



JOB SATISFACTION AMONGST PILOTS IN AVIATION INDUSTRY

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Dear Sir,

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I hereby give my acceptance to guide the above student through the Dissertation work on “Job satisfaction amongst pilots in Aviation Industry”, which is a mandatory requirement or the award of EMBA degree.

Thanking you.

Yours Sincerely,

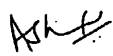
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Executive Summary

The research provides an overview of the job satisfaction that the Pilots have in the Aviation industry. The research also brings out the perspective from the prism of the Management. The hypothesis revolves around training infrastructure, culture of the organization, focus on compensation, performance and promotion, statutory requirements being fulfilled and communication in terms of HR policies. Overall, though 99% of the statutory requirements are being fulfilled by the organizations, it is important to look into the training aspect of the companies in term of inputs and its output, communication of HR policies needs to be improved, compensation and promotions need to be paid attention and culture enhancement is needed from certain angles. The detailed analysis been done in Chapter 4 – Findings and interpretation of results.

Chapter 1 Introduction

Overview

In the last four to five years, the aviation industry in India has emerged as one of the fastest growing industries. In Asia, our country is presently ranked as the largest domestic civil aviation market and is expected to overtake most of the European countries to become the third largest air passenger market by 2025 in the world.

The air traffic in India has grown approximately 16% year on year and had reached to 30.8.75 million in the year 2017-18. It grew at a CAGR of 12.72% during the period of 2006 – 2018.

The domestic air passenger traffic in India grew by approximately 18% to reach 245 million in 2017-18 and it was expected to reach approximately 300 million in FY2019-20. Concurrently the traffic was expected to reach 76 million in FY 2019-20 from 65.48 million in FY17-18 which marks a more than 10% jump.

In order to meet the rising aviation traffic, the Ministry of Civil Aviation of India has started working towards creating infrastructure like additional airports and also increasing capacity of the existing airports/ airfields. This also includes creating facilities like heliports in the hinterland/ utilizing the helipads. Till April 2019, India had over 100 operational airports/ airfields and equal number of helipads for civil use. The government has envisaged increasing the number of operational airfields /airports to about 200 by 2040.

The increased demand in this sector has resulted in an increased requirement of aircrafts. In June 2019, there were approximately 600 aircraft being operated by scheduled operators in the country. This requirement is likely to increase to over 1,000 aircrafts by 2027.

Background

Indian Aviation Industry faces challenges posed by national and state policies, law, regulation and practices. Important questions are presented to Aviation regulators, business leaders and legal advisers and most importantly to Policy makers. Despite the extraordinary growth in both domestic and international traffic, most of India's airlines are in a precarious condition. This situation has been further aggravated by Covid-19. Despite forecasts that India will have more than a thousand transport aircraft to its commercial aircraft fleet in the next decades or so India today lacks the aviation infrastructure both in terms of airports and safety requirements, which are required to handle the growth.

Operating costs have been rising because of the reduced currency valuation, extremely high charges for aviation fuel levied by both Oil Public Sector Undertakings (Oil PSUs) and additionally high sales taxes imposed by state

governments. Studies and report asserts that the overall cost of airline operations increased by 18 per cent in just three months in 2013 because of jet fuel prices and rupee devaluation and the same trend has continued ever since. The domestic air travel market in the country is clearly sensitive to pricing. Some of the growth in this sector has been fueled by the 'middle class' willing and financially able to fly. There is also competition being given by the Indian railways because of convenience and availability of capacity by rail, as India enjoys one of the world's largest rail networks and its focus in improving its services.

Aviation industry in India is facing issues related to Human Resources in areas like recruitment and selection, training, maintaining medical fitness standards, motivation and compensation of the Pilots. Monitoring fatigue limit which affects Flight safety and most important cost optimization while adequately compensating the Pilots. Due to all these issues, there is a need to study Job satisfaction amongst Pilots in aviation industry in detail to find out efficient ways of working and making profits.

Purpose of Study

The growth of the Indian Civil Aviation Industry has been by and large without profits, in fact is leading to bankruptcy. The situation has been further aggravated by COVID-19. This has in fact stalled the growth of industry. It was only in 2016, that for the first year in the decade that Aviation industry collectively was in the black. The Centre for Asia Pacific Aviation predicted consolidated industry losses of between \$430-460 million in FY19 and the same is likely to shoot up in the FY 20-21. Jet Airways and Air Deccan have wound up operations. Air India is already under the hammer. SpiceJet nearly locked up operations in 2013 before government and erstwhile promoter Ajay Singh stepping in again reviving it. Profits of market leader IndiGo airlines have been down year-on-year for the quarter ended in June 2018, its worst ever quarterly performance. Air India, of course, is surviving on taxpayers money.

Few of the major challenges to the Indian aviation industry relating to external environment are:

- Higher cost of fuel in India
- High taxation
 - Excise duty
 - Customs duty
 - Sales tax
- High airport charges

Major Airlines in India

The Indian aviation industry is dominated by the LCCs. Few of the major airlines are:

- Air India

- Indigo
- Spice Jet
- Go Air
- Air Asia India
- Vistara

All these major carriers are fighting to gain maximum market share. However all of these airlines have major HR issues which make them less profitable and if they work on bridging the gaps in HR domain, they will become more profitable and thereby efficient. Therefore the major objectives of this study are:

1. Analyze the HR problems faced by various Airline Companies with regards to their Pilots.
2. Bridge the gap in perception between the management and the Pilots.

Even though accidents in the Air have reduced in recent times, however there are incidents during landing, ground maneuvering, and handling the movement of facilities like ground trollies, ladders, movement of tractors etc. Therefore a lot needs to be done in terms of safety, training and adequate compensation of the employees, following and conveying policies to employees so that they are well informed, abiding by the guidelines and regulations set by the regulatory authorities, having an inclusive culture in order to have a better working environment leading to a better working place and an effective and profitable organization. In this Chain of management the Pilots who are also responsible for safe conduct of Flying are the major stake holders.

Research Hypotheses

H1 – Inadequate and inappropriate training facilities leading to lack of effectiveness of employees

H2 – Ineffective compensation and promotion policies leading to lack of motivation among employees

H3 – Lack of communication of HR policies including ineffective pay grades

H4 – Limited focus on enhancement of organization culture

H5 – Appropriate abidance of regulations as per statutory norms laid down by the regulatory authorities

Chapter 2 Literature Overview

Review Area Broad

The research in the aviation industry has recognized the significance of human error in accidents and incidents as a single most important contributor. It is because of this there have been a significant studies and development of tailor made training programs designed to reduce errors and increase the effectiveness of aircrews and thereby reduce the number of accidents and incidents because of human errors. These training programs under crew resource management (CRM) focus primarily on "nontechnical skills" which are critical for enhanced operational performance, such as leadership, situational awareness (SA), team work and motivation, decision making, coordination and communication. Seeing the importance of CRM, it has more recently, been adopted by other team environments which include air traffic control and aviation maintenance personnel.

Another aspect of human resource management amongst Pilots in the industry is to define safety and security policies and it is important to focus on the safety of air travel despite the unpredictable and random episodes of erratic crew members endangering the safety and well-being of passengers. Also, the mental health literature contains a depth of statistical data on what is abnormal and what is normal human behavior and how stressors in the work environment can play a major role in shaping the mindset of pilots in general. From a HR Management perspective, the importance of crew resource management and the necessity for teamwork and perfection in day-to-day flying and the relationship of safe flight operations and a just culture where employees can reveal errors and other problems is something to ponder upon.

In the past couple of years, there have been a number of accidents/incidents wherein the Human error was a major contributory factor. The aviation industry in India, is addressing the way the crew members are addressed and trained in addition to the standard practice of recruiting, screening, and hiring to meet the increasing demands for highly qualified aircrew. The cultural changes in the society are also an important factor to be taken into consideration and it is important to encourage and value good workers. The highly demanding aviation industry is constantly striving to improve the safety culture and is changing protocols for, crew scheduling, composition of operating crew and enhanced training. Most airlines are by and large are not prepared to accept that aircrew who are their most critical employees may be having mental stress. The leadership influences HRM and its importance in flight safety is an important leadership aspect in any flying establishment today.

The initial selection and induction of pilots since time immemorial has been based primarily on flying skills. The Industry is now placing greater emphasis on a pilot's

potential to perform well in a crew situation (Hedge et al, 2000). Interpersonal skills, in addition to technical skills, are gradually becoming critical success factors for aircrew performance and Aviation safety. Aviation industry and the aviation community as a whole are becoming sensitive and increasingly aware of the requirements for pilots to be highly competent in CRM (Crew Resource Management) skills and that to complete a flight mission successfully, one not just requires the flying ability but the capability to perform fine in a crew situation (Hedge et al, 2000). Selection and recruitment, of the right candidate is obviously, the most critical component.

The aviation industry in addition to shortage of skilled pilots, is also struggling for quality frontline personnel as well. The problem is correctly described in an article from Airline Business (1998), which says: "Like the other companies in the service sector, air-line companies are equally finding it difficult to attract, retain, and afford quality people. The supply of quality service sector people is decreasing and more companies realize the potential higher returns from improved service" (McKinsey & Co.1998, p.16)

Review Area Narrow

Training

The downgrade by the ICAO and FAA highlighted the shortage of technical manpower at the regulatory level which stems from a shortage of qualified personnel in the industry as a whole. The recent changes in the DGCA regulations as regards aircrew trainers, Safety Trainers, ATO's and Ground Training Organizations (GTO) has made attaining the qualifications more stringent for trainers, which are required to train the workforce. The higher qualification requirements mean that the qualified and trained personnel are more in demand. With salaries steadily increasing along with the additional training costs, the total cost to airlines are much higher now as compared to what was earlier.

Even if the airlines overcome the trainer qualifications, they are still restricted by timelines to complete training of the aircrew. Resources such as availability of simulator slots, regulatory approvals, candidate's flight experience requirements and trainee's reflection time needed for effective training. The total number of trainees, trained would vary from airline to airline depending upon the efficiency of the training teams and also depend on the planning and execution of the training management organizations of the airlines.

Based on average pilot compensations (includes payment to pilot for non-utilization, additional payment to another pilot for overtime to compensate for non-

utilization of Pilots under training), it has been noticed over time that there are significant extra costs to airlines for each day that goes non-productive if the planning is incorrect. For example, for an Indian Captain, the estimated additional cost per day comes to around INR 50,000 and INR 25,000 for an Indian First Officer, for an Expatriate Captain, it is INR 60,000. These estimates are based on average salaries being drawn by aircrew within the Indian aviation industry. However, proper planning of training and efficient management reduces such additional cost burden to airlines. The above challenges can be avoided by airlines once the talent situation and the environment is understood by the industry.

Infrastructure shortage

Infrastructure constraint is one of the biggest obstacles for the growth of Indian civil aviation Industry. A good deal of amount has already been invested in airport development and a fair amount is in the pipeline. The Indian Civil Aviation Ministry's Vision 2030 plan stresses a need to develop the country's infrastructure, with a particular focus on well-equipped, user friendly airports to handle as many as 280 -300 million passengers per year expected in the country by 2022. Public - private participation and FDI has funded the construction of ultra-modern airports at Bengaluru, Hyderabad and Kochi in South India. While New Delhi Airport has been given a boost with the commissioning of Terminal III in 2010, modernization programs at IGI, International airport at New Delhi, Chennai and Kolkata are also underway. In addition, the nation's plan of developing and modernizing additional 35 secondary airports has yet to pick up momentum, while the construction of Navi Mumbai Airport, which is meant to relieve congestion at Mumbai's main Chatrapati Shivaji International Airport, has encountered repeated delays.

There is also non-availability of Fixed Base Operator, (FBO) terminals. The number of agencies for ground handling are extremely restricted, non-availability of adequate MRO's (Maintenance, Repair & Overhaul) organizations which has led to higher maintenance costs. There is limited/ no separate parking for helicopters and the helicopters are operating out of airports, thereby increasing congestion. Thus creation of heliports will create better operating environment in the country where there are no heliports and heli routes.

These infrastructure delays, impedes the growth of the industry as a whole and thereby the growth and management of the Pilots in particular, since employment and utilization are interdependent.

Rising operating cost of Aviation Turbine Fuel

One of the major reasons for the lack of profitability is the high operating cost of airlines in India. Aviation Turbine Fuel which constitutes around 35-45% of the total operating cost is higher in the country than that in international market.

Because of high fuel prices, coupled with high taxation is bleeding the industry. In addition, about 25-30% of their operating costs, excluding aviation fuel, are in dollar denominated, starting from aircraft lease rents and maintenance costs to ground handling and parking charges abroad.

Indian Oil Corporation Ltd. And Bharat Petroleum Ltd, are the two major ATF and aviation lubricants providers in India. They charge around 16-30% as sales tax on fuel. In addition, there are certain taxes levied by the Central and State governments. Surcharge on fuel varies from four to 30 per cent, ie from state to state and are not under effective control of the central government. All these lead to high operating Cost. In order to cut cost and stay competitive certain measures have to be adopted by airlines which puts additional pressure on Pilots which is not conducive for safe flying operations.

Cultural Challenges

In the past, there was extremely limited formal education available in the country regarding this industry. The turn of the new millennium has brought in this focus and thus the specialized in aviation. Post liberalization, the talent void for the startups was filled by stalwarts who had training within the government organizations and the balance void was made up by the expatriates. Though the organizations were private, however most of the processes followed were as in any government organization with minor changes.

Hofstede's power distance index talks about how the employees at junior level accept the inequality of power. India scores a significantly high 77 which indicates that organizations have a top down or a senior-junior approach due to the acceptance of hierarchy. This implies that in a high-power distance culture like that in India, subordinates are expected to know where they stand in the hierarchy and should not question their superiors. The trainees are not expected to question the instructors in this context.

Over the last 10 years, many industry specific specialized management courses are being offered that are taken up by junior level executives and freshmen who are yet to move up in the organizational hierarchy. The acceptance of a subordinates' formal education is still big challenge in a culture where experience, without formal education available is considered more important while evaluating talent and ability within the industry. This acceptance is somewhat again deterred by the fact that India appears to have a culture of hierarchy wherein questioning authority of a superior is not easily accepted as well.

The studies by CAPA and MOCA point towards a shortage of skilled manpower, very little has been highlighted about the vacuum that is created in the talent required to recruit, retain, deploy and develop this manpower. Aviation is a highly specialized field and an acceptance of formal education and its effectiveness is

required across airlines in the country. This is evident from the fact that none of the current airlines have an aviation specific talent management program, other than Indigo which has been recently started. In over 20 years of privatization now, no Indian airline has had an Indian airline industry insider that has moved up the ranks as a CEO of any of the surviving big players. On the contrary, most of them have seen a change in executive and senior leadership every 3 to 5 years.

Regulatory Hurdles

The FAA downgraded our country to category 2 status in January 2014. This limited the number of additional flights between India and the US among other restrictions imposed on Indian carriers. This was done because the FAA observed that the DGCA was not adequately equipped to have the right checks and balances in place to ensure statutory and regulatory compliance. The fake license scam and other issues that have been found with licensing have only increases problems. This indirectly points fingers on the competence of operating crew. The upside of this downgrade was that the government moved the bureaucracy at a fast pace and started the recruitment process and the employment terms at a competitive pace to uplift the market. The FAA reinstated the Category 1 status for Indian operators once again in April 2015.

According to the annual report (2013) issued by the MoCA, Govt of India, the regulatory challenges were planned to be addressed by the formation of the Civil Aviation Authority, which was to have more autonomy than the present regulator i.e. the DGCA.

Below are few of the regulatory hurdles faced by the Indian aviation industry are:

1. Lack of clear syllabus for licensing / qualification requirement,
2. High subjectivity in "interview processes" due to weak syllabus,
3. Time consuming processes even after a candidate qualifies as First Officer / Captain,
4. Stringent, time constrained changes in regulation with respect to Aviation Training Organization (ATO). This has further aggravated the situation as many trainers require additional training / checks to qualify as trainers,
5. Increase in salary/perks for trainers due to their shortage.
6. Qualified Indian Pilots who have moved to the Middle East find it difficult to come back due to stringent license renewal requirements,
7. Complicated and thus time consuming process for induction of expatriate pilot.
8. Time consuming entry barriers (such as the requirements for the RT license etc.) for aspiring pilots, and

9. Duplication of processes (for example, simulator assessment for EASA approved facilities already operating under global umbrella that need to be approved again by DGCA).

It should be noted that DGCA has recognized most of such challenges and some recent efforts by the regulator indicate a good and clear intent to address the above issues by getting views of the industry experts to improve upon the processes and also use digitalization and technology as a tool for enhanced, improved and transparent bureaucratic practices. However, the market requirement with the large aircraft order along the constant exist of a huge amount of talent to the middle east carriers require more to be done if the Indian aviation industry wants to live up to potential with adequate levels of safety.

Congestion

Currently, capacity constraints are mainly reported at Delhi and Mumbai Airports. This leads to huge wastage of fuel. It is calculated that if a the aircraft hovers in the sky for an additional half an hour due to non-availability of landing slot, it consumes somewhere between 25 to 30 percent extra fuel thereby creating additional cost burden and increasing the operational cost of the airline. Half an hour of hovering costs an airline anywhere over Rs 50,000/- only on account of fuel. There are over 50 flights that operate about 100 trips between Mumbai and Delhi every day. If all of them have an average circling time of approx. 30 mins each, around 50 lacs of fuel is wasted in a day. In addition the congestion also affects the turnaround time of the aircraft and reduces the average aircraft utilization.

High Airport Charges

- The airports/aeronautical charges include-
- Route Navigation Facility Charges (RNFC)
- Landing, Housing and Parking Charges
- Fee for User Development (in case of private airports)
- Terminal Navigation Landing Charges
- X-Ray Baggage Charges

Further to this, high airport charges in big airports such as Delhi and Mumbai also contribute to the high operating costs.

Airline operators in countries other than India have an option of using alternate or secondary airports where the charges are relatively low. This option, however, is not available in India.

Recently new airports have been built on PPP model. These airports are very modern and meet the international standards. However, they charge extremely

high airport charges. To further worsen the situation, AERA recently approved to further raise the taxes charges at few of these airports:-

Delhi Airport: 346%

Mumbai Airport: 154%

Chennai Airport: 118%

Kolkata: 242 %

Despite high operating costs, Indian airlines are required to reduce airfare to attract customers. The extremely competitive pricing has even forced the FSCs (full service carriers) to reduce their air fare, despite a higher cost structure. Furthermore, the government has incorporated various policies which obligates private airlines to fly uneconomic routes and in an uneconomical manner which had made the situation much worse. In addition, getting aviation license and operate in India is a task in itself. The procedure of getting license is slow and cumbersome.

Lack of Pilots (Talent)

The Civil Aviation Sector is facing acute manpower shortage, especially the Aircrew. Pilots need to be trained as older ones retire. However for training the pilots, there is an acute shortage of Infrastructure and qualified flying Instructors.

FDI in Indian Aviation Sector

Airlines in India are passing through competitive phases wherein both the FSCs and LCCs are engaged in fierce competition resulting in:

- Addition of capacity
- Additional routes
- Addition of products and services
- Reduction in air fare

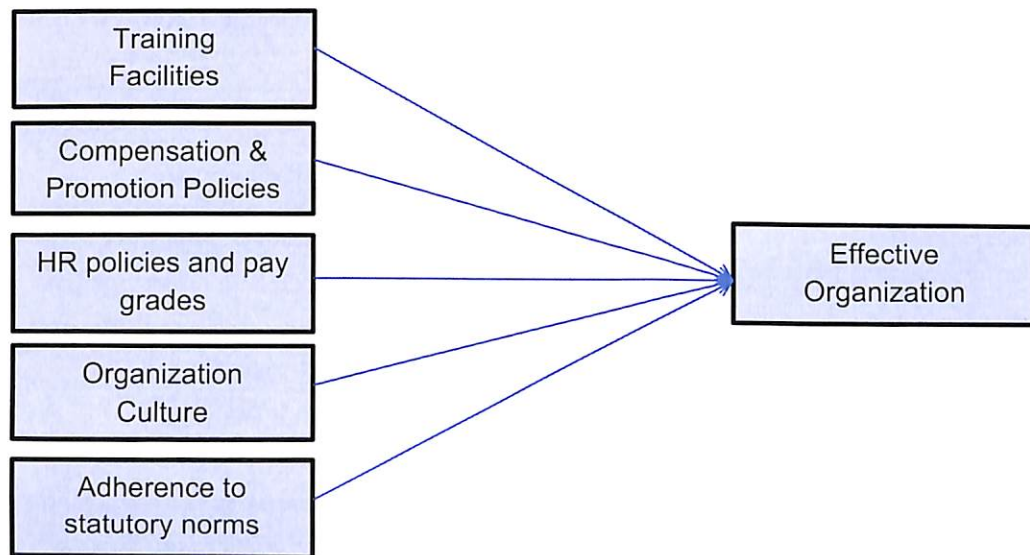
These aggressive expansion plans of Indian carriers have resulted in excessive supply over a deficient infrastructure. FDI allowance in airlines in India would further deteriorate the situation for the already bleeding home grown airlines.

While open a sky is a long term outcome, it cannot be achieved by a nation alone. In an atmosphere where restrictive foreign ownership in the aviation industry is a compulsion, this further protects the foreign carriers from both targeting Indian carriers for acquisition, and also using bilateral rights to their own advantage.

Other reasons are to do with the nature of the Indian market. The breakneck growth sets up competing tensions. On one hand, the intense and stiff competition among domestic carriers, the need to capture a bigger pie of the ever-expanding market and extremely passenger price sensitivity means that

airlines find it difficult to raise ticket prices. The new civil aviation policy (NCAP) 2016's regional connectivity scheme doesn't help either ways. Its goal is laudable and it may very well benefit potential flyers in smaller towns, but the ticket price caps imposed under the scheme, the fact that the viability gap funding will last only for a couple of years and various operational issues, such as unavailability of slots for connecting flights at major airports, mean that carriers are, by and large, left holding the can.

Factors Critical for success of the study



Chapter 3 Research Design, Methodology and Plan

Data Sources

Primary Data-

The primary data has been gathered by distribution of questionnaires to various stakeholders in the aviation industry.

Secondary Data-

The data has been collected through various sources like secondary data from various magazines, journals, scholarly articles, research papers and various authentic websites.

Research Design

The sampling technique is Stratified Convenience Sampling. Here all the employees are taken into consideration.

Sample Size-

Sample size is **114** respondents working in different companies in Civil Aviation Industry. The population includes:

- a) Pilots
- b) Managers / management

Survey Questions

Below are the questions for the survey conducted for Pilots. For Managers/ Employers, the survey questions are attached in the appendix.

1. Total experience.
 - Less than 2000 hours
 - 2000- 4000 hours
 - 4000- 8000 hours
 - More than 8000 hours
2. Do you think your company organizes adequate recurrent training?
 - Yes
 - No

3. Does your organization have adequate training infrastructure for crew training?

- Yes
- No

4. Does your organization train in house or is the training out sourced?

- In house
- Out sourced

5. Do you get adequate information about the updated security training programs?

- Yes
- No

6. Do you think your organization is giving you appropriate training as per regulations?

- Yes
- No

7. Does your organization provide non-technical training on leadership, stress management, team work etc.?

- Yes
- No

8. Do you think you are being adequately paid as per your experience on type?

- Yes
- No

9. Does your organization pay you as per experience level (on type experience)?

- Yes
- No

10. Does the industry pay as per Number of hours in the job or as per type rating?

- As per type rating
- As per Number of hours

11. Do you get salary on time?

- Yes
- No

12. Do you get salary hike every year?
 - Yes
 - No
13. Are there adequate grades in your organization as per flying experience?
 - Yes
 - No
14. How many grades are there for your cadre?
 - Up to 3
 - 3- 5
 - More than 5
15. Are you paid as per the Industry Standards?
 - Yes
 - No
16. Are you getting timely promotions based on your experience?
 - Yes
 - No
17. What should be the parameters for calculating the salary?
 - Total flying experience
 - Total type experience
 - Combination of both
18. Do you get adequate leave and rest & relief as per DGCA regulations?
 - Yes
 - No
19. The Ground crew/ Cabin Crew and technical staff is considerate with Pilots in your organization?
 - Extremely Considerate
 - Considerate
 - Indifferent.

20. How often does your organization talk about the mental health and physical fitness of an individual?

- Often
- Rarely
- Never

21. Is flight safety compromised for the sake of earning revenue?

- Yes
- No

22. Are the regulations adequate for your job content?

- Yes
- No

23. Does your performance get analyzed on a regular basis?

- Yes
- No

24. Does the HR & Finance department guide you with the company's policies?

- Yes
- No

Data Analysis

The data has been analyzed by using MS-Excel to find out various trends and graphs have been drawn for the interpretation of data.

Chapter 4 Findings and Interpretation of Results

H1 – Inadequate and inappropriate training facilities leading to lack of effectiveness of employees

This theme covers adequate recurrent training courses being organized, training infrastructure for employees, insourced or outsourced training, frequent updates about security training programs, non-technical training on leadership, stress management and team work.

- a) Recurrent training – Training on a regular basis is an important aspect in the aviation industry in order to keep the employees abreast with the latest trends, update them about new regulations and safety standards and so that revision keeps happening as it is a critical field.

Observation – Out of total pilots surveyed, 88.9% of them feel there are recurrent trainings happening in the organizations. Overall, there are enough training organized in the aviation industry on a regular basis.

- b) Adequate training infrastructure – Usually, in the larger organizations, there is sufficient training facilities to achieve economies of scale however for smaller organizations, to achieve economies of scale or to improve cost effectiveness, not having in house infrastructure is a better option. Medium sized organizations mostly have a mix of infrastructure for certain stakeholders.

Observation - 51.5% of the pilots say that there isn't adequate crew training infrastructure in the organization. Overall, 62.5% of the managers feel the infrastructure is adequate also because they are talking about all stakeholders as a whole. From the observations – it can be concluded that for the majority of the stakeholders, there is a scope to improve the infrastructure in terms of training.

- c) Inhouse or outsourced training – A larger component of the training infrastructure is also whether it is inhouse with internal training facilitators or outsourced training with external trainers being hired and where the trainings are being organized.

Observation – 62.6% of the pilots replied that the trainings in their organizations are outsourced, while 56.3% managers say, the trainings are outsourced also because the majority of the trainings are for the pilots which form their base. Depending upon the quality of trainers, cost effectiveness, it is important for the organizations to see if the results from the outsourced trainings are better or not.

- d) Updates about security and safety training programs – The security and safety training mainly revolve around the AVSEC TRAINING and the SMS training which talk about prevention and control measures which are used to regulate the security of all activities related to air navigation and airports. It's a step by step structured process that obligates organizations to manage safety with the same level of priority that other core business processes are managed. This is a really critical aspect in the operations of this industry.

Observation - 42.4% pilots feel they don't get information about the updated security programs and the same number of people feel they get it only at times and about 15.2% of them feel they aren't updated about the security training programs at all. 75% of the managers feel, security training programs are informed to all on regular basis. From the pilot's point of view, there seems to be some lag and it is crucial for the management to look into this aspect.

- e) Non-technical trainings on leadership, stress management and team work – Today, dealing with stress is very important and is critical to the profession in the aviation industry. Since a lot of stakeholders are involved in a smooth flight operation – it is imperative that team work is present. Also, leadership plays a crucial role to take the entire team forward in the right direction. Training on this aspect is very important and should be imparted other than the technical training.

Observation – 82.8% pilots replied that there is no such training organized in their organizations. The managers of the organizations also agree that non-technical trainings are not being organized. 62.5% managers replied this, which means there is a greater need for the organizations to focus on this area in particular.

H2 – Ineffective compensation and promotion policies leading to lack of motivation among employees

This theme involves adequate salaries as per experience on type, as per experience level, number of hours in the job or as per type rating for the pilots. It also covers similar aspects for technical staff, cabin crew and ground staff. Apart from this, this also covers, getting on time salary, getting increments and performance appraisals having every year.

- a) Salaries for pilots – Salaries as per type experience refer to being paid as per hours flown on a particular aircraft. Salaries paid to the pilots include allowances for the total number of hours flown.

Observation - 53.5% pilots feel they aren't adequately paid as per their type experience. More than 50% of them feel they are being paid as per their type experience however the salaries need to be increased further. When asked if the industry pays as per type experience or the total number of hours in the job – 57.6% of them said the industry pays as per number of hours however 89.9% of them feel, it should be a combination of both which is what the research also says.

Overall, the managers are of the similar opinion that employees aren't being paid as per their experience and their salaries aren't adequate enough.

- b) On time salary – Almost 95% of the people are of the view that their salaries are being paid on time.
- c) Increments – Increments are given to employees to cope up with the rising costs of living and inflation every year. It also includes performance bonus for the kind of work they did in the previous year.

Observation – 60.6% of the pilots and 50% of the managers also agree to the same. Increments are an important aspect from the employee motivation point of view and organizations should look into this.

- d) Performance – This refers to whether the employees are able to perform their duties as per expected, above expectations or not doing at par. This then affects your opportunities to get promoted.

Observation – 56.6% pilots say their performances are being analyzed regularly. Managers however say, 81.3% of them that the employees are being analyzed frequently. It is crucial to understand that even though there performances are getting analyzed, there aren't enough promotions happening.

- e) Timely promotions – Promotions play a major role in career progressing of an employee and it gives them a sense of responsibility and job enhancement. They are a great way to motivate employee for their good work and give them additional responsibilities.

Observation – 63.5% of the pilots feel they aren't getting promotions as per their level of experience.

H3 – Lack of communication of HR policies including ineffective pay grades

This theme covers communication of policies by the HR and finance department and number of pay grades for various cadres in the system.

- a) HR policies – What an employee is entitled and what the company offers to its employees in terms of privileges, benefits, reimbursements and betterment of working atmosphere is very important from the management

and organization perspective. Only when an employee will be well aware of their entitlements, an employee will understand in what all aspect the company is taking care of them.

Observation – 56.3% pilots say the HR & finance department of the organization don't guide the employees in respect to the policies however the managers don't have a similar opinion. 56.3% of them feel, employees are informed about the policies by the two departments. It is imperative to see where the gap is in the organizations.

- b) Pay grades – Pay grades refer to scale at which the base salaries of employees differ as per experience level.

Observation – 52.5% pilots feel there aren't enough pay grades as per their flying experience. Half of the managers also feel there aren't adequate grades however the other half thinks they are enough.

41.4% of the pilots replied there are upto 3 pay grades, 34.3% replied that they range from 3-5 and 24.2% said there are more than 5.

H4 – Limited focus on enhancement of organization culture

This theme involves whether the other staff is considerate in the organization, if the organization talks about mental health and physical fitness, if flight safety compromised or not, confidentiality of employees maintained, aspects looked into while hiring the employees and importance of crew combinations.

- a) Other staff being considerate – It is very important for all stakeholders to be considerate to each other for an organization to have a good and productive culture.

Observation – More than 84% pilots say, the other staff of the organization is considerate to them.

- b) Importance to mental health and physical fitness – In any industry today and especially for an industry like aviation, physical and mental well-being of all its employees is a must. Organizations should make sure that their employees' wellbeing is taken care of.

Observation – Only 18% of the pilots replied that the organization pays attention to the physical and mental wellbeing. 82% of them said they never or rarely talk about it. While most of the managers also agree to the same, about 31% of them feel it is often being talked about. This could be a biased opinion from the management side.

- c) Flight safety compromised or not – The flight safety should never be comprised on the sake of earning revenue for the organizations.

Observation – 43.4% pilots feel it is being compromised while majority don't feel the same. Overall, as per calculations, 50% do feel it is being compromised which is a serious concern and needs to be well looked into.

- d) Importance of crew combination – It is very important to keep into mind that the combinations are made as per how much flying one is getting, one is getting adequate relief, there is variety in destinations and routes so that everyone gets the same experience.

Observation – It is good to observe that 68.9% pilots feel that crew combination is very important to them however 25% of the managers also feel it doesn't really matter. It is surprising to see how about 70% feel it is very important but it doesn't even matter to those 25% managers.

- e) Parameters looked into for hiring of employees – Today, technical skills do matter to an extent but at the same time, softer aspects of the personality are equally important and needs to be considered while hiring the employees. For a longer time, only technical skills have been given attention in this industry and the mindset needs to shift.

Observation – It is impressive to see that only 12.5% of the managers are looking into only flying experience and technical skill set and others are looking as per what the job demands in terms of skill set be it technical or personality based and that many are looking into the reputation of the individual in the industry as well. 81.3% of the managers say, they consider the interpersonal skills of the pilots as well while hiring them.

- f) Confidentiality of employee records – Confidentiality maintained speaks volumes about the culture of the organization.

Observation – 75% of the Managers said they maintain confidentiality of their employees. The other 25% also need to maintain the same.

H5 – Appropriate abidance of regulations as per statutory norms laid down by the regulatory authorities

This theme covers trainings given as per regulations, adequate rest and relief as per statutory regulations and enough regulations as per job content of all the stakeholders.

- a) Trainings as per regulations – It is mandatory to have trainings conducted as per regulatory authorities at regular intervals.

Observation – 90.9% of the pilots feel they are being trained as per regulations. 100% of managers agree to the opinion of trainings being given as per regulations.

- b) Rest & leave – As per DGCA requirements, certain amount of rest is mandatory for pilots and cabin crew after certain amount of flying.

Observation – 83.8% pilots agree to enough rest and leave being given to them. 81.3% of the managers feel they give enough rest to their employees. Now the question which needs to be asked here is whether there are efficiency issues or are the people actually overburdened with work.

- c) Enough regulations for the job content – 63.6% pilots feel there are enough regulations for their job content.

Chapter 5 Conclusion

India's aviation industry has a huge potential for growth. It is one industry without which the world can't survive. One of the key factors which favor such an expectation is that 40 per cent of the upwardly mobile middle class are starting to prefer air travel as the perfect mode of transport. The government must thereby engage and collaborate with industry stakeholders to implement efficient and rational decisions that would enable the growth of India's civil aviation industry. With the right kind of infrastructure and policies for its employees, regulations being fulfilled by organizations, adequate rest, relief, training and salaries given to them with thorough focus on cost, quality, safety and passenger interest especially in these times of COVID when the new normal will be very different than what it used to be, India would surely achieve the third-largest aviation market by 2025.

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Appendix

Managers/Employers

1. Total experience.
 - Less than 5 years
 - 5-8 years
 - 8-12 years
 - More than 12 years
2. Does your organization have adequate training infrastructure for all your employees (pilots/cabin crew/technical staff and ground staff)?
 - Yes
 - No
3. Does your organization train in house or is the training out sourced?
 - In house
 - Out sourced
4. Do you get adequate information about the updated safety and security training programs?
 - Yes
 - No
5. Does your organization provide non-technical training on leadership, stress management, team work etc.?
 - Yes
 - No
6. Do you think the employees are paid adequately for their skill sets?
 - Yes
 - No
7. Does your organization pay its employees as per experience level?
 - Yes
 - No
8. Does the industry pay as per Number of years in the job or as per skill set?
 - Number of years in the job
 - Skill set

9. Are the salaries paid on time?
 - Yes
 - No
10. Are salary hike given every year?
 - Yes
 - No
11. Are there adequate pay grades in your organization for various skill sets?
 - Yes
 - No
12. Are you paying as per the Industry Standards?
 - Yes
 - No
13. Do you think salary should be based on experience?
 - Yes
 - No
14. Do you give adequate rest & relief?
 - Yes
 - No
15. How important is crew combination to you?
 - Important
 - Very Important
 - Doesn't matter
16. How often does your organization talk about the mental health and physical fitness of an individual?
 - Often
 - Rarely
 - Never
17. On what parameters do you select your Pilot/Cabin crew/technical staff/ground staff?
 - Only flying hours/technical experience
 - Spoken reputation
 - As per job requirement

18. Do you consider inter personal skills while hiring pilots?

- Yes
- No

19. Is the performance of the employees analyzed on a regular basis?

- Yes
- No

20. Do you maintain confidential record of employee's performance?

- Yes
- No

21. Does the HR & Finance department guide you with the company's policies?

- Yes
- No