Study Of Perception Of Employees Of Aviation Industries Regarding Hr Strategies And Workplace Attitude

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ABSTRACT

The aviation industries are very fragile and highly sensitive in respect of their employees as they a diverse group of people working with demanding competencies. At the same time, cooperation of these employees and work output are directly accountable for the successful function of the industries. It was noticed through reviews that the perception of these personnel towards HR policies and strategies and workplace matters significantly. The present study was undertaken on two airlines i.e. Indigo and Air India. Data was collocated using standard tools on a sample of 769 employees of these aviation companies and analysed using means, t-test, SD and ANOVA. The result established that perception of employees of aviation industries with regard to Human Resource Strategies and workplace attitude matters significantly. The study concludes with key implications towards management and policy making bodies.

Key Words: HR Strategies, Workplace attitude, Aviation, Perception.

INTRODUCTION

The aviation industry is a highly competitive, safety-critical, and customer-driven sector where human capital plays a pivotal role in operational efficiency and service excellence. Frontline employees directly influence organizational performance, passenger satisfaction, and compliance with stringent regulatory standards. As such, effective human resource (HR) strategies have become essential not only for maintaining operational reliability but also for fostering employee engagement, motivation, and retention. In recent years, airlines and airport operators have faced unprecedented challenges, including fluctuating demand, technological disruption, and global crises such as the COVID-19 pandemic. These factors have underscored the need for strategically aligned HR practices that enhance employee productivity, optimize workforce capabilities, and maintain high levels of safety and customer service. HR strategies in this context include recruitment and selection, training and development, performance management, compensation and reward systems, work-life balance initiatives, and employee engagement programs. Despite the recognized importance of HR practices in aviation, there remains a gap in systematically evaluating their effectiveness and linking them to measurable performance

outcomes. While several studies have examined individual HR interventions, there is limited empirical evidence on how integrated HR strategies contribute to organizational performance in both operational and service dimensions. Furthermore, the role of mediating and moderating factors such as employee engagement, job satisfaction, organizational commitment, and psychological safety is still underexplored.This study aims to evaluate the implementation and effectiveness of HR strategies in aviation industries and analyze their impact on employee performance. By examining both strategic and operational dimensions of HR practices, the research seeks to provide actionable insights for airline management, HR professionals, and policymakers. Understanding these relationships can facilitate evidence-based decisions to improve workforce efficiency, reduce turnover, and enhance overall organizational performance in a sector where human capital is a critical driver of success.

Review of Literature

Amankwah-Amoah, et. al. (2020) examined early evidence on how airlines worldwide reacted to the COVID-19 shock, cataloguing internally-driven and externally-imposed strategic and tactical responses. It highlights workforce measures (layoffs, pay cuts, redeployment, roster changes), emergency HR decisions that traded short-term survival for long-term capability risks, and the role of government support in shaping HR outcomes. The paper draws implications for how HR strategies should balance crisis cost-containment with retention of critical skills to preserve future operational performance. It examined the role of Human Resource Management (HRM) in improving organizational performance within the aviation industry. It highlights the importance of HRM in enhancing operational efficiency, facilitating comprehensive communication, informing employment decisions, and developing personnel development strategies. The study emphasizes the need for effective HRM practices to address challenges and improve overall performance in the aviation sector. Hamouche, et. al. (2021) examined how the pandemic reshaped HRM practices across sectors and identifies themes directly relevant to aviation: flexible work arrangements, health and safety protocols, talent retention, and rapid reskilling. It synthesizes conceptual and empirical studies to show that HR strategies adopted during the crisis impacted employee wellbeing, organizational agility, and service-delivery capacity — with important tradeoffs for performance and compliance in safety-critical industries. The review proposes a research agenda on HR resilience, remote work adaptations, and strategic workforce planning. Papavasileiou, et. al. (2022) reviewed decade-long systematic/meta-review of human-operator research in air transport. This systematic review aggregates and synthesizes the last decade of research that treats human operators as the unit of analysis in air transport studies. It maps themes including human factors, training & competence, fatigue and rostering, human-machine interaction, and workforce planning — and evaluates how HR and training strategies have been studied in relation to safety and performance outcomes. The synthesis highlights uneven empirical linkage between HR initiatives and objective operational performance, recommends stronger use of longitudinal and quasi-experimental methods, and calls for HR research that integrates safety, wellbeing, and performance metrics in air transport. Anderson, et. al. (2023) fond that the review focuses on the effects of the pandemic on cabin crew and other frontline aviation staff, summarizing evidence on health risks, service changes, staff stress and morale, and organizational responses (PPE, policies, passenger management). It links HR measures — such as altered rostering, emergency leave policies, and altered training delivery — to changes in job satisfaction, turnover intentions, and short-term service performance, and calls for HR strategies that explicitly address mental health and retention to sustain post-crisis operational performance. Wandelt, et. al. (2024) reviewed on airport ground workforce challenges.

This review synthesizes evidence on the "airport ground workforce dilemma" created by pandemic-era layoffs, subsequent rehiring difficulties, and changing demand patterns. It evaluates HR and operational strategies — such as cross-training, flexible contracts, recruitment pipelines, and automation — and discusses their consequences for productivity, service reliability, and worker wellbeing. The authors emphasize that HR policies that prioritize rapid rehiring without investing in training or retention risk

degrading performance; they propose integrated HR-operations planning to restore resilient performance. Talib (2025) examined the Role of Technology in Shaping the Aviation Workforce. This study offers an in-depth examination of current trends impacting the future of aviation employment, emphasizing the incorporation of Artificial Intelligence (AI) and other technological advancements. It discusses how these technologies are shaping workforce requirements and the skills needed in the aviation industry. The study provides insights into the evolving landscape of aviation employment and the implications for workforce development. ⌷

Significance of the study

The present topic is of immense importance in the current context as often employees go on unrest within Indigo and Air India, two of India's leading airlines and also to understand the motivation factors that influence workplace attitudes in the airline industry highlighting the need for people-friendly policies.

Objectives

1.   To identify the specific human resource management strategies influencing workplace   attitude in select airlines.

2.   To examine the difference in perception of employees towards human resource   strategies and workplace attitudes in select airlines.

Hypothesis

H1: Perception of employees regarding HR strategies and workplace attitude based on gender

H2: Perception of employees regarding HR strategies and workplace attitude based on organization

H3: Perception of employees regarding HR strategies and workplace attitude based on age

H4: Perception of employees regarding HR strategies and workplace attitude based on educational qualification

Population and Sampling: A total of 21,789 employees of two air lines Indigo and Air India formed the population and following disproportionate random sampling technique 769 were drawn for the study.

Statistical Techniques: The data was collected through standardised questionnaires with established validity and reliability using mean, S.D., t-test and ANOVA.

Analysis and Interpretation

The data were analysed under each hypothesis are tabulated below.

H1: Perception of employees regarding HR strategies and workplace attitude based on gender

Table: 1
Difference in perception of employees towards human resource strategies and workplace attitudes based on gender

Variables	Labels	N	Mean	S. D	t	Sig	Decision
Training and development	Male	412	2.09	1.209	0.98	0.07	No
	Female	357	2.11	1.221			
Performance appraisal	Male	412	3.41	1.194	0.87	0.07	No
	Female	357	3.32	1.032			
Compensation and benefits	Male	412	2.99	1.201	6.57	**0.01**	**Yes**
	Female	357	2.87	1.221			
Employee engagement	Male	412	3.14	1.116	1.25	0.07	No
	Female	357	3.09	1.092			
Career development	Male	412	3.21	1.421	5.89	**0.01**	**Yes**
	Female	357	3.28	1.401			
Workplace flexibility	Male	412	2.19	1.402	1.16	0.06	No
	Female	357	2.15	1.411			
Employee recognition	Male	412	4.32	1.302	7.23	**0.01**	**Yes**
	Female	357	4.55	1.313			
Talent management practices	Male	412	3.21	1.293	0.92	0.06	No
	Female	357	3.18	1.282			
Job satisfaction	Male	412	3.87	1.201	0.88	0.06	No
	Female	357	3.83	1.119			
Affective commitment	Male	412	4.11	1.213	5.89	**0.01**	**Yes**
	Female	357	3.99	1.021			

From the above table, it is revealed that the difference in employee perceptions towards various HR strategies and workplace attitudes based on gender found to be significant in the domains of Compensation and benefits, Career development, Employee recognition and Affective commitment. Whereas in other HR strategies found to be non-significant. These differences have shown high level of significant at 1% level. Therefore, the HR strategies and work place attitude between male and female varies in the above four areas.

H2: Perception of employees regarding HR strategies and workplace attitude based on organization.

Table: 2
Difference in perception of employees towards human resource strategies and workplace attitudes based on Organization (Independent sample t-test)

Variables	Labels	N	Mean	S. D	t	Sig	Decision
Training and development	Male	401	3.64	1.202	1.21	0.08	No
	Female	368	3.62	1.213			
Performance appraisal	Male	401	3.55	1.004	7.82	**0.01**	**Yes**
	Female	368	3.49	1.032			
Compensation and benefits	Male	401	4.12	1.003	8.83	**0.01**	**Yes**
	Female	368	4.08	1.203			
Employee engagement	Male	401	3.77	1.421	7.46	**0.01**	**Yes**
	Female	368	3.63	1.202			
Career development	Male	401	4.01	1.009	7.38	**0.01**	**Yes**
	Female	368	3.92	1.114			
Workplace flexibility	Male	401	3.89	1.342	7.29	**0.01**	**Yes**
	Female	368	3.67	1.119			
Employee recognition	Male	401	4.14	1.239	5.47	**0.01**	**Yes**
	Female	368	4.07	1.201			
Talent management practices	Male	401	3.92	1.372	0.92	0.07	No
	Female	368	3.77	1.319			
Job satisfaction	Male	401	4.12	1.371	8.23	**0.01**	**Yes**
	Female	368	4.07	1.362			
Affective commitment	Male	401	3.62	1.564	8.85	**0.01**	**Yes**
	Female	368	3.54	1.551			

From the above table, it is revealed that the difference in employee perceptions towards various HR strategies and workplace attitudes based on organisation i.e. Indigo and Air India found to be highly significant among eight domains out of ten at 1% level whereas in two areas of HR strategies i.e. Training and development and Talent management practices found insignificant. It can be drawn that strategies of HR and work place attitudes matters for every organisation in aviation field.

H3: Perception of employees regarding HR strategies and workplace attitude based on age

Table: 3
Difference in perception of employees towards human resource strategies and workplace attitudes based on age

Variables	Labels	Sum of squares	D.o.f	Mean square	F	Sig.
Training and development	Between the groups	12.679	4	3.170	**2.923***	**Yes**
	Within the group	829.62	765	1.084		
	Total		769			
Performance appraisal	Between the groups	11.1456	4	2.786	**2.669***	**Yes**
	Within the group	798.78	765	1.044		
	Total		769			
Compensation and benefits	Between the groups	8.92	4	2.230	**2.098***	**Yes**
	Within the group	812.98	765	1.063		
	Total		769			
Employee engagement	Between the groups	11.29	4	2.823	**2.633***	**Yes**
	Within the group	820.18	765	1.072		
	Total		769			
Career development	Between the groups	9.08	4	2.270	**2.170***	**Yes**
	Within the group	800.12	765	1.046		
	Total		769			
Workplace flexibility	Between the groups	12.89	4	3.223	**3.085***	**Yes**
	Within the group	799.19	765	1.045		
	Total		769			
Employee recognition	Between the groups	17.88	4	4.470	**4.275***	**Yes**
	Within the group	799.89	765	1.046		
	Total		769			
Talent management practices	Between the groups	62.78	4	15.695	**14.512***	**Yes**
	Within the group	827.38	765	1.082		
	Total		769			
Job satisfaction	Between the groups	51.88	4	12.970	**11.132***	**Yes**
	Within the group	891.27	765	1.165		
	Total		769			
Affective commitment	Between the groups	47.89	4	11.973	**10.842***	**Yes**
	Within the group	844.76	765	1.104		
	Total		769			

*significant at 5%

The above table, it is revealed that perception of employees of selected aviation industries towards various HR strategies and workplace attitudes based on their age found significant. People across different career stages will have different expectation from the companies resulting difference in perception towards entire HR strategies and workplace attitudes.

H4: Perception of employees regarding HR strategies and workplace attitude based on educational qualification

Table: 4
Difference in perception of employees towards human resource strategies and workplace attitudes based on educational qualification

Variables	Labels	Sum of squares	D.o.f	Mean square	F	Sig.
Training and development	Between the groups	6.622	4	1.656	1.663	No
	Within the group	761.62	765	0.996		
	Total		769			
Performance appraisal	Between the groups	6.15	4	1.538	1.531	No
	Within the group	768.45	765	1.005		
	Total		769			
Compensation and benefits	Between the groups	5.21	4	1.303	1.292	No
	Within the group	770.93	765	1.008		
	Total		769			
Employee engagement	Between the groups	4.38	4	1.095	1.071	No
	Within the group	781.78	765	1.022		
	Total		769			
Career development	Between the groups	7.43	4	1.858	1.814	No
	Within the group	783.56	765	1.024		
	Total		769			
Workplace flexibility	Between the groups	7.39	4	1.848	1.824	No
	Within the group	774.78	765	1.013		
	Total		769			
Employee recognition	Between the groups	6.45	4	1.613	1.596	No
	Within the group	772.67	765	1.010		
	Total		769			
Talent management practices	Between the groups	5.89	4	1.473	1.456	No
	Within the group	773.78	765	1.011		
	Total		769			
Job satisfaction	Between the groups	6.01	4	1.503	1.482	No
	Within the group	775.78	765	1.014		
	Total		769			
Affective commitment	Between the groups	5.02	4	1.255	1.241	No
	Within the group	773.78	765	1.011		
	Total		769			

From the above, it was observed that there is no significant difference in respondent perception towards various HR strategies and workplace attitudes based on their qualification. It can be understood that HR strategies and workplace attitudes are free from intervention from qualification of employees of the subject aviation industries.

Summary and Conclusion

From the above study, it is revealed that employee perceptions towards various HR strategies and workplace attitudes based on gender and age in the organisation i.e. Indigo and Air India are found to be high to moderate whereas their qualification have no effect on perception towards strategies in HR and workplace attitudes. These conclusions have got implications on the part of management of the aviation industries to frame policies and develop strategies for the functioning of their industries at optimum level.

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