



A STUDY ON FACTORS INFLUENCING JOB SATISFACTION AMONG AIRLINE EMPLOYEES IN COIMBATORE

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ABSTRACT

The aviation industry is one of the major industries for country's economic development. The main objective of the study is to assess the factors which are responsible for influencing airline employee's job satisfaction. This paper aims to study relationships in between fair compensation and job satisfaction, superior support and job satisfaction, working environment and job satisfaction and job security and job satisfaction. The result revealed that salary is the most important factor for influencing job satisfaction of airline employees. Apart from salary, it has been found that the influence of superior support, healthy working environment, high JS level, proper work life balance, career opportunities and promotion, proper training and development opportunities are also very important factors for determining employee's job satisfaction. Data have been collected from the airline employees of Coimbatore. The result of the study shows that the job satisfaction level of employees is average and it calls for management attention towards enhancing the employee job satisfaction level. This paper presents relationship between various factors and puts forth suggestions for improving employee's job satisfaction level.

Keywords– Airline Employees, Job satisfaction, Compensation, Working Environment, Job Security.

1. INTRODUCTION

Aviation industry in India is the fastest growing industry in the world. With aviation industry in India is one of the fastest growing industries; the liberalization of the Indian aviation sector, aviation industry in India has undergone a rapid transformation. From being primarily a government-owned industry, the Indian aviation industry is now dominated by privately owned full service airlines and low cost carriers. Employees both men and women are driven into the aviation industry as it is a challenging job with monetary benefits.

Among all the assets of an organization, human resource is the most significant and precious asset which is essential for healthy operation of all other resources of the organization. So, when human resource is satisfied in terms of their jobs, then only productivity level goes up. It is because Lease (1998) said that “Employees who have higher job satisfaction are usually less absent, less likely to display organizational commitment and more likely to be satisfied with their lives”.

Without satisfaction in the job, no employee will retain for a longer time in any organization. Job satisfaction describes how content an employee is with his or her job. It is a poignant response to a job. It can be considered as a part of life satisfaction. According to Spector (1977), job satisfaction is one of the most admired and broadly researched topics in the field of organizational psychology; it refers in terms of how people feel about the job and different aspects of the job. In Swarnalatha & Suresh Krishna (2012) it is found that job satisfaction can be viewed as an emotional state; positive in connotation which is because of the goodness emanating from the job the individual is doing with respect to the view of satisfaction.

Hulin & Judge (2003) noted that job satisfaction means multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioural components. Some factors influencing job satisfaction are pay and benefits, fair performance appraisal, career and promotional opportunities, proper reward and recognition, work-family life balance, the job itself, proper working conditions, leadership, autonomy in work. Job satisfaction involves complex number of variables, circumstances, opinions and behavioural tendencies and a variety of work related outcomes such as commitment, involvement, motivation, satisfaction, attendance.

Accompanying this continuous exploration in more complex job networks there has been the introduction of a wide range of composite and global scales that directly ask overall feelings about the job. This research note adds to the expanding body of literature by the presentation of a 12item scale that relates contextual task components with job satisfaction. The validation and reliability assessments, together with descriptive data of the scale and a profile of the study subjects are provided. This lays the groundwork for discussion of the usefulness of the instrument in terms of human resource management implications, particularly within the rapidly expanding services sector of industries.

1.1 PROBLEM STATEMENT

Employees are the backbone of any organization. They are the most precious and important asset among all the asset of any organization. Job satisfaction is a part of employee life satisfaction. So based on the above discussion, the study aims to recognize the impact of compensation, working environment, supervisor support and Job Security on job satisfaction of airline employees in Coimbatore.

1.2 OBJECTIVES OF THE STUDY

It is aimed to address the following objectives through this study

- To identify the factors which influence the job satisfaction of the airline employees working in Coimbatore.
- To determine the relationship of fair compensation and job satisfaction, supervisor support and job satisfaction, working environment and job satisfaction and job security and job satisfaction level of airline employees working in Coimbatore.
- Comparative analysis of difference in different factors between male and female airline employees working in Coimbatore.
- To make recommendations to improve the level of job satisfaction of the airline employees working in Coimbatore.

2. REVIEW OF LITERATURE

Job satisfaction is a topic, has been researched by many researchers previously. Job satisfaction is defined as “a general attitude toward one’s job; the difference between the

amount of rewards workers receive and the amount they believe they should receive” (cited in Stephen P. Robbins, 2005). Job satisfaction is affected by as meaningfulness of work, adequacy of supervision according to the study conducted by Lodahl & Kejner (1965). According to fisher et al.,(1992), Xie et al.,(2000), Vidal et al.,(2007) and lane et al.,(2010), job satisfaction is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment.

Balance between input and output determines job satisfaction as suggested by Alfonso Sousa-poza & Andres A. Sousa-Poza(2000). According to this concept an individual will be happy when their needs are fulfilled in the current situation and these are basic and universal. According to Abraham maslow (1954) suggested five level of hierarchy of need model. These needs are physiological, safety, social, esteem and self-actualization needs. From the point of need fulfilment, job satisfaction has been approached by some researchers. Allen and meyer (1996) found an employee who is affectively committed to the organization will have extrinsic, intrinsic, and total job satisfaction.

A study conducted by yuan ting (1977), it was found that three sets of factors, namely, job characteristics(such as promotional opportunity, task clarity and significance, skills utilization and pay satisfaction), organizational characteristics (such as organizational commitment and relationship with superiors and co-workers) and individual characteristics among which job and organizational characteristics have significantly effected on the job satisfaction of federal government employees . according to hussami(2008), job satisfaction and dissatisfaction depend on the expectations what the job supply to an employee not the nature of the job.

3. CONCEPTUAL FRAMEWORK

Research Model



The Research model depicts that the Employees Job satisfaction is depend on some factors like Salary, Supervisor Support, Working Environment, Job Security.

3.1 SALARY AND JOB SATISFACTION

Compensation can be defined as the monetary benefit given to the employees by the company for their services given to the company. Kalleberg (1977) & Voydanoff (1980) have revealed that monetary compensation is one of the most major vivid variables for job satisfaction. Coming to the relation between job satisfaction and salary/compensation, it is found by previous researcher Kathawala et al.,(1990) in the paper of Jitendrakumar Sing & Jain Mini (2013) that “salary was found to be the key aspect for the drive and job satisfaction of salaried employees of the aviation industry”. Keeping in mind the findings of previous studies, the current study hypothesized that:

H1: there exists a positive relationship between employee compensation and job satisfaction of airline employees working in Coimbatore.

3.2 SUPERVISOR SUPPORT AND JOB SATISFACTION

Supervisor support is one of the important factors for employee retention. It is defined as the extent to which leaders care about their employee’s welfare and value their contributions. It has been found by Collins-camargo, (2005) that when training is given to the supervisor then it enhances increased employee job satisfaction, improved practice and outcomes and reduces preventable turnover. Again according to chakrabarty et al., (2008), “perhaps the finest way in

which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done.” Keeping in mind the findings of previous studies, the current study hypothesized that:

H2: supervisor support increases the job satisfaction level of airline employees working in Coimbatore .

3.3 WORKING ENVIRONMENT AND JOB SATISFACTION

Ergonomics is defined as the study of employee’s efficiency in their working environment. Arnold & Feldman (1996), working environment gives a greater convenience and physical comfort to the workers. Stephen P. Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment, in turn this will render a more positive level of job satisfaction. According to Ramlal (2003), positive and good work environment is directly related to employee retention . Employees may feel that poor working conditions will only provoke negative performances. Keeping in mind the findings of previous studies, the current study hypothesized that:

H3: a positive correlation exists between working environment and job satisfaction of airline employees in the Coimbatore.

3.4 JOB SECURITY AND JOB SATISFACTION

Job Security is the chance that a person or an employee will keep his or her job secure; Ruvio & Rosenblatt (1996) found that Job Security tends to perform better with an employee who is satisfied with his job than the one who is not satisfied with the job. This findings also supported by researchers like Denton (2005) and lane et al., (2010) said that if the employees are satisfied and content with the Job Security they will automatically be devoted and reliable to their organizations. Biswas & VerMa (2007) discover that “extrinsic factors as Job Security is fundamentally critical for an employee to perform well on the job.” An employee should have Job Security at all the times. Keeping in mind the findings of previous studies, the current study hypothesized that:

H4: increased Job Security has a positive impact on job satisfaction of airline employees in Coimbatore.

4. RESEARCH METHODOLOGY

Descriptive type of research is used for this particular study. In this study, the various factors influencing employee’s job satisfaction among the airline employees working in Coimbatore are analysed. Simple random sampling technique has been used for analysis. Sample size of the study consists of 100 respondents. The researcher has both primary and secondary data to collect the details from 100 respondents of airline employees working in Coimbatore with the help of well prepared questionnaires. The source of primary research was surveys and secondary research was carried out through different publications, books, articles, research studies and websites. The airline employees of various airlines operating in Coimbatore were given the questionnaires. Personal interviews were done with the airline employees working in Coimbatore. More than 6 weeks are spent on collecting data. Pearson correlation and T-Test and Anova test are the statistical tools used for study. It has been found that maximum (60%) of the respondents belong to the age group from 20 to 30 years. Most (80%) of the respondents are male and maximum (70%) respondents tenure with the present occupation is between 1 to 5 years.

5. DATA ANALYSIS & INTERPRETATION

5.1 Correlation

Source: Primary data

Table 1 provides Pearson’s coefficient of correlation matrix for all factors in the study

actors	D-1	D-2	D-3	D-4	D-5	D-6	D-7	D-8	D-9	D-10	D-11	D-12	D-13	D-14	D-15	D-16
D-1	1															
D-2	536**	1														
D-3	636**	750**	1													
D-4	572**	716**	732**	1												
D-5	607**	415**	572**	395**	1											
D-6	681**	690**	610**	524**	540**	1										
D-7	416**	602**	602**	487**	513**	615**	1									
D-8	231**	311**	413**	230**	334**	375**	523**	1								
D-9	314**	540**	401**	562**	0.152	587**	501**	333**	1							
D-10	302**	460**	525**	496**	300**	408**	543**	540**	587**	1						
D-11	321**	230**	227**	275**	212**	426**	362**	478**	690**	465**	1					
D-12	463**	420**	556**	490**	500**	541**	513**	545**	367**	540**	507**	1				

D-13	390**	446**	412**	450**	230**	533**	542**	476**	447**	608**	472**	613**	1			
D-14	631**	282**	440**	276**	431**	438**	345**	493**	495**	472**	630**	456**	351**	1		
D-15	320**	0.046	243**	216**	283**	220**	0.172	508**	0.11	200**	387**	593**	314**	392**	1	
D-16	405**	557**	623**	542**	390**	582**	450**	365**	353**	453**	376**	792**	582**	286**	351**	1

**correlation is significant at the 0.01 level 2-tailed

*correlation is significant at the 0.05 level 2-tailed

N=100, D-1=Compensation, D-2=Training and Development, D-3=Career Opportunities and Promotions,

D-4=Reward and Recognition, D-5=Work life balance, D-6=Working Environment, D-7=Performance appraisal,

D-8=On the job interview, D-9=Leadership, D-10=Distributive justice, D-11=Superior support, D-12=Autonomy,

D-13=Job Security, D-14= Job Satisfaction, D-15=Leave Policy, D-16=Role clarity.

Table 1 shows the relationship among the factors and the relationship between the factors and job satisfaction of the employees. It shows that association between all the factors is positive. Significant relationship is also found among many factors. Training and development opportunity has positive and strong correlation with supervisor support at .05 significant level and others with .01 significant level and so on. Training and development has relation with leave policy but it is not significant. Again, work life balance has relationship with leadership but it is not significant. It is found that performance appraisal has relationship with Leave policy but it is not significant. Leadership has relationship with leave policy but it is not significant.

Table 2: Correlation between compensation and job satisfaction

correlation b/w compensation & job satisfaction			
	mean	std deviation	pearson coefficient
Compensation	18.02	4.002	.632**
job satisfaction	11.20	2.146	

**correlation is significant at the 0.01 level 2-tailed

Table 2 shows that the fair compensation has positive and strong correlation with job satisfaction at .01 significant level.

Table 3: Correlation between supervisor support and job satisfaction

correlation b/w supervisor support & job satisfaction			
	mean	std deviation	pearson coefficient
supervisor support	14.94	2.083	.631**
job satisfaction	11.20	2.146	

**correlation is significant at the 0.01 level 2-tailed

Table 3 shows that the supervisor support has positive and strong correlation with job satisfaction at .01 significant level.

Table 4: Correlation between working environment and job satisfaction

correlation b/w working environment & job satisfaction			
	mean	std deviation	pearson coefficient
Working environment	15.98	2.408	.439**
job satisfaction	11.20	2.146	

**correlation is significant at the 0.01 level 2-tailed

Table 4 shows that the working environment has positive and strong correlation with job satisfaction at .01 significant level.

Table 5: Correlation between job security and job satisfaction

correlation b/w job security & job satisfaction			
	mean	std deviation	pearson coefficient
Job security	10.98	2.278	.352**
job satisfaction	11.20	2.146	

**correlation is significant at the 0.01 level 2-tailed

Table 5 shows that the job security has positive and strong correlation with job satisfaction at .01 significant level.

5.2 T-test and Anova test

Table 6: Gender difference in various factors of Airline Employees

Column1	Gender	N	Mean	Std deviation	T	Df	Sig. (2-tailed)
Compensation	ma le	80	18.13	3.969	0.523	98	0.602
	fe male	20	17.6	4.21			
Training& development opportunity	ma le	80	21.83	4.251	0.226	98	0.822
	fe male	20	21.6	2.563			
Carrier opportunities and promotion	ma le	80	21.6	3.04	-0.88	98	0.381
	fe male	20	17.78	1.789			
Reward and Recognition	ma le	80	13.33	2.428	-0.133	98	0.381
	fe male	20	13.4	1.392			
Work life balance	ma le	80	13.33	2.149	-0.581	98	0.562
	fe male	20	13.6	1.667			
Working environment	ma le	80	16.08	2.428	0.788	98	0.433
	fe male	20	15.6	2.349			
Performance appraisal	ma le	80	10.78	1.793	-0.983	98	0.328
	fe male	20	1.20	1.436			
On the job interview	ma le	80	7.1	1.228	-1.378	98	0.171
	fe male	20	7.5	0.827			
Leadership	ma le	80	24.4	3.282	0.996	98	0.322
	fe male	20	23..6	2.909			
Distributive justice	ma le	80	3.7	0.818	-0.529	98	0.598
	fe male	20	3.8	0.414			
Supervisor support	ma le	80	15.05	2.204	1.057	98	0.293
	fe male	20	14.5	1.469			
Autonomy	ma le	80	7.13	1.731	-0.2796	98	.006*
	fe male	20	8.3	1.455			
Job Security	ma le	80	10.88	2.319	-0.921	98	0.359
	fe male	20	11.4	2.113			
Job satisfaction	ma le	80	11.25	2.281	0.464	98	0.644
	fe male	20	11	1.522			
Leave policy	ma le	80	3.43	1.123	-3.519	98	.001*
	fe male	20	4.4	1.046			
Role clarity	ma le	80	11.43	2.924	-2.525	98	.013*
	fe male	20	13.29	2.285			

Significant level is at $P < 0.05$

Source from Primary data

The above table i.e. Table 6 shows that there are significant difference between male and female employees in the factor autonomy as t value is .006 which is less than .05 ,leave policy as t value is .001 and role clarity as t value is .013 in airline employees working in coimbatore.

6. FINDINGS OF THE STUDY

- Salary occupy the most important factor (39% respondents say) for influencing airline employee's job satisfaction compared with other major factors.
- Work-family balance occupy the second most important factor (30% respondents say) for influencing airline employee's job satisfaction compared with other major factors.
- Supervisor support occupy the third most important factor (20% respondents say) for influencing airline employee's job satisfaction compared with other major factors.
- Career opportunities occupy the fourth most important factor (16 % respondents say) for influencing airline employee's job satisfaction compared with other major factors.
- The factors which influences the job satisfaction of airline employees working in the are identified as compensation, training and development opportunity, career opportunities and promotion, reward and recognition, work life balance, working environment, performance appraisal, on the job interview, leadership distributive justice, supervisor support, autonomy, job security, leave policy and role clarity. All factors have significant influence on job satisfaction level of employees at the level of employees at the .01 level.
- It is found that fair compensation (H1), supervisor support (H2), working environment (H3), and job security (H4) has positive and strong correlation with job satisfaction of airline employees at .01 significant level. So, the hypothesis H1,H2,H3,H4 is accepted for this study.
- There are significant difference between male and female employees in the respective factors like autonomy, leave policy, and role clarity with airline employees working in Coimbatore.

7. CONCLUSION

Based on the results deduced from this study on factors influencing job satisfaction among airline employees in Coimbatore, it has been found that majority of the respondents consider that their salary is not enough. So it should be revised to increase their job satisfaction level. The

aviation industry in India is one of the fastest growing industry. This sector is contributing a major source of income to the growth of the country. So, it is essential to keep employee satisfied with their job by finding the factors which have influences on employee's job satisfaction. This study mainly focuses on the factors which have the influences on job satisfaction level of employees. Thus this research project adds to the current body of established research within the servicing sector of industry on employee job satisfaction through focusing on the tertiary sector of industry, and providing a better understanding of measures for achieving the support needed for human resources management to establish relevant industry strategies specific to the needs of the service sector. The further development of studies like this can provide the basis to undertake in-depth research within the area of employee job satisfaction and thus provide management strategy development to improve employee's work life and ultimately increase service quality and productivity within the service sectors as a whole.

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