support between employers and employees, which in turn results in more production and prosperity in the country. Harmonious employer-employee relations provide impartial and uniform treatment to all the employees so that they remain dutiful to the organization. The basic shift in the employers and trade unions relations, following a gradual understanding that the welfare of all is best attained through cordial rather than hostile employer-employee relations. Therefore, maintaining harmonious employer-employee relations is indispensible for any type of organizations whether its public sector organization or private sector organization. Earlier, the employees in the public sector were deemed to be government employees, and accordingly, were given better treatment. On the other hand, the employees in the private sector were coerced by the employers. However, with the liberalization of the Indian economy, the employer-employee relations in the private sector are now refining and in the public sector they are getting poorer day by day. Thus, the present study made an attempt to study the employees-employer relationship in public and private sector airlines companies in India with special reference to Air India and Jet Airways. The study covers different facets of employees-employer relationship like human resource policies, salary and wages, role of trade union, employee welfare facilities and resolution of industrial disputes. The research study makes an attempt to understand and analyze the problems systematically and suggestions are made to trace the contribution of employees, management and unions in rebounding employer-employee relations in airline industry in India.

The current chapter deals with the summary of the entire research project. In this chapter, the researcher has attempted to put forward an extensive sketch of the main persistence for carrying out the present study. The studies made earlier in the field of Employees-Employer Relationship have been reviewed, which depicts the research gap for the present study. A preview of the research methodology adopted, sample size frame, hypothesis of the study, objectives of the study and limitations of the study have been presented along with this the structure of the thesis in which the work is designed to be accomplished has also been discussed in an extensive manner.
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Statement of Problem:
The glitches of employer-employee relations occupy a vital place in the economic and social life of a country. In the contemporary world they have not only gripped the focus of employer and employees but also the government and the community. The harmonious employer-employee relations lead to greater efficacy, higher productivity, and contentment of both the employer and employees. On the other hand, feeble employer-employee relations create problems in efficient and competent working of an organization and in maintaining industrial harmony.
The Air transport occupies most essential place among various means of transportation in India. The contribution of airline industry to the national economy is noteworthy. Managing an airline is challenging as the quality of services of airline intensely depends on the quality of human resource it deploys, which in turn, depends on the presence of cordial employer and employees relations and if the relations are not harmonious then the quality of service of the airline industry is impacted. The growth in the aviation sector and capacity expansion by carriers has posed challenges to airline industry on several fronts. These include shortage of workers and professionals, declining returns and financial distress. In the past few years, there has been a steady increase in the number of labour disputes, flash strikes, delays in payment of salary and mismanagement of employees. This necessitates the researcher to understand as to what factors are the reasons for the suffering work in the airline industry. Therefore, a comprehensive study of employees-employer relationship will help to understand the various problems being faced by the employees in the airline industry. The maintenance of industrial peace is imperative for the smooth working of the airline industry as well as for the economic progress of a nation. Hence, the remedies for the tribulations in the airline industry cannot be found unless they are understood in their proper perspective. The work stoppages in airline companies in India lead 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 payment of salary and wages, delay in redressing the grievances and disputes, lack of human relations skills among the supervisor etc., disturb the tranquility of industrial life.
So, there is a need to understand the problems analytically. A comprehensive study to estimate the present state of employees-employer relationship in the airline companies in India is essential for identifying the problem areas which is the first step to a right
solution. An analytical study on employees-employer relationship in the right perspective is of immense use in bringing a better employees-employer relationship in airline companies in India characterized by continuous labour unrest and the consequent work stoppages. The main thrust in the present study entitled “Employees-Employer Relationship in the Public and Private Sector Airlines Companies in India” is to make a microscopic analysis of the scenario of employees-employer relationship in airlines companies in India. The study also focuses to make a comparative study on the basis of various aspects of employees-employer relationship in public and private sector airlines companies in India with special reference to Air India and Jet Airways.

**Review of Literature:**

The employees-employer relationship is an area which has attracted the attention of a number of researchers. It is necessary to evaluate critically the existing research on the subject, with a view to place in proper perspective the important contributions in the field, identify the gaps, deficiencies, and the comparative neglect of the important research areas, and thus provide an analytical framework for the future studies in the field of employees-employer relationship. A brief summary of the major studies, which are particularly relevant to the present study, together with a critical evaluation is presented here. The literature review of the subject is classified and presented under six heads. First one is employer-employee relations in general. Second part of the review of literature highlights various studies pertaining to human resource policies. Third part of the literature reveals studies pertaining to wage and salary structure and employees welfare facilities. Fourth part of the study reveals studies pertaining to trade unionism. Fifth part highlights various studies pertaining to industrial disputes. Last part of the review of literature highlights various studies pertaining to the airline industry.

The review of literature given below recounts the work done by various researchers in this field in India and in foreign countries so far.

**1: Employer-Employee Relations in general:**

Tansel, A. and Gazioglu, S. (2013) examined the job satisfaction in relation to managerial attitudes towards employees and firm size. The data were collected from the 1997 Workplace Employee Relations Survey (WERS), of the Department of
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Trade and Industry in Britain. The four measures of job satisfaction i.e. satisfaction with influence over job; satisfaction with amount of pay; satisfaction with sense of achievement and satisfaction with respect from supervisors were used in this study. The findings of the study revealed that the management-employee relationships are less satisfactory in the large firms as compared to the smaller firms. The job satisfaction levels were lower in large firms. The authors pointed out that these results have important policy implications from the point of view of the firm management while achieving the aims of their organizations in particular in the large firms in the area of management-employee relationships.

Bhardwaj, B. (2012) emphasized on the estimation of the confidence that subordinates have on their superiors and superiors have on their subordinates. In this context, the author has also identified the effectiveness of the banking sector and impact of superior-subordinates mutual trust and confidence on the effectiveness. The data were collected through a self-administered questionnaire which was distributed personally to managerial and non-managerial employees of the banks. The author viewed that superior’s trust on subordinates and subordinates trust on leaders play an important role in predicting organizational effectiveness.

Kamau, S.W. and Wando, J. (2012) studied the expectations of hospitality industry employers on employees’ competences. The sample size 106 was made up of Human Resource Managers (HRMs) Head of Departments (HODs) and employees. A stratified sample procedure was used for the preliminary sampling of the hotels. The data were collected in 8 out of the 27 classified town hotels and restaurants. Chi-square (x2) was used to measure whether there is a significant relationship between skills expected by the hospitality industry employers and the hotel classification. The results indicated a big difference on employers and employees’ expectations on communication skills, specific technical skills, computer, good work habits, customer service and self-discipline. The authors found that the employees’ expectations were higher than that of the employer’s apart from conflict resolution and multi-skilling where the employers’ expectations were higher. In addition, there was a significant relationship between employer’s expectation of employee competences and the hotel classification. They suggested the establishment of hospitality industry standards which should be communicated to all employers, employees and training providers.

Pathania, R. (2012) examined the industrial relation in India in the era of liberalization. The main objective of the study was to analyze the trends in intensity of
industrial disputes, its causes and the growth of trade unions in India during the year 1992 to 2011. The data were collected from the year 1992 to 2011 for number of industrial disputes, workers involved man days lost and number of registered trade union, from the various issues or reports of Indian Labour Statistics 1992-2011. The results revealed that there was satisfactory industrial relation in India, due to the growth of trade union and continuous decline in industrial strikes and lockout during the entire study period.

Timming, A.R. (2012) analyzed the effects of employee involvement and participation on the extent to which British workers trust reciprocally in management. The data were collected from 2004 Workplace Employment Relations Survey of employees by employing a structural equation model. The author further studied the sequence of organizational benefits of participation, including increased job influence, a greater sense of job satisfaction and improved levels of commitment and trust in managers. He found that increased job influence was paradoxically linked to lower levels of organizational commitment and trust. The findings revealed that employee voice was good in principle for building trust, but that the effects of employee voice might work against trust development.

Bae, K.S., Chuma, H., Kato, T., Kim, D.B. and Ohashi, I. (2011) analyzed the effects on employee voice of High Performance Work Practices (HPWPs) from the two economies by conducting new cross-national survey of Japanese and Korean workers. The findings revealed that the workers in firms with HPWPs aimed at creating opportunities for employees to get involved were more likely to have stronger senses of influence and voice on shop floor decision making than other workers. The findings further showed that workers whose pay was tied to firm performance were more likely to have a stake in firm performance and hence demand such influence and voice also the workers in firms with HPWPs were more likely to make frequent suggestions for productivity increase and quality improvement.

Holtzhausen, L. and Fourie, L. (2011) examined the guidelines that could be used to ascertain employer–employee relationship type and relationship quality in the mining sector. A well designed questionnaire was administered to collect data with a stratified quota sample of 508 company employees as part of a commissioned stakeholder perception survey also a qualitative focus-group sessions were conducted to contextualize and clarify the quantitative results. The results revealed that the employer–employee relationship at Lonmin Platinum could be classified as an
exchange, rather than a communal relationship. The authors have also found that the employees generally perceived the quality of their relationship with the company in a negative way and the employees from all job levels have low levels of trust in the company.

Holtzhausen, L. and Fourie, L. (2011) endeavored to evaluate the nature of the North-West University (NWU) employer–employee relationships and employees’ perceptions of the institution’s newly established corporate identity. The data were collected from 4500 employees of the NWU. The statistical methods that were applied in order to determine employees’ perceptions of institutional values and employer–employee relationships at the NWU were Cronbach’s coefficient alpha, factor analysis, contingency tables and means. The quantitative data were analyzed using Statistica software. The authors have found that although employer–employee relationships at the NWU were of average to poor quality, the employees seem to be generally satisfied. It was also evident that the more employees perceived a value not being upheld by NWU management; the more the relationship was perceived as being an exchange relationship. The authors pointed out that employees’ perceptions of the extent to which the do-values were upheld, impacted on their perception of the quality of their relationship.

Kuchinke, K.P., et.al. (2011) conducted a survey-based study on the meaning of work of some 1500 mid-level professional employees in private and public organizations in eight countries. Five hypotheses were tested by using the country clustering described in the globe series of studies and the theoretical framework of the meaning work study. The findings were found support for the universal valuation of work and family as major life domains and the relative importance of leisure, religion, and community involvement. The results further indicated that work centrality was related in differentiated ways to performance orientation, assertiveness, and humane orientation indices also the extrinsic and intrinsic work goals differed and were related to country clustering.

Mallikarjunappa, N.L. (2011) exhibited the labour relations scenario in Karnataka by analyzing the opinion of all concerned - the managers, employees and union leaders. The data were collected through secondary sources like from the labour department of the government of Karnataka, as well as the records of major industrial units like Bharat Heavy Electricals Limited (BHEL), Bharat Electricals Limited (BEL), Hindustan Aeronautics Limited (HAL) and Bharat Earth Movers Limited
(BEMIL) etc., and primary data was collected from 500 employees. The author concluded that the care for growth and development, joint effort of labour and management, role realization and mutual trust were important factors in promoting better labour-management relations in the state.

Reio, T.G. and Reio, J.S. (2011) examined the frequency with which employees in a computer sciences company in the United States were the target of supervisor and coworker incivility as well as the link between this incivility and worker engagement. The survey consisted of the Workplace Engagement Scale (Shuck) and modified versions of the Workplace Incivility Scale. The various statistical tools like MANOVA analysis, hierarchical regression, mean, standard deviation were used to test the hypothesis. The results indicated that 78% of the participants have experienced supervisor incivility and 81% have experienced coworker incivility during the past year. The MANOVA analysis revealed that females have experienced more coworker incivility and males have experienced more supervisor incivility. The authors also found that after controlling for gender and age, both incivility variables were negative predictors of safety and availability engagement. Specifically, coworker incivility more powerfully predicted safety engagement whereas supervisor incivility was more closely linked with availability engagement.

Akintayo, D.I. (2010) investigated the influence of technological innovation on job security, labour-management relations and perceived workers’ productivity in industrial organizations in Nigeria. The descriptive ex-post-facto research method was adopted for the study. A total of 321 respondents were selected for the purpose of the study using the proportionate stratified sampling technique. Three sets of questionnaires were utilized for data collection. The Pearson Product Moment Correlation and t- test statistics were used to test hypotheses generated for the study at 0.05 alpha levels. The results indicated that a significant relationship does not exist between technological innovation and workers’ job security. The findings also showed that technological innovation has not significantly influenced harmonious labour-management relations. It was also found that there was no significant relationship between technological innovation and perceived workers’ productivity. The author suggested that a participatory management style, which could foster workers’ participation at the planning and implementation stages of technological innovation should be encouraged among the managers in order to foster workers’
participation in decision-making and workers’ supportiveness towards implementation of technological innovation.

Desmarais, C. and Chatillon, E.A. (2010) analyzed and compared the roles of managers in the public and private sectors. The data were collected from interviews with 908 managers, drawn in equal numbers from the public and private sectors. The authors found significant similarities in the structure and representations of the roles of managers in both the public and private sectors. It was found that the differences that exist in the roles of public and private sector managers were mostly linked to the representations managers’ form of their actions, for public managers the translation role was based on their autonomy from user expectations, whereas in the private sector this role was based on their autonomy within the organization.

Fellman, S. (2010) inspected the employee–employer relations with respect to upper-white-collar employees in Finnish large-scale companies. The period covered from the 1920s to the 1980s. The study revealed that the employee–employer relations were during the whole period based on mutual trust. In spite of significant transformations in the labour market practices and in interest formulation and unionization among these employees, it is in the interests of both parties to maintain these trustful relations. It was found that the tools with which to maintain such relations changed and adapted. The elements of trust had to be actively strengthened and rebuild, especially in the 1960s and 1970s. The author observed that the post-war economic and societal model was marked by a striving for consensus and the smoothing out of conflicts in order to promote industrialization and growth. The institutional model also supported the maintaining of mutual trust and loyalty between the employees and the employers.

Sharma, J.P. and Bajpai, N. (2010) studied the degree of difference in organizational commitment and its impact on job satisfaction of employees in public and private sector organization in India. The data were collected through questionnaire from 250 employees consisting of managerial and non-managerial staff from both the public sector and the private sector organizations. The organizational commitment was measured through ten independent variables. Each variable was measured by using a likert’s five point rating scale. Z-test was applied for comparing means of organizational commitment in public sector and private sector organization. The results revealed that employees in public sector organization have greater degree of organizational commitment in comparison to private sector organizations and also
the job satisfaction increases or decreases based on an increase or decrease in organizational commitment. The authors further indicated that public sector employees have exhibited higher degree of organizational commitment as compared to private sector employees. The author concluded that organizational commitment was recognized as the catalyst for enriching job satisfaction level of employees.

Taiwo, A.S. (2010) analyzed the impact of work environment on worker’s productivity. The data were collected through structured questionnaires with close ended questions from four selected oil and gas industry in Lagos metropolis. T-test was used to test the research hypotheses. The results revealed that factors in both the external and internal work environment as well as employment policies as they currently obtain were unfavorable to the enhancement of labour productivity. The results further indicated that employee productivity problems were within the work environment and favorable work environment persuades creativity among workers, whereas, renovation in work environment and bad working conditions caused low productivity of employees.

Karnes, R.E. (2009) studied the historical perspective of business ethics from the point of view of employer-employee relationship by outlining the impact of the changing social contract between employer and employee relations from the end of World War II to the current day; provides the basic definition of the key elements of the organizational social contract and outlines the social contract in employment relations. The author found that the distinct lack of leadership within organizations play a significant role in the disintegration of employer–employee relationships. He also indicated that the employer who was willing to give employees what they want and need were far more likely to have success, but more importantly, the organizations would be doing the right thing.

Cuyper, N.D. (2008) examined the relationship between employability and both work-related (engagement) and general (life satisfaction) well-being and also inspected how employability could be relevant in times of high job insecurity. The sample size consists of 559 respondents from divisions of seven Belgian organizations. The various statistical tools like mean standard deviation, correlation, hierarchical regression were used to test the hypothesis. The result revealed that employability could be a means to secure one’s labour market position, rather than a means to cope with job insecurity.
Mariwo, T. (2008) examined the pertinent working conditions and labour relations existing in the private security industry in Zimbabwe. The author examined the legal framework, the size of the industry, trade unions and employer's organizations, the collective bargaining and dispute resolution framework and the gender dimensions within the sector. The findings revealed that work deficits such as underpayment, non-payment, long working hours and poor working conditions, required the urgent attention of the social partners if the broad objectives of the Decent Work Country Programme were to be achieved. The author suggested that labour inspection within this sector should be enhanced in order to curtail the number of disputes.

Bacon, N. and Blyton, P. (2007) analyzed the employee views of why and how managers introduced team-working at several sites within a steel company. The authors classified the employee views of management motives into four main types: economic, political, institutional and cultural. The authors concluded that the employee's managers were primarily driven by political rationales and implemented team working for reasons of self-interest. The authors also found that the economic rationales for management action were interpreted negatively as favoring shareholders and increasing worker insecurity also the introduction of team-working also appeared to require a concerted attempt to enforce employee compliance, indicating that culture change was also an important factor. They further pointed out that the views of employees regarding management intent were not adequately described by either recent advocates of high performance work systems or the critical perspective on human resource management although they appeared central in understanding employee responses to management initiatives in these sites.

Willem, A., Devos, A. and Budens, M. (2007) tried to examine the extent to which private and public sector employees differ in the importance they attach to different types of inducements being part of their employment deal and their evaluations of these inducements. The study focused on five content dimensions of the psychological contract such as career development opportunities, job content, financial rewards, social atmosphere and respect for private life. The data was collected through questionnaire survey from 4956 Belgian employees. The Likert-scales was used to measure the five dimensions of the psychological contract. Linear regression analysis (with dummies for sector and age) was used to assess the impact of the control variables and the sector of employment (public versus private) on the five psychological contract dimensions. The results revealed that compared to private
sector employees, public sector employees were motivated by other inducements. The results further indicated that compared to private sector employees public sector employees attached somewhat less importance to the inclusion of career development opportunities and financial rewards in their psychological contracts and perceived these promises as less fulfilled.

Yi-Feng, C. and Tjosvold, D. (2007) endeavored to evaluate the interaction between foreign managers and local employees that could strengthen relationships. The authors advocated that a cooperative, compared to a competitive and an avoidance, approach to managing conflict could strengthen relationships between foreign managers and Chinese employees that in turn developed trust and job commitment. The Chinese employees from mainland China were interviewed on their interactions with their American and Japanese managers by employing critical incident technique. Correlational analysis was performed for initial hypothesis testing. Structural equation analysis was then used through the EQS for Windows program to examine the underlying causal relationships connecting conflict management approaches, relationship, trust, and commitment. The results revealed that co-operative, but not competitive or avoidance, conflict management assisted employees and their managers developed quality relationships and strengthen trust and commitment. The authors pinpointed that co-operative conflict management might be a significant method to overcome hurdles and established positive relationships within and across cultural peripheries.

Geare, A., Edgar, F. and McAndrew, I. (2006) examined the current employment relations ideologies of workers and managers at general and workplace level and the impact of union affiliation on ideological orientation at these levels. The sample consisted of 788 managers and 424 workers in New Zealand. T-test and Pearson correlation has been used to analyze the data. Reliability for the various measures was recorded using cronbach alpha. It was found that at the general level half of the workers and one quarter of managers have pluralist outlook while at the workplace level the gap between pluralist inclination of workers and unitarist inclination of managers was more noticeable. The authors pinpointed that ideological orientation seems to be prompted at both the levels by union affiliation.

Havard, C., Rorive, B. and Sobczak, A. (2006) studied the classification of the triangular situations between employer, workers and clients that exist in different companies, or even within a single company. The authors utilizes the power dynamics
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theories developed by several social science disciplines and articulates them with the
concept of subordination in the field of labor relations. The authors carried out case
studies in various organizations implying a more or less dynamic degree of client
intervention on employment relations. They authors concluded that the concept of
power made it possible to better understand, according to the actual configurations, up
to what point the client, the employer or the worker employed alternatively or jointly
an effect on the other actors. They further stated that the loss of a monopolistic
situation could lead the employer to modify their behaviour with respect to the client
and induced an accentuation of the triangulation of the work relationships.

Gennard, J. and Graham, J. (2005) presented a systematic and comprehensive
review of employee relations. The authors divided the book into 13 chapters which
deals with the key elements in employee relations, management objectives and
strategies within the context of business needs and forces in the external environment,
the parties including employer and employee organizations, trade unions and
Advisory, Conciliation and Arbitration Service (ACAS), the processes such as
employee involvement and collective bargaining, the outcomes in terms of pay levels
and number of grievances as well as the impact of effective of employee relations in
an organizational performance, employee relations skills such as how to handle a
disciplinary case or take part in a negotiating exercise. At the end the authors
suggested about how human resource practitioners could offer timely and value added
contributions to their management teams.

Kane, G.D., Velury, U. and Ruf, B.M. (2005) explored the association of employee
relations with the occurrence of onset of financial distress. The study considered three
contextual issues that might arguably influence the relations. These issues were the
life-cycle stage of firms, the occurrence of recession during the sample period in
question, and the length of time that firms provide good employee relations. The
sample comprised of firms that exist on the KLD database as well as the Compustat
database for the years 1991 to 2001. The sample was restricted to firms that were in
non-regulated and non-financial industries and had all the required financial
information. The statistical tests used for the study were logistic regression,
correlation and Altman’s Z-Score to operationalize financial distress. The results
found that, after controlling for each of these alternative explanations, the significant
and negative association between the state of employee relations and the onset of
financial distress remains. The authors concluded that none of these contextual issues could account for the results that found.

Liao, S.H., Chang, J.C., Cheng, S.C. and Kuo, C.M. (2004) studied the employee relationship and knowledge sharing within the Taiwanese finance and securities firm. A questionnaire was administered including 22 questions as independent and dependent variables in order to support the test on statistics analysis. Likert’s scale was used to indicate subject’s responses to the questionnaire. The hypothesis was tested through one-way ANOVA. The authors found that some employees would like to share knowledge willingly with their colleagues whose relationship with the case firm was good while the relationship between some employees and the case firm was not good and they were not willing to share knowledge with their colleagues. The authors further found that besides technological means the behavioral factors also contributes to the success of knowledge sharing in organizations.

Kuruvilla, S. and Erickson, C.L. (2002) tried to examine the nature of the recent changes in Asian industrial relations systems. The evidence to sustain the argument was drawn from seven representative Asian industrial relation systems: Japan, South Korea, Singapore, Malaysia, the Philippines, India, and China. The authors found that changes in industrial relations during the 1980s and 1990s reflect the process of adjustment from a previously salient constraint (labor peace and industrial stability) to the new imperative of enhancing firm-level competitiveness through numerical and functional flexibility. They further pointed out that the shift in constraints, attributable to increased competitive pressures, was pushing industrial relations arrangements in Asia in the same direction as it had done in the west, which proposes the probability of convergence.

Keily, P.A. (2001) endeavored to evaluate the flexibility at work by balancing the interests of employers and employees. He divided the book into 13 chapters which deals with the key elements. The author discussed the rhetoric and mental models and then moved on to the changing demographics and labour markets. The author then explored that the term flexibility encompasses and why organizations were interested in its various manifestations along with employee’s perspectives and examined the different types of employment relationship and argued for mental flexibility. The author offered a model of how to achieve mutuality in this way by giving examples of where it has worked and the preconditions to success. At the end the author pointed
out that there were constraints to success but give pointers to ways in which balancing the needs of employer and employee could overcome some of the difficulties.

Ellwood, D.T., et al. (2000) studied the measures of new economy in terms of workers, work and government. The authors divided the book into four chapters. In the first chapter the authors discussed about the winners and losers in America by taking the measures of the new economic realities. In the second chapter the authors reviewed a broad range of labour market evidence to access trends in employer employee relations including worker displacement and long term employment relationships, contingent work, worker training and employee attitudes. The authors then examined how work is organized in the US focusing on a variety of workplace practices like employee involvement, training, contingent pay and others. In the last chapters the authors discussed that how to create good jobs and good wages and enhancing the opportunities, skills and security of American workers.

Farnham, D. (2000) focused on the diffuse roots, complexities and varieties of British employee relations practices. The author in this book presented the employee relations into its wider socio-economic contexts and seeks to provide a framework within which helps in understanding the role of management in managing the employment relationship, contextually, operationally and strategically. The author divided the book into two parts and 11 chapters. In part 1, the author examined the institutions and background to employee relations and in Part 2, he concentrated on the employee relations in practice. The author pointed out that the book not only focused on British practice in employee relations but also incorporates some international comparisons which help to exemplify that how other countries deal with similar issues.

Kassing, J.W. (2000) examined how subordinates perceptions of superior-subordinate relationship quality (LMX) related to their strategies for expressing dissent. The data were collected from 232 employees who worked for organizations throughout Arizona. A Well designed questionnaire was administered consisting of several survey instruments. The respondents completed the 7-item member version of the Leader-Member Exchange Scale (Scandura & Graen, 1984), an 18-item revised version of the Organizational Dissent Scale (Kassing, 1998). T-tests of independent means were employed to determine if in-group and out-group members differed in their self-reported use of articulated and latent dissent. The results indicated that subordinates who perceived having high-quality relationships with their supervisors
skills and outlook needed to help translate different experiments and models into effective organizational practice or faced the prospect of further losses of influence, power, and prestige both within management circles and in society at large.

Sharma, B.R. (1983) reviewed the labour-management relations in the banking industry under normal working conditions. The author measured the labour-management relations on the perceptions of the supervisory staff who were placed in the middle of the organizational hierarchy between labour and management. The author examined the influence of certain aspects of organizational culture, structure, and processes upon the climate of labour-management relations. The data were collected from the 55 supervisors through questionnaire on two interfaces of employer-employee relations such as supervisory-management and labour-management relations. The respondents were asked to evaluate, first, the climate of labour-management relations, and then, the various aspects of culture, structure, and processes of their respective banks. The various statistical tools like mean, standard deviation, multiple correlations, multiple regression were used to test the hypothesis. The author concluded that organizational environment influenced the climate of employer-employee relations in industry.

Khurana, S.K. (1972) analyzed the industrial relations in the private and the public sectors in India. The author made a comparative study of the industrial relations in the two sectors on the basis of the criteria of industrial conflict, performance of the tripartite forums, implementation of the code of discipline, and several antecedent variables that had an important bearing on industrial relations. The author found that the industrial relations in both the sectors has progressively deteriorated during 1962-1968, and that the public sector registered a better performance on the criterion of industrial conflict, but when viewed in the context of its performance in terms of the tripartite forums, the code of discipline, and the prevalent attitudinal climate it had been no different from the private sector. He concluded that it cannot be said with certainty that there exists any linear relationship between ownership and industrial relations.

2: Human Resource Policies:

Hassan, M., Hassan, S., Farooq, M., Khan, A. and Iqbal, A. (2013) studied the relationship between three human resource practices i.e. compensation, empowerment
and appraisal system and employee satisfaction and loyalty in government owned public sector banks of Pakistan. The data were collected from the employees of government owned public banks. Statistical software SPSS 17 has been used for validity, reliability, correlation and regression analysis. The findings revealed that the employee compensation was found to be most important factor for creating satisfaction among employee while employee empowerment was found to be significant factor for developing employee loyalty.

Mansour, M. (2013) studied the effect of training on employee performance, motivation, and turnover through a self-reported survey of 124 employees in Saudi private companies. The statistical tools like regression and one way ANOVA were used to process the data for analysis. The results demonstrated that 65% of respondents attended various training programs in their actual job. The results also revealed that there is a positive relationship between training and performance of employees, confirming the literature that studied the impact of training on performance. The author recommended that all organizations should provide training to their employees and also the companies should move to other training models by using e-learning and enhancing the self development.

Atteya, N.M., (2012) examined the mediating variables underlying the relationship between the human resource management practices and job performance. The data were collected from 549 supervisors in the petroleum industry in Egypt. The multiple regression technique was used to test hypotheses. The results indicated that the human resource management practices influenced job performance indirectly through positive job satisfaction, organizational commitment, and organizational citizenship behavior, and negative quitting intention and negative word of mouth. The author suggested that the in order to improve the supervisory level performance and satisfaction, petroleum organizations have to improve their human resource practices.

Oluwayemi, O.B. and Victor, A.G. (2012) analyzed the Human Resources Management (HRM) practices and its impact on labour turnover with reference to manufacturing organizations in Lagos State, Nigeria. In this context, the authors have identified HRM practices in the two dimensions of economic cycles which were boom and recession periods. The sample of 99 organizations representing 63% (33 from each of the senatorial district) were randomly selected from manufacturing organization in Lagos which covers Agro industry, Confectionery, Brewery and Beverage businesses. The data were collected through questionnaire from 36
respondents from each senatorial district totaling to 208 respondents. Descriptive statistics and simple percentage were used to analyze the data collected. The results indicated that the HRM practices such as wages and salary, training and development, recruitment and placement as well as employee relations, performance appraisal, career development and lay off procedures were found in the boom and recession economic periods. It was found that the focus of the practices was on satisfaction of employees in order to prevent high labour turn over in the boom period while the focus of the practices in the recession period was mainly on organizational survival by way of cutting cost most especially in the area of human resource. The authors recommended that the management of the organizations in the manufacturing sectors should understand the prevailing economic cycle so as to know the focus of their HRM practice.

Syed, N. and Yan, L.X. (2012) inspected the potential impacts of high performance human resource management practices on employee’s job satisfaction. The research hypotheses were tested using sample data collected from 320 employees of 7 telecommunication companies in Pakistan. The proposed practices, which were empowerment, job rotation, employee participation, merit-based promotions & performance-based pay and grievance handling procedures, were positively correlated with employee’s job satisfaction. The data were analyzed by employing multiple regression. The results demonstrated that all the practices except grievance handling procedures account for unique variances in job satisfaction of the surveyed firm’s employees. The authors recommended that management should increased the level of commitment in the organization by increasing satisfaction with high performance HRM practices like empowerment, employee participation in decision making, job rotation and merit based promotions & performance based pay.

Rajesh, K., Vaam, D. and Kumar, R.V. (2011) analyzed the impact of training programmes and their effectiveness in National Thermal Power Corporation (NTPC) limited, Secunderabad. The data were collected from 50 employees from various departments of the company. The results revealed that most of the employees were interested to adopt the workshops in the training methods apart the on the job training. The authors found that the relationship between the peers, subordinates, superiors were healthy. They further stated that the majority of the employees were satisfied with the training program conducted by NTPC, while with the training need analysis
(TNA) and skill based training programmes the employees were not satisfied also NTPC does not conducted any induction programmes for the new employees.

Verma, S. and Goyal, R. (2011) analyzed the status of various training and development practices in Life Insurance Corporation in India and explored the proposed link between the training and employees productivity. The data were collected through the questionnaire from 250 employees in four branches of LIC in northern India. The statistical techniques such as mean, standard deviation, Z test, Correlation analysis and regression analysis were used to process and analysis the data collected for this study. The result revealed that the training in Life Insurance Corporation was average and the perception of employees regarding the Training and Development do not differ significantly. The authors suggested that the Corporation should take necessary steps in such a way that employees should feel training is essential to enhanced the productivity and customer satisfaction to meet the present challenges in India.

Godard, J. (2010) investigated the implications of work and human resource (HR) practices for six aspects of the quality of working life. The survey was conducted on a 2003–2004 random household through telephoned of 750 Canadian workers. It was found that the traditional HR practices associated with the bureaucratic model predominant after World War II and with union representation, has strong positive implications for workers. The author pointed out that the participative workplace practices also has strong positive implications, although these are largely limited to information sharing in the union sector. The actual organization of work, contingent pay, and new HR practices, associated with the new human resource management of the 1980s, all made little difference. The author compared the findings with those from 1998 survey of 508 Canadian workers and a parallel 2003 survey of 450 English workers and found that the implications of work and human resource practices could be historically and institutionally contingent and it would be interpreted using a historical or institutional perspective.

Kumari, G., Bhat, J. and Pandey, K.M. (2010) studied the recruitment and selection process of Hindustan Coca-cola Beverage Private limited, Gangyal in Jammu in India. The data were collected through questionnaire from 15 respondents from coca-cola had been taken. The Judgement Sampling was used sample for the purpose of administering the questionnaire. The results demonstrated that the company followed a well defined recruitment policy also in most of the cases the
company compensated the employees for the expenses incurred by them. The results further indicated that the company had all the databases fully computerized. The authors concluded that the company is doing very well in the area of soft drinks if it is compared with the other competitors.

Shadare, O.A. (2010) examined the influence of workers training programmes on conflict reduction among industrial workers in Nigeria. The data were collected from 416 respondents by using stratified sampling technique to reflect the two strata of public and private organizations. Two sets of questionnaires were administered with five sub scales as Workers Training Programmes Scale (WTPS) and Conflict Reduction Scale (CRS). All the hypothesized research questions were tested using regression analysis and t-test statistical methods at 0.05 alpha levels. The findings revealed that workers’ training programmes have significantly influenced conflict reduction among industrial workers and only three independent variables (computer skill training, labour relations skill training and interpersonal treatment skill training) have significantly influenced conflict reduction. It was found that management skill, conflict skill and communication skill training programmes were not as significant in influencing conflict reduction in work organization and also there was no significant difference in the level of both female and male workers participation in workers training programmes in both public and private organizations. The author recommended that workers training programmes should be given priority by all establishments in order to forecast industrial peace for all levels of workers. Also, training needs of the organization and workers should be identified before making recommendations for training.

3: Wage and Salary Structure and Employee Welfare Facilities:

Balaji, C. (2013) examined the major factors that motivate the employees considering Employee welfare, rewards and incentives as motivating factors within an organization that influence Job Satisfaction and Productivity of the organization. The data were collected through questionnaire from 220 employees of diverse type of organizations of Tamil Nadu to gain wide representation of sectoral composition. The statistical tools like mean, standard deviation, Pearson's Product Moment Correlation were used to analyze the data. The results indicated that different dimensions of Satisfaction and Productivity are significantly correlated and welfare, reward and
recognition have great impact on motivation of the employees that implies to productivity. The author suggested that measures should be taken to enhance employee's job capabilities through training to improve working conditions of the employees and their general welfare in order to elicit job satisfaction and motivation for increased productivity.

Reshma, S. and Basavaraj, M.J. (2013) studied the employee welfare measures in mining industry and pinpointed the statutory welfare measures followed in Donimalai Iron Ore Mine, Bellary District. The data were collected through questionnaire from 50 employees of Donimalai Iron Ore Mine. This study enlightened the concept of welfare measures and also highlighted the employee's perception regarding the various statutory welfare measures provided by the organization. The authors suggested that the statutory welfare measures should be improved in the sample unit so that could do their job more effectively.

Srinivas K.T. (2013) analyzed the welfare facilities and employee's satisfaction level about welfare facilities adopted at Bosch limited, Bangalore. The primary data was collected through questionnaire from 100 employees of the organization with random sampling technique. The results revealed that most of the respondents were aware about the legislative and non-legislative employee welfare facilities provided at the company, welfare facilities like medical, canteen, working environment, safety measures etc., were provided by the company. The author further found that most of the employees were satisfied with the welfare facilities adopted by the company towards the employee's welfare.

Mumford, K. and Smith, P.N. (2012) examined the gender differences in the relationship between job satisfaction and relative wages amongst co-workers at the establishment level using linked employee and workplace data for Britain. The matched employee-workplace data used in this study were drawn from the British Workplace Employee Relations Survey 2004 (WERS04). WERS04 is a stratified random sample of workplaces with 5 or more employees; larger workplaces and some industries are over-represented. The Clark and Senik (2010) model was used to measure the job satisfaction. The results revealed that the choice of relevant comparison group was affected by gender in Britain; men display behaviour characteristic of competitiveness whilst women do not.

Sharma, J.P. and Bajpai, N. (2011) measured the degree of difference in salary satisfaction in a public sector organization and a private sector organization. The data
were collected from 250 employees consisting of managerial and non-managerial staff from both public sector and private sector organizations. The statistical tools like Z test and simple regression were employed. The results demonstrated that a significant difference was noticed between public sector and private sector organization in terms of salary satisfaction. Also the linear impact of 'salary satisfaction' on job satisfaction was found to be significant for both public and private sector organization. The authors concluded that the employees in public sector organization have greater degree of salary satisfaction in comparison to private sector employees.

Muhammad, N. and Akhter, M. (2010) examined the relationship of job satisfaction with salary, supervision and opportunities for promotion. The data were collected from 300 workers from different garments factories at the different areas of Dhaka City. The Bengali version of Job Description Index (JDI) was used to measure satisfaction of salary in the present job, supervision and opportunities for promotion. A Bengali version of Brayfield Rothe Scale (Khaleque, 1995) was used to measure job satisfaction of the workers. For analyzing the relationship of job satisfaction with salary, supervision and opportunities for promotion, Pearson’s Product Moment Method was administered on the scores of job satisfaction and the scores of pay in the present job index. The findings revealed that job satisfaction was positively correlated with salary, supervision and opportunities for promotion.

Reich, M., Hall, P. and Jacobs, K. (2005) endeavored to evaluate the costs, benefits and related impacts of living wage policies implemented at the San Francisco Airport (SFO). The standard evaluation methodology was employed to survey the businesses about working conditions and performance at SFO before and after the implementation of the policies. The results revealed that about 73 percent of the ground-based non-managerial workers at SFO received substantial wage increases as a direct or indirect result of the policies; the proportion of these workers earning under $10 per hour fell from 55 percent to 5 percent, significantly reducing earnings inequality. It was found that a series of dynamic adjustments that reduced the costs radically reduced turnover, improved worker morale and greater work effort. The authors have found constrained evidence of worker-worker substitution, but no evidence of employment declined.

Mao, H.Y. (2004) tried to examine the relationship between frequency of voluntary employer changes and salary attainment of middle managers. The data were collected through mailed questionnaires. The sample of the study consists of 900 MBA degree
holders who had graduated in 1985 or 1986. The hierarchical polynomial regression analysis was used to assess the shape of the relationship between voluntary employer changes and salary attainment. The results revealed that the salary attainment was highest among managers with a moderate number of employer changes and lowest among managers with low or high inter-firm moves. The finding of the study indicated that curvilinear relationship revised the notion of the boundary less career by suggesting that the over-utilization of voluntary employer changes could induce obstacles to salary attainment.

4: Trade Unionism

Harrisson, D., Roy, M. and Haines III, V. (2011) examined the reconstruction of the role played by union representatives (URs) in the context of labour-management partnerships in Quebec. The data were collected through an in-depth analysis of the process involved within two unionized manufacturing companies. The results revealed that URs subordinate the partner role to the interest representation role. The authors further pointed out that deforming of traditional social categories such as those of employees or employer was possible to the level that the relations between the actors were founded on interpersonal relations.

Ghosh, P., Nandan, S. and Gupta, A. (2009) studied the role of plant-level trade unions at National Thermal Power Corporation (NTPC), Unchahar plant in enhancing Quality of Work Life (QWL). The inferences drawn in the study were made on the basis of structured interviews conducted with the chairpersons and members of the unions operating at the plant, as well as with the officers of different departments. The authors concluded that the trade unions at NTPC, Unchahar are not only playing an active role in maintaining good industrial relations, but they are also adequately involved in improving the quality of work life of employees.

Geary, J. (2008) examining the consequences of partnership arrangements for union influence and membership commitment in Ireland. The survey obtained a total of 5198 responses, a response rate of 46.5 percent. The survey instrument contained a number of questions on workplace partnership, employee involvement, and associated human resource practices. The mean and standard deviation were used to analyze the survey items. The findings revealed that unions viewed to gain from their participation in partnership arrangements where it was seen to delivered real and
substantial gains and particularly where unions were perceived to possess a strong and influential workplace presence. The author concluded that the context of national agreements has been essential in stimulating a concept for an alternative model of industrial relations and in giving emphasis to the prospects of partnership, its impact in restructuring workplace relations and widening union's role and influence in workplace governance has been far from total.

Buttigieg, D.M., Deery, S.J. and Iverson, R.D. (2006) examined the comparable models of union joining and leaving using longitudinal data with the objective measures of joining, exiting, unemployment and performance appraisal ratings. The sample consisted of 3594 employees from various state bank branches in Australia. Participants were responded to items on a 5-point Likert-type scale. The statistical procedure of event history analysis (Allison, 1984) was employed in the study. It was found that the determinants of joining and leaving differ, consequently the demand for different strategies for recruitment and retention of union members arises.

Cochrane, B., Dharmalingam, A., Harris, P., Law, M. and Pierry, G. (2006) studied to analyze the impact of High Performance Workplace Systems (HPWS) on workers and unions in New Zealand's Dairy industry with the objective of providing an outline of the current research literature a map of the territory. It was revealed that the HPWS literature includes substantial shortcomings regarding the definition of skill in describing the meaning of skill development for workers, specifically and collectively.

Peat, B. (2006) endeavored to evaluate the dynamics of collective worker-union relations from the perspective of the collective rather than the individual. The author argued that rational choice, union commitment and mobilization theory approaches to understanding union collectives were inappropriate starting points for developing an understanding of trade union development. The results revealed that conceptualization of union purpose provides an alternative starting point for the theoretical development and a basis for empirical research into the dynamics of trade unionism grounded in the collective character of trade union organization.

Bryson, A. (2005) examined the effects of trade unions on employee and employer perceptions of workplace management–employee relations in Britain using linked employer–employee data from the 1998 Workplace Employee Relations Survey. The results revealed that there were significant associations between employee and employer perceptions of employment relations and workplace unionization. The
results further indicated that the size and significance of these union effects depends on institutional arrangements in relation to bargaining and lay representation. The author pointed out that the only union effect that was common among employers and employees was the negative perception of employment relations where union bargaining coverage was at the level known to generate a union wage premium.

Angle, H.L. and Perry, J.L. (1986) analyzed the dual commitment concept in relation to ambient labour-management relationship climate, and extent of member’s participation in union activities. The data were collected from 22 municipal bus companies in the western United States. Each question in the scales had a 7-point Likert agree/disagree format. The statistical tools like correlation and one way ANOVA were used to test the hypothesis. The results indicated that Dual commitment was higher in cooperative climates than in less cooperative ones and the extent of members participation in the union process moderated this relationship. The authors found that separate organizational and union commitments also co-varied with labour-management relationship climate but in a less monotonic manner than dual commitment did.

5: Industrial Disputes:

Das, K.S.L. and Gupta, D. (2013) studied the industrial conflict and collective labour relations. The authors undertook the case study of Toyota Kirloskar from the period of 2001 to 2006. The main objective of this study was to find out the Toyota ways of managing shop floor and employees relations in its India’s operation. The data were collected from 18 workers, in which nine case studies from the main line production in Toyota Kirloskar Motors and Toyota Kirloskar Auto Parts were conducted to obtain information regarding wage structure, working conditions, labour practices, collective activities and labour disputes in Toyota Kirloskar. It was found that the employees felt discriminatory labour practices by the management in terms of salary revision, irrational disciplinary actions and non-confirmation of team member trainees. The authors further pointed out that the management was not able to resolve industrial conflicts own its own and often state government came into rescue as seen by putting Toyota Kirlosakar as an essential service and taking away the employee’s right to strike.
Maheswari, Y. (2013) analyzed the industrial dispute in jute mills. The data were collected from 162 respondents from the Jute Mills and they had been categories into top, middle and lower level of management. For the purpose of analysis percentage and table have been used. The data has been obtained from website and publications of Government of India. The author suggested that both management and union should develop constructive attitudes towards each other for cordial industrial relations.

Ayudhya, B.I.N. (2011) endeavored to evaluate the common dispute factors in public work projects. The data were collected from questionnaire targeting main contractors with a focus on critical dispute problems during the project construction phase. The identified dispute factors were evaluated for severity index by selected samples of 390 various construction practitioners consisting of owners, consultants, and main contractors. The results demonstrated that violating the conditions of the contract, insufficient work drawing details, delays in the progress payments by the owner, poor evaluation of completed works, inaccurate bill of quantities and unrealistic contract durations were all critical dispute problems during the project construction phase. The author concluded that the findings can be helpful to construction practitioners in understanding the dispute problems in public work projects which can minimize the risk of cost overruns associated with disputes and conflicts.

Walker, B. and Hamilton, R.T. (2011) reviewed a range of international research on individual employee–employer grievances. The literature was reviewed in four key stages, the incidence of grievable events, the employee’s response to a potential grievance issue, the effectiveness of grievance processing and outcomes. The authors found that the incidence of grievable events cannot be estimated precisely, because most were either not pursued by the employee or were settled informally. The authors pointed out that most of the research had been done on the second stage, investigating when a grievance would be pursued. The theoretical frame of exit, voice and loyalty has been prominent, but a series of findings has challenged the validity of this model and suggested a range of competing theories which could explain the apparent conundrum of negative outcomes associated with formal grievance procedures. The authors further stated that the role of power has regained prominence and this was part of a fuller understanding of grievance outcomes. They pinpointed that the focus has been on the employee perspective, broaden the focus, modeling a progression through...
a sequence of stages and emphasizing the role of employer's in designing and managing grievance processes which were effective and fair.

**Ahsan, A. and Pagés, C. (2007)** studied the economic effects of amendments on different types of labour laws as well as of the increasing use of contract labor in India. The data were collected for the period 1959-1997. The data on GDP at the state level and for the agricultural, non-agricultural, construction, and manufacturing sector was obtained from the Besley and Burgess (2004) database. The authors found that the laws that increased job security or increased the cost of labour disputes substantially reduced registered sector employment and output but does not increased the labor share. Also the labour-intensive industries, such as textiles were the hardest hit by laws that increase job security while capital-intensive industries were most affected by higher labour dispute resolution costs. The authors further found that the widespread and increasing used of contract labour might have brought some output and employment gains but does not make up for the adverse effects of job security and dispute resolution laws.

**Foster, B., McAndrew, I., Murrie, J. and Laird, I. (2006)** studied to analyze the employer's attitude towards collective bargaining and the causes that restrained its growth from regional perception. The sample consisted of 349 respondent firms in the central north island region of New Zealand through cross sectional survey of organizations. It was found that employees not engaged in collective bargaining have no interest in unions or collective bargaining while majority of them observed adverse impacts on productivity reduces workplace conflict, organizational change also the substantial minorities of employees connected with collective bargaining perceived it contributing in those issues.

**Menzies, J. and Gramberg, B.V. (2006)** examined the reasons for grievance procedure failure in Australian organizations through the international literature. The authors concluded that the common grounds for grievance procedure failure were deprived design and inefficient training. They suggested that grievance procedure required careful planning and designed by those who would be involved in its implementation.

**Corby, S. (2005)** tried to analyze whether there is a difference between the public and private sectors in respect of third-party intervention to prevent employment disputes. The study was based on statistical analysis of Advisory, Conciliation and Arbitration Service (Acas) data on collective conciliation, mediation and arbitration cases for the
five years from 1 April 1997. The author concluded that the private sector disputes were more likely to be resolved by conciliation than public sector disputes. He also found that the main difference was not in third-party intervention but in fourth-party intervention that was the intervention by the Government.

Saha, B. and Pan, I. (1994) tried to find out some of the determinants of industrial disputes (both strikes and lock-outs) by developing an econometric model using disputes data for 19 industries from the period of 1980 to 1986. The dependent variable of the model is industry-wise mandays lost per employee from disputes and independent variables are the degree of trade unionization, average factory size and average monthly earnings of an employee. It was found that in more unionized industries, mandays lost from disputes are likely to be less compared to less unionized industries. In contrast, industries with larger average factory size would have greater mandays lost. Further it was found that employees' monthly earnings seem to be a weak variable having ambiguous and almost insignificant effects on mandays lost.

6: Airlines Industry

Moon, T.W., Hur, W.M. and Jun, J.K. (2013) examined whether and how the Perceived Organizational Support (POS) influences emotional labour and the relationship between emotional labour and flight attendants' outcomes. The structural equation modeling analysis provided support for the hypotheses from a sample of 256 flight attendants in South Korea. The results revealed that POS has a positive effect on deep acting. Furthermore, it was found that surface acting has a positive influence on emotional exhaustion, whereas deep acting has a negative influence on emotional exhaustion. In addition, emotional exhaustion has a negative influence on organizational commitment, while organizational commitment has a negative influence on turnover intention. Furthermore, POS moderated the relationship between deep acting or surface acting and emotional exhaustion.

Punitha, V. and Tamilchelvi, N. (2013) examined the effect of retention strategies adopted by domestic airlines in Coimbatore district. The data for the study were collected through structured questionnaire from five hundred airline passengers in Coimbatore city. The respondents for the study were drawn by means of convenient sampling method. SPSS package were used for analysis. In order to assess the relative importance of retention strategies in domestic airlines Multiple Regression (1% level
of significance) has been used to discover any variation between retention strategies and independent variables. The findings of the study revealed that according to the perception of the passengers the retention strategies adopted by the domestic airlines were effective.

Banks, J.O. (2012) conducted a comparative analysis of flight attendant working and rest hours between the US and other countries by exploring the International Civil Aviation Organization member states regulations and Collective Bargaining Agreements (CBAs). The sample for the study consisted of 38 regulations and 13 CBAs and identified 35 duty time and rest rules used to manage fatigue associated with four categories such as working hour limits, sleep and rest requirements, circadian rhythms, and others. The study revealed that US flight attendants were required to work longer and long-range maximum hours per day with less time to recover than employees of other airlines.

Hampson, I., Junor, A. and Gregson, S. (2012) explored the aircraft maintenance labour process, using the Australian context, to highlight the crucial role of the supervisory engineers known locally as Licensed Aircraft Maintenance Engineers (LAMEs, pronounced lay-mees). Within the latent tension between speed and safety requirements, the procedure manual could also support the LAME’s assertion of independent judgment in resisting shortcuts. These inherent conflicts highlighted the importance of collective employee representation to protect LAMEs, and by extension the travelling public, from any adverse impacts of the operational priorities of a management primarily answerable to shareholders. The authors examined the implications of this analysis for the new orthodoxy around airline employment relations, with its advocacy of ‘relational coordination’ posited on shared goals and values.

Kaps, R.W., Hamilton, J.S. and Bliss, T.J. (2012) endeavored to evaluate the labour process for all aspects of the aviation and aerospace industries, including aerospace manufacturing, airlines, general aviation, federal and state administrative agencies and public airports. The authors divided the book into three Parts: Foundation of labour law and policy, Principles, Practices and Procedures in Collective Bargaining and Dispute Resolution and the Changing Labour Relations Environment. In this book the authors provides an overview of the industries and the development of US labour law and policy, then explored the statutory, regulatory and case laws applicable to each industry segment before concluded with an examination of current and developing
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issues and trends. The authors presented the evolution of aviation and aerospace labour laws and investigated the growth of the industries and their impact on labour relations as well as the current issues and challenges facing management and labour in each segment of the business and their implications of such fundamental concepts as unfair labour practices and unions duty of their representation. The authors stated that the book also enlivens the subject preparing the reader to use the concepts in real world decision-making.

Sarkar, A. and Goswami, S. (2012) analyzed the financial performance of Indian Aviation sector by making a comparative study of Air India Airlines and Kingfisher Airlines. The financial performance has been analyzed with the help of two major financial dimensions i.e. liquidity and profitability of the companies during the period from 2000-01 to 2006-07. The results revealed that the efficiency in inventory management for Kingfisher Airlines was better than that of Air India. But the inventory turnover ratio of Kingfisher was not up to the mark if it was considered in isolation or with existing ideal. The study of association between Return on Capital Employed (ROCE), Profitability Index, Utilization Index and Efficiency Index for Air India registered positive and for Kingfisher Airlines negative relationship during the study period.

Goswami, S. and Sarkar, A. (2011) endeavored to evaluate the conceptual side of trade-off between liquidity and profitability and to analyze the liquidity and profitability position of different airways companies viz. Air India, Indian Airlines, Kingfisher & Jet Airways, during the period from 2000 to 2006. The author also measured the correlation between liquidity and profitability. The data were collected from published annual reports of different selected companies. The data has been analyzed by using statistical tool namely correlation and statistical test viz. students' t'-test, to test the significance of the results of the empirical study. The results revealed that there was a negative association between liquidity and profitability for all the selected companies except Kingfisher Airlines.

Said, M.N.H. (2011) tried to examine the significant human factors impacting human error in aviation maintenance. The sample for the study consists of 315 respondents. A questionnaire was administered including 84 survey items for measuring the three constructs (Human Factors, Organization, Human error) through the modified human factors SHELL model and was distributed to aviation maintenance personnel of all levels in 28 aviation maintenance industries of Malaysia. Structural equation
modeling (SEM) was used to test and analyzed the hypothesize relationship of the research model. The result revealed that the model and approach were both strategically and practically acceptable for categorizing the significant human factors. Wang, W.K., Lu, W.M. and Tsai, C.J. (2011) explored links between the operating performance of 30 airlines in the US and corporate governance. Initially data envelopment analysis was used to assess the relative efficiency of airlines and to investigate the contribution of inputs and outputs that affect technical efficiency. Efficiency decomposition combined with cluster analysis and multidimensional scaling was used to explore competitive advantage of airlines. Finally, the question of whether or not corporate governance affects the airlines performance was examined. The findings revealed that more than half of the thirty US airlines examined were less efficient than the best in the industry. The findings further indicated that the performance of carriers was not just related to their characteristics such as the number of committees and non-executive directors they have, but also affected by the external factors.

Mitra, D. (2010) tried to investigate the passengers' perception regarding the service quality in public and private low cost airlines in India. The data were collected through questionnaire survey from 104 respondents who have been traveled by public as well as low cost airlines from different regions of India. The statistical techniques like chi-square test and factor were used to analyze the data with the help of statistical calculator and SPSS software respectively. The results after the factor analysis revealed that there were number of troublesome areas in public airlines, but among them passengers identified availability of airlines was the most problematic area followed by luggage handling, staff assistance, responsiveness, assurance/support and cleanliness. While the same group of passengers have determined that in private (low cost) airlines, the most attractive factor was sensitivity followed by reliability, responsiveness, easy ticketing and catering service. The results after chi-square test found that the young generation was dissatisfied while the aged passengers were satisfied with the service provided by public airlines. On the contrary, young generation was satisfied while a number of aged passengers were dissatisfied with the service provided by low cost private carrier. The author gave suggestions to both types of airlines so that they were enabled to retain their existing clients as well as attract new passengers.
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Oxenbridge, S., Wallace, J., White, L., Tiernan, S. and Lansbury, R. (2010) examined the restructuring of employment relationships in Australian and Irish airlines, Qantas and Aer Lingus, in order to analyze how the combination of product market and industrial relations institutions shape the strategic responses of both management and unions. The comparison of Qantas and Aer Lingus revealed that regulatory frameworks endured to play a substantial, but subordinate role to competitive strategies – driven by market pressures and potential ownership changes – in how employment relationships has been restructured.

Khan, N.A. (2008) studied to analyze the Human Resource Development (HRD) initiatives of Tourism Industry with special reference to Air India Limited to develop the potential of its employees. The sample consisted of 100 employees of Assistant Managers and supervisory levels of Air India Limited, New Delhi. It was found that majority of the employees agreed that the human resource is to be considered as a very important factor for efficiency. The findings revealed that there was a significant difference among respondents over the opinion about HRD in Tourism Industry in India. The author concluded that the factors framed affect the overall improvement of the functioning of Air India Limited.

Chenga, J.H., Chenb, F.Y. and Changc, Y.H. (2008) in their research paper developed a model to investigate the antecedents of airline relationship quality from the customers’ perspective. Structural equation modeling was used to analyze survey data collected from 252 domestic passengers in Taiwan. Based on the findings from in-depth interviews with airline customers, the authors examined the relative impact of customer orientation, domain expertise, interpersonal relationships, service recovery, and information technology on customers’ perceptions of the quality of their relationships with airlines. The results revealed that, in the order of importance, customer orientation, domain expertise, service recovery performance, and interpersonal relationships were the major factors contributing to airline relationship quality, whereas information technology has no significant effect.

Leo Jeeva, S. P. and Chandramohan, V. (2008) endeavored to analyze the psycho social stress and coping methods among civil pilots. The sample for the study consists of 55 civil pilots drawn from different airlines. To measure the professional stress and stress coping strategies a questionnaire was administered by using professional Life Stress Scale and NIMHANS Stress Coping Scale. The results demonstrated that most of the pilots were found to be suffering from mild to moderate levels of professional
stress. The majority of them used emotion focused as a stress coping method. Some of the pilot used problem solving and social support as an effective stress coping methods. The authors suggested Stress management Programmes for the stress prone pilots to boost their operational efficiency.

Alkaabi, K. A. and Debbage, K. G. (2007) examined the relationships between skilled labour markets and air transportation by US metropolitan area. The main objective was to analyze the link that exist between both the professional, scientific, and technical (PST) services sector and the high technology sector with air passenger demand by metropolitan area focusing especially on employment patterns and the number of establishments. The results revealed that employment opportunities and the number of establishments in both sectors were steadily linked to the geography of air passenger demand.

Bor, R. (2007) endeavored to evaluate some of the psychological aspects of travel and analyzed the psychological challenges and problems for passengers and crew. The study covered travel and stress, the effects of travel on behaviour, fear of flying, disruptive passenger behavior and crew mental health, emphasizing what insights clinical psychology could offer in relation to these. The author concluded that the focus of aviation clinical psychology was on understanding of the challenges to the behaviour and mental health of travelers and all who worked in the travel industry.

Harvey, G. (2007) examined the management of people in the airline industry. The author has divided the book into 9 chapters which specifically focused on the management of pilots in the UK airline industry and the impact of human resource management has upon their attitudes towards their airlines and their work. The study was based on an evaluation of flight crew, sponsored by Economic and Social Research Council (ESRC) and conducted between 2001 and 2005. The finding revealed that growth in CA has not been matched by a growth in pilot's numbers and there been widespread concerned about a shortage of flight crew to meet demand.

Chen, C.F. (2006) tried to investigate the effects of job satisfaction, organizational commitment, and individual factors on flight attendants turnover intentions. A total of 200 questionnaires were distributed to the flight attendants employed by a Taiwanese international airline, of which 156 usable samples were obtained after removing incomplete questionnaires. The survey was conducted from June to September 2005. The results revealed that the two attributes of organizational commitment i.e. normative commitment and continuance commitment as well as job satisfaction were
found significantly negative impact on flight attendants’ turnover intentions. Moreover, wage and marital status were found to be significant analysts of turnover intentions.

O’Connell, J.F and Williams, G. (2006) tried to examine how the new regulatory roadmap has transformed the supply of domestic air services. Two questionnaires were administered to collect information on passengers’ opinion of India’s full service airlines and low cost carrier. A total number of 754 responses were obtained from the passengers at Mumbai Airport. The study revealed that there was a similar set of flight products required by leisure passengers, travelling on both full service and low cost airlines, though there was a significant difference between the requirements of passengers using a full service airline and a low cost carrier.

Kelleher, C. and McGilloway, S. (2005) studied the nature and extent of Work-related Stress (WRS) experienced by flight attendants working for an Irish airline. A standardized test designed to evaluate WRS and a well-designed questionnaire was administered to 70 flight attendants. The questionnaire was designed into three parts to evaluate occupational stress, psychological strain and coping resources. The results revealed that flight attendants experience high levels of WRS in areas that have important implications for their health and that highlight a need for appropriate recognition and formal support.

Davey, C.L. (2004) tried to investigate the effects of human factors knowledge and practices on relations between staff and pilots in commercial aviation. The author conducted 67 formal interviews with individuals involved in ab initio pilot training at a European flying college in Europe. The data was analyzed by employing the concept of discourse associated with Michel Foucault and studied how staff at the training college used the rhetoric of human factors to enhance their own contribution and status, without fundamentally changing existing practices. The results showed that human factors were a discourse on a grand scale, in the sense of delimiting a field of knowledge.

Gilla, G. K and Shergill, G. S. (2004) endeavored to evaluate the employees’ perceptions of safety management and safety culture in the aviation industry. The pilot study was conducted to develop and test a safety assessment questionnaire based on two sets of data as organization’s approach to safety management and safety management systems, and safety culture in organizations. The study gave the conclusions that the organizations considered employees safety responsibilities to be
more significant than employing effective safety management systems and boosting positive safety culture also the aircraft maintenance engineers seemed to be dedicated to standards and procedures in creating an effective work system. It was found that pilots considered luck and safety to be an important factor in aviation safety. The authors suggested that the various sectors of the aviation industry are required to enhance the existing safety culture.

Gittell, J.H., Nordenflycht, A.V. and Kochan, T.A. (2004) examined the competing theoretical arguments regarding whether union representation, shared governance, wage levels, and two features of the quality of labour relations—workplace culture and conflict in negotiations—lead to better or worse outcomes for airlines, and tested these interpretations using a mix of historical and quantitative data from major U.S. airlines. Both the qualitative and quantitative results revealed that relational factors—conflict and workplace culture—are more important determinants of performance than the structural factors of unionization, shared governance, and wages. The authors concluded that efforts to recovered from the current crisis in the airline industry that depend primarily on reductions in wages or union power would at best bring only short-term relief from immediate financial pressures. The authors suggested that sustained improvement in the service quality and financial performance would require more fundamental improvements in the quality of labour relations.

Johnson, N.B. and Anderson, J.R. (2004) analyzed the influence of deregulation on non-wage employment factors including employment, productivity and working conditions. The authors pointed out that employment has expanded but with periods of significant economic downturns, part-time workers were increasingly used, and industry productivity has also advanced but at a rate concomitant with the manufacturing sector. Some evidence of deteriorating working conditions exists including increased fatigue among pilots and flight attendants, customer abuse, and continuing high levels of injuries.

Taylor, R. (2004) studied the job satisfaction literature in the aviation service industry by evaluating an instrument that has been designed to assess job satisfaction of aircraft passenger services crew. The data were collected from 74 airline flight attendants who responded to a questionnaire that provided data for assessing relationships between work unit context variables and job satisfaction. The data was analyzed by using factor analysis using the varimax option, to confirm the existence of the four job satisfaction constructs. Subsequently, the reliabilities of the identified
constructs were estimated with Cronbach’s (1951) alpha, frequency plots were employed to determine the sample profile. Next, correlation analyses and Analysis of Variance (ANOVA) procedures were employed to evaluate construct relativities. The results revealed that the instrument has great potential for not only providing airline managers with an indication of their staff’s level of job satisfaction, but also, it provides an instrument for other service sector organizations to continue to research the concept of employee job satisfaction.

Williams, C. (2003) analyzed the emotional labour as a gendered cultural Performance and takes subject with the individualizing and pluralistic sense in the Post-Hochschild thoughts. The author conducted a qualitative and quantitative study of nearly 3000 Australian flight attendants, which focused on organizational and occupational health and safety variables, as well as sexual harassment and passenger abuse factors reviewed by Hochschild’s critics. The qualitative data showed that emotional labour was both congenial and difficult at different times for the same individual. The author found that gender was still essential, as Hochschild suggested; linking emotional labour with sexual harassment. The most significant analysts from the quantitative study of whether emotional labour would be costly were organizational. He further found that variables such as whether flight attendants were appreciated by the company which shows that the airline management context was highly persuasive in the way in which emotional labour were experienced.

Backx, M., Carney, M. and Gedajlovic, E. (2002) empirically examined the performance of private, public and mixed ownership structure on multiple dimensions of international airline industry. The hypotheses were tested through a series of Ordinary Least Square (OLS) regression models by using panel data from 1993–1997 on a sample of medium to large international scheduled passenger airlines. The authors utilized two dimensions: an efficiency-financial performance dimension and general-industry specific dimension. The results indicated that public sector airlines performed relatively lower than private sector airlines. The authors also found that airlines with mixed ownership tend to performed better than public sector airlines, but performed worse than private sector carriers.

Butcher, J. N. (2002) examined the role of personality and mental health factors among airline pilots in order to call attention to this potential source of problems that could affect flight operations and airline safety. The author suggested that airlines should use more extensive background checks and follow-up with past supervisors to
evaluate applicant's behavior when extensive performance records were not available. The further research to determine the full extent of maladjustment among pilots was recommended by the author.

Oyewole, P. (2002) endeavored to evaluate the affective aspect of customer satisfaction in the globally important airline industry. The author examined the two major forms of affective state of the consumer namely: mood and quality of life. A net total of 261 questionnaires were administered to the passengers at an international airport. The data was analyzed by using analysis of variance. The findings showed that both mood and quality of life tend to have significant effect on the level of satisfaction with services in the airline industry. The author further pointed out that some elementary services tend to be more influenced than others by these affective states of the consumer.

Abeyratne, R. (2001) addressed the issues related to the human face of aviation management and looks at some of the proposals to improved current practices. The study found that human aspects of airline management traversed the hinges of two key issues for management: positive economic theory and social justice. The author found that positive economic theory essentially looks at competitiveness and how an airline would compete successfully, whereas social justice, or normative economics, required that the passenger was cared for in a socially acceptable manner. The study further revealed that productivity was the prime determinant of an entity's long-run standard of business practice. The author pinpointed that when economic theory related to competitiveness was blended with social justice, which was the human element of commercial aviation practice, the picture could become somewhat murkier from a competition perspective.

Blyton, P., Lucio, M.M., McGurk, J. and Turnbull, P. (2001) examined the effects of globalization on human resource management and the national and international strategies developed by organized labour in the international civil Aviation industry. The results revealed that there was certainly a mutual effort by major airlines to cut costs, trade unions was found proficient to hamper the pace of change and successfully protect the interests of certain industrial groups. It was also found that the future course of globalization would be discussed through innovative international strategies and portfolios of cooperative action upgraded by the trade union movement.

Rae, D. (2001) endeavored to evaluate the concept of entrepreneurial management through a case study of the low-cost airline EasyJet. The author reviewed the
development of entrepreneurial management in the academic literature and then transmits the formation and growth of EasyJet in the perspective of the major changes caused by the entry of low-cost operators in the strategic environment of the European short-haul airline industry. The author conducted a critical analysis of how EasyJet's strategy has succeeded to date as well as of the projected strategy for future growth. The author concluded that the EasyJet was clearly an example of entrepreneurial management. The author pinpointed that the two approaches were effectively unified, with an entrepreneurial focus on customer attractiveness and rapid innovation in response to new opportunities, whereas managing the direction, processes, relationships and resources of the business organization of entrepreneurial management.

Saraswati, S.K. (2001) studied a brief history of civil aviation in India and analyzed the operating environment in which civil aviation industry in the country is operating. The analysis has been carried out on the basis of articles and news items which appeared in the local and international newspapers and journals. The author found that lobbying or politicization and governmentization of the whole industry has made the managements ineffective in taking decisions on operational, financial, staff issues, etc. The author further found that though geographical location and availability of skill were very much in favour of development of a strong aviation industry in India but lack of consistency of policies and sound management applications has led to the degeneration of basically sound organizations like Air India and Indian Airlines.

McFadden, K.L. and Towell, E.R. (1999) conducted a survey of the literature on human factors in airline safety and constructs a conceptual framework for designing future safety studies. In this context the authors analyzed the factors so as to determine their relationship with operational errors rather than accidents. The authors analyzed the more complex relationships and interactions that occur among various factors as operational errors occurred with much greater frequency than accidents. The results generated through the analysis of operational data could improve the decision-making process and help reduce pilot-error accidents. The authors recommended that how data would be collected and stored in order for researchers to more effectively analyze flight safety data. The authors also suggested that a proactive approach is the key to achieve the goal of improving safety in the 21st century.

Alamdari, F.E. and Morrell, P. (1997) studied to analyze the trends in labour unit costs (labour expenses per available tonne kilometer) of major US and European
carriers from 1978 and 1985 respectively. The results showed that both U.S. and European airlines has been successful in reducing labour unit costs. The US airlines reduced unit labour cost by reductions in real wages (labour costs per employee) and periods of increased productivity (ATKs per employee). The authors stated that European airlines reduced unit labour costs by productivity increases, offset by increases in real wage levels. They further stated that in Europe, some reduction in real wage levels might be expected, following the US experience and in order that they might achieve globally competitive unit labour costs. These could be ushered by more extensive use of profit sharing and stock options.

Gudmundsson, S.V. (1997) exhibited the difference between European and US airline management practice. The study was based on a questionnaire survey among airline managers of new-entrant airlines in the USA and Europe. The main findings were that European new-entrant carriers were trying to shed the inefficiencies caused by the heavily regulated pre-liberalization environment, mastering some of the tools and strategies necessary to survive in a liberalized market. Managers of US new-entrant carriers, on the other hand, showed marked difference in their attitude towards their staff, a characteristic of non-unionized operating environment. The author concluded that European carriers were learning how to cope with the new liberalized environment while the US airlines were well-seasoned, providing much to learn for their European counterparts.

Kaps, R.W. (1997) analyzed the air transport labour law in the US and the underlying legislative and policy directives established by the federal government that defined the labour relations process in this sector. The author presented a discussion of the general economic, legal and political conditions that caused the public policy decisions to be persuaded. The author divided the book into 3 parts. In part 1, the author introduced the topic of labour policy, history of labour movement in the US. In part 2, the author examined the election, certification, contract negotiation, dispute resolution, grievance procedure and questionable labour practices contained in Railway Labour Act. In part 3, the author analyzed labour relations in the airlines industry as it has evolved. The author believed that this text would be useful in undergraduate aviation programs students and practitioners in the field of aviation management, public administrative and law.

Herbert, R. and Northrup. (1983) examined the impact of deregulation in creating new employee relations in Airlines Industry. The authors also examined the problems
like entry of non-union carriers into the market, the flight controllers strike, decline of traffic during recession and the variations in union attitude towards industry's problem. The authors found that the impact of deregulation has been significant and it reduced union power constantly but it was not evident that recent endeavors in union management cooperation would survive the end of recession and the heady competitive restrictions enforced as a result of flight controllers strike.

**Cabral, L.F.R. (1973)** compared the performance of Indian Airlines (IA) with other airlines of developing and advanced countries, under the main environmental and operational factors and analyzed their relevance to IA's low productivity. The method for the selection of the airlines for the comparative study were the geographical location of the country of registration, volume of output, nature of the network and availability of data. The results showed that there was a wide gap between productivity in Indian Airlines and in other airlines. It was found that the levels of remuneration of Indian Airlines were not in harmony with its level of productivity. The author further found that the Indian Airlines has already reached a level of mechanization comparable to that of foreign airlines.

**Kahn, M.L. (1952)** conducted a study to examine the role of Civil Aeronautics Board (CAB) in industrial relations setting and analyzed those activities which derived from its safety functions, economic controls, and its relationship to the Railway Labor Act. The results indicated that the CAB has entered into and significantly influenced every major aspect of airline personnel and industrial relations. The results found that the agency's impact upon industrial relations has been developed out of its decisional role in economic and safety matters. The author pointed out that the CAB was much involved in labour issues as it was much involved in management.

**Holtbrugge, D., Wilson, S., Berg, N. and Wiedemann, K. (n.d.)** analyzed the pressures for standardization vs. individualization human resource management strategy in the airline industry with particular reference to Star Alliance. Four human resource management instruments, namely recruitment and selection, training and development, remuneration and employee participation, as well as the coordination of human resource management activities were taken for the analysis. The study was based on an extensive literature research as well as on 23 semi-structured interviews with managers and employees of seven Star Alliance members. The findings revealed that in compare to other functions such as procurement, Information Technology systems, facilities and marketing, in the area of human resource management
pressures for differentiation were still dominant. The authors further found that there exists significant difference between the various instruments of human resource management.

Research Gap:
The review of literature throws light on the crucial gaps that the earlier researchers carried out in the field of employees-employer relationship. After a careful and an elaborate review of literature, it has been observed that the several studies had been done in the field of industrial relations, labour and management relations, employment relations, human resource policies, employee welfare facilities, role of trade union and industrial disputes in different industries. The studies on Airlines Industry includes labour relations in airlines and aerospace industries, human resource management in airlines, human resource development in Air India, management of people in the airlines Industry, job satisfaction among flights attendants, safety and security, passengers satisfaction, stress among flight attendants and civil pilots, ethical and moral considerations of airline management, airlines labour cost reduction and other related areas. The studies on Indian airline industry includes overview of Indian infrastructure sector by doing a case study of Air India and Kingfisher airlines, liquidity and profitability analysis of Indian airways, productivity in Indian Airlines and comparative study of low cost public and private airlines in India.

Herbert, R. and Northrup. (1983) studied the impact of deregulation in creating new employee relations in Airlines Industry in their research paper. However, the employees-employer relationship in the airline industry in India and a comparative study of public and private companies in particular has not been found by the researcher till date. Therefore, an attempt has been made to fill this gap. To study the employees-employer relationship in airline industry in India, a public sector airline i.e. Air India and a private sector airline i.e. Jet Airways have been selected by the researcher on the basis of their market share and contribution in the escalation of the Indian airline industry.

Scope of the Study:
The researcher feels that this research study will certainly throw light upon various aspects where both Air India and Jet Airways need to work to strengthen their employees-employer relationship. Though employees-employer relationship occupies
a broader area, the present study is confined to the issues like Recruitment & Selection Policy, Training & Development Policy, Promotion & Transfer Policy, Salary & Wages, Employee Welfare facilities, Role of Trade Union and Industrial Disputes. The dimensions chosen for the present study covers important aspects of employees-employer relationship in any organization. The employees' satisfaction from all these aspects depicts the strength of employees-employer relationship. The findings and conclusion of the study would be of great help in finding out the issues that are likely to affect employees-employer relationship. If these issues are adequately addressed, the researcher believes that the stakeholders, i.e. the management, the staff and the public at large would be in a better position to benefit from the airline companies for which, the human resource is the nucleus.

**Significance of the Study:**

The present study is to compare and analyze the employees-employer relationship in the public and private sector airlines companies in India with special reference to Air India and Jet Airways. It has both practical and theoretical significance. It advances knowledge and understanding of how the key variables such as Recruitment & Selection Policy, Training & Development Policy, Promotion & Transfer Policy, Salary & Wages, Employee Welfare facilities, Role of Trade Union and Industrial Disputes, may affect employees-employer relationship in public and private sector airline companies in India. A study of this type will help the management in developing a deeper insight into the relevant aspects of industrial relations policies and practices and assists in formulating strategies to improve the employees-employer relationship for organizational efficiency.

The study, henceforth, would be useful both to the company and the employees as it brings out their viewpoints regarding different issues in industrial relations and can thus pave the way for a congenial industrial atmosphere in airline industry in India.

**Objectives of the study:**

The study seeks to examine in realistic and comprehensive manner the state of employees-employer relationship in selected public and private sector airlines companies in India. It intends to examine the factors that help or obstruct the maintenance and development of harmonious relations between employers and employees.
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The objectives of the study are divided into general and specific objectives. The study in general attempts to review the conceptual framework of the term Employees-Employer Relationship and to study the growth and development of airline industry in India. It further exhibits the profile of the two selected sample airline companies of India both from the public sector and the private sector.

The specific objectives of the study are:
1: To examine the perception of employees from the dimensions of employees-employer relationship (Recruitment & Selection Policy, Training and Development Policy, Promotion and Transfer Policy, Salary & Wages, Employee Welfare Facilities, Role of Trade Union and Industrial Disputes) across designation of employees and work-experience.
2: To compare and analyze the employees’ satisfaction with regard to the dimensions of employees-employer relationship (Recruitment & Selection Policy, Training and Development Policy, Promotion and Transfer Policy, Salary & Wages, Employee Welfare Facilities, Role of Trade Union and Industrial Disputes) between Air India and Jet Airways.
3: To undertake the findings and make suggestions in the light of research study for improving employees-employer relationship in airline companies in India.

Hypothesis of the study:

The term hypothesis is derived from Greek word meaning ‘to put under’ or ‘to suppose,’ is a proposed explanation for a phenomenon. It is an approximate explanation that relates to the set of facts that can be tested by certain further investigations (Data Analysis, 2009). A hypothesis is a preliminary or tentative explanation or postulate by the researcher of what the researcher considers the outcome of an investigation will be. It indicates the expectations of the researcher regarding certain variables. It is the most specific way in which an answer to a problem can be stated (Hypothesis, n.d.). There are basically two types of hypothesis, namely

1. Null hypothesis and,
2. Alternative hypothesis.

1: Null Hypothesis: The null hypothesis, H0, represents a theory that has been put forward, either because it is believed to be true or because it is to be used as a basis for argument, but has not been proved. The null hypothesis is the hypothesis that
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states that there is no relation between the phenomena whose relation is under investigation, or at least not of the form given by the alternative hypothesis.

2: The Alternative hypothesis: The alternative hypothesis, H1, is the alternative to the null hypothesis. It states that there is some kind of relation. The alternative hypothesis may take several forms, depending on the nature of the hypothesized relation; in particular, it can be two-sided (for example: there is some effect, in a yet unknown direction) or one-sided (the direction of the hypothesized relation, positive or negative, is fixed in advance) (wikipedia.com, n.d.).

The following hypotheses have been set up to give a proper direction to the study:

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.

H10: 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.
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**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 company's Employee Welfare Facilities between Air India and Jet Airways.

**H013:** There is no significant difference in the perception of employees' towards the Role of Trade Union between Air India and Jet Airways.

**H014:** There is no significant difference in the perception of employees' towards the factors affecting Industrial Disputes between Air India and Jet Airways.

**Research Methodology:**

Research methodology is a way to systematically solve the research problem. A systematic inquiry and application of appropriate methods is very important for the research. This has an important bearing on the collection of reliable and accurate information. The main purpose of the present research study is to make an intensive enquiry of various aspects of Employees-Employer Relationship by the use of empirical approach.

a) **Source of data:**

The study involves the collection of data from the primary as well as secondary sources. The primary data has been collected with the help of questionnaire based on various aspects of employees-employer relationship conducted among the employees of selected companies in public and private sector airlines in India. The secondary data is used for referring the conceptual aspect and previously published literature in the form of books, articles, journals, magazines, newspapers, annual reports of the airline companies and various websites. The information related to personnel policies and welfare facilities has been collected from the company's service manuals. The data and information related to employees' strength, trade unions and industrial relations have been collected from the Personnel department of the selected companies under study.

b) **Sample Design:**

A sample represents the subset of population. A sample is a finite part of a statistical population whose properties are studied to gain information about the whole. When dealing people it can be described as a set of respondents (people) selected from a large population for the purpose of a survey. For the present research, samples have to
be taken, since it is not possible to cover all the employees of the public and private sector airline companies in India, on account of impediments of time, finance and other resources required for the purpose. Therefore, 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 greatest market share as compared to other private airline companies. The convenience 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. The other regional offices of Jet Airways and Air India have been situated in Kolkata, Chennai and Mumbai. So, the researcher has selected Delhi (Northern) region for the collection of data as it was comparatively easy to approach. 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 researcher has collected the responses of the employees working in almost all the departments of Air India and Jet Airways except Engineering and Flying department because in these two departments the researcher was not allowed to visit due to the security policy of the company.

Therefore, the sample size constitutes of 425 employees in total from both the airline companies. Although sample size of ‘425’ is not big as far as population of employees in airline industry are concerned, but is good to some extent for further analysis of data. More the sample size more is the possibility of correct opinion/perception of employees. But due to time, finance and other constraints, ‘425’ is a good sample size to represent the perception of employees towards the airline industry. The sample size has been found fit as far as the objectives of present research are concerned. In Air India there are 227 respondents in total while in Jet Airways the number of respondents is 198.

c) Questionnaire Design:

The descriptive research has been conducted to gain insight into the various aspects of employees-employer relationship in airlines companies in India. The questionnaire contains close-ended questions that are concerned to elicit information about the perception of the employee’s that have direct emphasis on the hypothesis of the study. There are 35 statements that measure the seven important variables of Employees-
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Employer Relationship taken for the study. After a careful and elaborate review of literature the seven major variables i.e., Recruitment and selection Policy, Training and Development Policy, Promotion and Transfer Policy, Salary and Wages, Employee welfare facilities, Role of Trade Union and Industrial Disputes have been included in the questionnaire. On the basis of these dimensions the Employees-Employer relationship has been estimated in both the airline companies and the exploration has been made. The Questionnaire with Likert's 5 Point Scale was used to rate the responses ranging from (5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly Disagree). The data for questions regarding the name of the company, gender, age, education, designation and work experience were also recorded.

d) Statistical tools:

The data collected are classified in order and suitably analyzed keeping in view the objectives set for the study. For the purpose of analysis, statistical tools such as mean, standard deviation have been used to know the nature of distribution of dimensions selected. To determine the veracity of the results obtained, One-Way ANOVA has been used to find out the significant variation in the employees' satisfaction with regard to the selected dimensions of employees-employer relationship across designation of employees and work experience. T-test has been applied to find out the significance difference in the employees' satisfaction with regard to the selected dimensions of employees-employer relationship between Air India and Jet Airways.

Limitation of the Study:

During the study a number of limitations and constraints were faced by the researcher so it is necessary to point out them at the very outset.

1. It was difficult to collect data from all the Indian airline companies, therefore; the only public sector airline i.e. Air India and Jet Airways which is one of the largest private sector airline and leading full cost carrier were selected for the present research study.

2. 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. So,
the researcher has selected Delhi (Northern) region for the collection of data as it was comparatively easy to approach.

3. A large number of variables are likely to influence the employees-employer relationship in any industry. Only the influence of major factors affecting employees-employer relationship is taken into account in the present study.

4. The researcher has limited the size of the sample. Hence, the results obtained cannot be generalized for all the public and private sector airline companies in India.

5. The airline companies are not willing to share the information about their employees profile and other personnel policies because of secrecy of their policies.

6. The success of a survey based research depends on the cooperation of the respondents. Most of the respondents were unwilling in expressing their opinion freely and showing lack of interest in rendering responses.

7. The senior personnel managers were very busy despite of prior appointments. In certain cases, adequate information was not provided.

Inspite of all the above limitation, every possible effort was made by the researcher to make the study accurate and purposeful.

Structure of the Study:
In order to pursue the objectives of the present study, the entire work has been broadly divided into six chapters. The first chapter, being introductory section deals with the brief outline of the entire research work. Then statement of problem and review of literature have been discussed in this chapter. It goes through the published work so far done by the scholars, academicians and professionals in the area of employees-employer relationship in airlines in India and abroad. The review of literature thus, reveals a gap that supports the problem of research as no work has been done so far on the topic of research under current study. This chapter states the objectives of the study, formulates the hypothesis to be tested, describe the scope of the study, explicates the methodology and limitations of the study and portrays the full design of the work for conducting the study.

The second chapter deals with the theoretical base and concept of Employees-Employer Relationship. It includes conceptual clarifications, theoretical perspectives, meaning of employees-employer relationship, objectives and significance of
employees-employer relationship. It also highlights the role of trade union, importance of effective human resource policies in employees-employer relationship, causes of poor employees-employer relationship and methods of reducing industrial conflicts.

The third chapter explicates the overview of Airline Industry in India; the chapter presents the history, current status of airline industry in India, growth and development of the airline industry in India, governing bodies, classification of airline companies in India, challenges and future prospects of airline industry in India.

The fourth chapter presents the profile of selected public and private sector airline companies in India. For this purpose, Air India, a Public Sector Airline and Jet Airways, a Private Sector Airline has been selected for the present study. A detailed overview of these companies has been presented. The history background, current status and operations have been studied. The growth and development, market share and financial performance of these companies have been demonstrated with the help of certain charts and tables to be more clear and specific. Industrial relations in both the airlines have been discussed with the help of data and information collected from the Personnel office of both the companies and information available on the internet.

The fifth chapter analyzed the state of Employees-Employer Relationship in the selected public and private sector airlines companies in India. A survey has been conducted on the employees of Air India and Jet Airways with the help of questionnaire to retrieve the status of employees-employer relationship in both the airlines. Based on the logical inferences drawn from the analysis and interpretation of data, the hypothesis formulated has been tested at the end with the help of statistical tools.

The last chapter i.e. the sixth chapter deals with the findings, conclusion and suggestions of the study. It contains important suggestions offered by the researcher after analyzing the observations. It is sincerely hoped that the suggestions offered by the researcher would be useful to both the airline companies i.e. Air India and Jet Airways and helpful to the management in implementing and formulating the policies and strategies in respective companies for improving the employees-employer relationship.
Conclusion:
To conclude, it is found that the current chapter presented a comprehensive viewpoint for carrying out the present study. The researcher in this regard presented the entire review of literature which throws light on the research gap. Besides this the objectives of the study has been discussed which assisted the researcher to generate the research design. After that sample size of the study, limitations of the study has also been discussed. The next chapter has been scheduled for the description of the conceptual explication of the Employees-Employer Relationship in a revitalized way.
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