



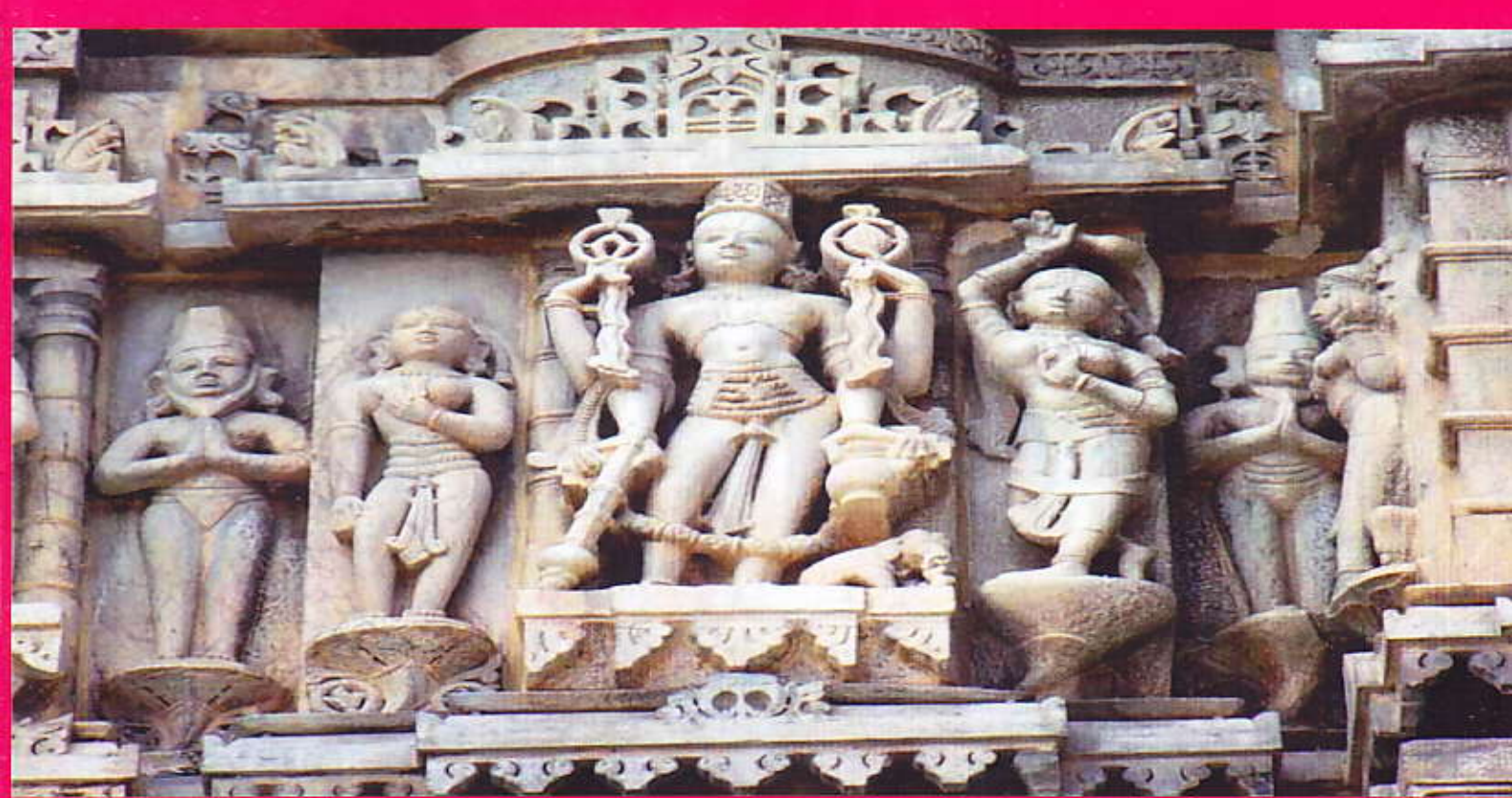
# LITERARY FINDINGS

INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH

**UGC RECOGNIZED JOURNAL**

UGCNO: 42329 / IMFACT FACTOR: 4.118

ISSN 2278-2311



**SEPTEMBER - 2018**

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## JOB SATISFACTION OF EMPLOYEES IN AVIATION INDUSTRY – AN EMPIRICAL STUDY

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### ABSTRACT

Indian aviation sector is growing at an accelerating rate and the country is getting the benefits of its improved connectivity. Since its inception the sector has seen many changes. The vast geographical coverage of the country and its industrial growth makes the aviation sector more meaningful. The rising working group and economic improvement of Indian middle class is also expected to boost the growth of the sector further. As a result of this growing demand the Government of India is planning to increase the number of airports to 250 by 2030. This improvement in infrastructure has happened to be as a result of improved business and leisure travel. Hence the present paper is an initiative to understand the job satisfaction of employees in Indian aviation industry.

**Keywords:** aviation industry, job satisfaction and employees

### INTRODUCTION

In Airlines, employees' behavior is critical and poor treatment of customers may directly impact on their image (Hunter, 2006). In airline industry, there is intense competition between private and public companies to gain higher portion of market share. So, these companies try to increase their employees' satisfaction to enhance their performance. Accordingly, the aviation professionals not only have to gain advanced and comprehensive knowledge, but also needs holistic understanding of airline industry's needs based on today's rapidly changing air transport environment. The fundamental objective of this study is to determine level of employees' job satisfaction among the airlines industry in India. Hence, the research tries to investigate effect of gender on employees' job satisfaction. It is anticipated that the study would provide worthy information not only to academic community, but also to practitioners that would facilitate them to make knowledgeable managerial decisions in Iran. Having a better understanding of aspects of employees' job satisfaction is vital for service companies. This will allow companies to design human resource management system that is able to motivate, attract, and retain their employees (Ralston et al., 1997). In line with the objective, the rest of the paper describes definition of job satisfaction, theories related to job satisfaction, determinants of job satisfaction, and methodology adopted. Subsequently, the main findings are presented and discussed and finally conclusions and managerial implications of the findings and research areas are discussed for further inquiry and understanding.



## REVIEW OF LITERATURE

Thekedam (2010) tested factors that influence job satisfaction in Kerala, India reported that individual characteristics is important predictor of job satisfaction which is not limited to demographic variable but include psychological and attitudinal characteristics as well, and also mentioned attainable goals will result greater job satisfaction. He has reported lower job satisfaction among females probably because of their attempt to cope with work and family responsibility. Bakan et al. (2011) made an empirical study for relationship of education level and organizational commitment found that by the increase in their education level employees' commitment to the organizations become more and more strong. AbuKhalifeh and Som (2012) reviewed the existing literature on service quality management in the food and beverage departments of hotels, its process, and the effective service quality management framework. This paper discussed famous models, and explained Parasuraman's dimensional framework of service quality management in the area of F&B and its application to the hotel industry. The conceptual paper suggested application of the dimensional model in the food and beverage department and encourages hotels to improve its management in a better way to satisfy their guests. Arun Kumar et al. (2012) analyzed the service quality of the organized retail store that contributes to the customer satisfaction in Hassan city, Karnataka. This research used five dimensions such as physical aspects, problem solving, personal interaction, reliability and policy. The data was collected on these dimensions by using five point Likert scales from 150 respondents selected through random sampling method. The results showed that physical aspect, personal interaction and problem solving were positively related to overall customer satisfaction at retail stores. Chary (2012) proposed a conceptual model to measure the patient perceived service quality in healthcare. The proposed model contains 10 dimensions and is based on existing literature in healthcare services; and helps in improving knowledge to identify the components that are important and can influence quality. Moreover, this research will improve understanding service quality and assist practitioners that they meet in their daily operations.

## OBJECTIVES OF THE STUDY

To study the relationship among dimensions of job demands, job control and social support.

## METHODOLOGY

The study is basically an empirical one based on data gathered from the respondents have been chosen for the study. A sample of 536 respondents has been chosen for the purpose of the study. For this study, the researcher used a well-structured questionnaire to collect the data from the respondents. The questionnaire related to job demand, job control and social support among the employees in aviation industry. The researcher used correlation analysis to find the relationship among various dimensions of job demands, job control and social support. IBM SPSS 21 version was used for statistical purpose.

## RESULTS AND DISCUSSION

### RELATIONSHIP AMONG DIMENSIONS OF JOB DEMANDS, JOB CONTROL AND SOCIAL SUPPORT

The table below shows the correlation analysis between job demands, job control and social support.

H<sub>0</sub>: There is no relationship between factors of job demands, job control and social support.



**Table 1**  
**Job demands, Job Control and Social support**

	Job Demands	Job Control	Supervisor Support	Colleagues Support
Job Demands	1.000	0.140**	0.152**	0.171**
Job Control		1.000	0.289**	0.303**
Supervisor Support			1.000	0.941**
Colleagues Support				1.000

\*\*Correlation is significant at the 0.01 level (2-tailed).

From the above table it can conclude that the correlation coefficient for Types of Aviation is positive. Hence it can be concluded that Job Demands has positive and strong relation with Job Control (14%), supervisor support (15.2%) and Colleagues Support (17.1%). Job Control has positive and strong relation with supervisor support (28.9%) and colleagues support (30.3%). Supervisor Support has positive and strong relation with colleagues support (94.1%).

## CONCLUSION

The study is aimed at analyzing the factors of job demands, job control and social support among the aviation industry employees. It is found that there is significant relationship between all the dimensions of job demands, job control and social support factor.

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face plenty of stress and therefore affect their satisfaction and even their physical or mental health.

## REVIEW OF LITERATURE

Falak Zehra Mohsin (2014) studies shows the relationship between procrastination, delay of gratification, and job satisfaction among high school teachers and work-related stress proved to be a significant variable that plays an active role amongst the three variables, that is, work-related stress operated as an intervening variable. Dr. Salem Saleh Khalf Ibnian (2016) study examined whether EFL teachers are satisfied or not with their job. Hence the study revealed that basic needs and desires for public schools EFL teachers must be fulfilled. Satisfaction of male and female EFL instructors is influenced by a number of factors such as, salary, job security and stability, working environment, benefits, possibility for career growth, and services extended to teachers, including transportation and medical insurance. The most teachers are satisfied with the level of security and stability of their jobs, cooperation among their colleagues, working environment, as well as the training sessions and workshops held by the Ministry of Education on various educational areas. Ombeni William Msuya (2016) suggested suggest that teachers in public secondary schools in Tanzania generally have higher job satisfaction. These findings complement the Herzberg's (1959) two factor theory. The motivators and hygiene factors were confirmed to have great contribution on job satisfaction among teachers in public secondary schools in Tanzania. Moreover, teachers' job satisfaction aspects in public secondary schools in Tanzania are not homogeneous; therefore, there is a need for educational officers and government to use different management styles and motivational strategies to maximize teachers' motivation. This study was limited itself to teachers who are working in public secondary in Mwanga District in Kilimanjaro region; therefore, there is a need to conduct a comparative study on job satisfaction among teachers working in public and private secondary schools in Tanzania. The sample for the study should be increased to involve more teachers from public and private secondary schools in order to get rich data from different contexts and cultures. Shaf M (2016) recommended that the teaching staff should be appointed on merit basis according to the knowledge/expertise/experience of individuals in the best interest of education. It is further recommended that the students should also be granted admissions only on merit basis, as the talented students always focus on their studies which will reduce the work-load of teachers and the academic activities of the college will be carried out smoothly. It is also suggested that the workshops may be conducted to reduce the stress among teaching staff from time to time. Due to stumpy salary, delay in promotion, non-availability of accommodation, lack of appropriate facilities in the colleges and work life imbalance almost half of the teaching staff was dissatisfied with their jobs. Improper planning for appointment/posting of teaching staff was also found as a vital issue in the present study. Considering the results of the study, it is proposed that the pay and promotion policy should be reviewed and government accommodation with sufficient facilities should be provided to the teaching staff in-order to motivate them to work with more attention, dedication, hard work and commitment in the best academic interest.

## OBJECTIVES OF THE STUDY

To study the job stress and its impact on job satisfaction among engineering college teachers.

## METHODOLOGY

The study is basically an empirical one based on data gathered from the respondents have been chosen for the study. A sample of 533 respondents has been chosen for the purpose of the study. For this study, the researcher used a well-structured questionnaire to collect the data from the respondents. The questionnaire related to job stress and job satisfaction among engineering college teachers in Madurai district. The researcher used multiple regression analysis to analyse



the impact of job stress on job satisfaction among engineering college teachers. IBM SPSS 21 version was used for statistical purpose.

## RESULTS AND DISCUSSION

### IMPACT OF DIMENSIONS OF JOB STRESS ON JOB SATISFACTION

In this study, the dependent variable is job satisfaction; Independent variables are job stress they are professional investment, behavioral manifestations, time management, discipline and motivation, emotional manifestations, work related stress, gastronomic manifestations, cardiovascular manifestations, fatigue manifestation and professional distress are discussed as follows:

- Dependent Variable – Job Satisfaction (y)
- Independent Variable
  - i. Professional investment ( $X_1$ )
  - ii. Behavioral manifestations ( $X_2$ )
  - iii. Time Management ( $X_3$ )
  - iv. Discipline and Motivation ( $X_4$ )
  - v. Emotional Manifestations ( $X_5$ )
  - vi. Work related stress ( $X_6$ )
  - vii. Gastronomic manifestations ( $X_7$ )
  - viii. Cardiovascular manifestations ( $X_8$ )
  - ix. Fatigue manifestations ( $X_9$ )
  - x. Professional distress ( $X_{10}$ )
- Multiple R value: 0.839
- R Square value: 0.704
- Adjusted R square value: 0.698
- F value: 124.091
- P value: 0.000

Table 1

Variables	Unstandardized Coefficients(B)	S.E error of B	Standardized Coefficients Beta	t-value	p-value
Constant	0.064	0.183	-----	0.349	0.727
Professional investment	0.112	0.025	0.133	4.573	0.000**
Behavioral manifestations	0.276	0.027	0.309	10.112	0.000**
Time Management	0.412	0.020	0.538	20.180	0.000**
Discipline and Motivation	0.177	0.020	0.239	8.967	0.000**
Emotional Manifestations	0.268	0.026	0.257	10.224	0.000**
Work related stress	0.016	0.018	0.022	0.873	0.383
Gastronomic manifestations	0.016	0.018	0.028	0.888	0.375
Cardiovascular manifestations	0.023	0.021	0.035	1.125	0.261



Fatigue manifestations	0.022	0.017	0.034	1.267	0.206
Professional distress	0.011	0.018	0.015	0.584	0.559

Note: \*\* Denotes significant at 1% level

The multiple correlation coefficient is 0.839 measures the degree of relationship between the actual values and the predicted values of the job satisfaction. Because the predicted values are obtained as a linear combination of Professional investment ( $X_1$ ), Behavioral manifestations ( $X_2$ ), Time Management ( $X_3$ ), Discipline and Motivation ( $X_4$ ), Emotional manifestations ( $X_5$ ), Work related stress ( $X_6$ ), Gastronomic manifestations ( $X_7$ ), Cardiovascular manifestations ( $X_8$ ), Fatigue manifestations ( $X_9$ ) and Professional distress ( $X_{10}$ ) the coefficient value of 0.839 indicates that the relationship between job satisfaction and the ten independent variables is quite strong and positive.

The Coefficient of Determination R-square measures the goodness-of-fit of the estimated Sample Regression Plane (SRP) in terms of the proportion of the variation in the dependent variables explained by the fitted sample regression equation. Thus, the value of R square is 0.704 simply means that about 70.4% of the variation in job satisfaction is explained and R square value is significant at 1 % level.

The multiple regression equation is

$$Y = 0.064 + 0.112 X_1 + 0.276 X_2 + 0.412 X_3 + 0.177 X_4 + 0.268 X_5 + 0.016 X_6 + 0.016 X_7 + 0.023 X_8 + 0.022 X_9 + 0.011 X_{10}$$

Here the coefficient of  $X_1$  is 0.112 represents the partial effect of professional investment on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.112 for every unit increase in professional investment and this coefficient value is significant at 1 % level. The coefficient of  $X_2$  is 0.276 represents the partial effect of behavioral manifestations on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.276 for every unit increase in behavioral manifestations and this coefficient value is significant at 1 % level. The coefficient of  $X_3$  is 0.412 represents the partial effect of time management on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.412 for every unit increase in time management and this coefficient value is significant at 1 % level. The coefficient of  $X_4$  is 0.177 represents the partial effect of discipline and motivation on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.177 for every unit increase in discipline and motivation and this coefficient value is significant at 1% level. The coefficient of  $X_5$  is 0.268 represents the partial effect of emotional manifestations on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.268 for every unit increase in emotional manifestations and this coefficient value is significant at 1% level. The coefficient of  $X_6$  is 0.016 represents the partial effect of work related stress on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.016 for every unit increase in work related stress and this coefficient value is not significant at 1% level. The coefficient of  $X_7$  is 0.016 represents the partial effect of gastronomic manifestations on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.016 for every unit increase in gastronomic manifestations and this coefficient value is not significant at 1%



level. The coefficient of  $X_8$  is 0.023 represents the partial effect of cardiovascular manifestations on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.023 for every unit increase in cardiovascular manifestations and this coefficient value is not significant at 1% level. The coefficient of  $X_9$  is 0.022 represents the partial effect of fatigue manifestations on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.022 for every unit increase in fatigue manifestations and this coefficient value is not significant at 1% level. The coefficient of  $X_{10}$  is 0.011 represents the partial effect of professional distress on job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 0.011 for every unit increase in professional distress and this coefficient value is not significant at 1% level.

Based on standardized coefficient, time management (0.538), behavioral manifestations (0.309), discipline and motivation (0.239), emotional manifestations (0.257), professional investment (133) is the most important factors to extract job satisfaction, followed by work related stress (0.022), gastronomic manifestations (0.028), cardiovascular manifestations (0.035), fatigue manifestations (0.034) and professional distress (0.015).

## CONCLUSION

Job stress in the workplace is becoming a chief anxiety for all teachers, owing to the professional health and wellbeing legislations involving workers to practice duty of care by offering teachers with secure working situations which also hold the psychological well being of their workers. The decrease of job stress will encourage the teachers to offer resourceful and efficient service to the society. Indian higher education is facing several challenges and the situation is desperate. College system was introduced to build up academic excellence. But the total success of collegiate education rests on the involvement of teachers, which depends on their desire and attitude towards autonomy. When the engineering college teachers are stressed because of more work, low pay, the advantage of academic freedom is easily exceeded by the job stress. Hence the study is aimed at analyzing the job stress and its impact on job satisfaction among engineering college teachers.

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