

INDUSTRIAL RELATIONS IN AIRLINES INDUSTRY IN INDIA: A CASE STUDY OF AIR INDIA

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Abstract: *Of all the human resource management problems that have occurred in the Indian Airlines Industry in recent times, the problem of Industrial Relations is the most noticeable. The reason behind this is due to the fact that industrial relation deals with people who are foundation of the Industry. Their action or reaction matters a lot for the industrial harmony of the country. Harmonious industrial relations are pre-requisite for economic development of a country. Success of the airlines industry depends on cordial relationship between the employers and the employees. Thus, the present study made an attempt to study industrial relations in airlines industry in India by undertaking a case study of Air India. To achieve the aforesaid objective data is gathered from 105 employees of the company with random sampling technique. The study makes use of statistical techniques such as mean, standard deviation and one way ANOVA to process and analysis the data collected for this study. The findings shows that there is significant differences in the perception of employees regarding industrial conflicts, welfare measures and trade unionism & employees participation across category of employees while no significant difference is found in the perception of employees regarding Job Satisfaction across category of employees. The paper ends by offering useful suggestions to the management and Trade Unions for improving the industrial relations in airlines industry in India.*

Keywords: *Industrial Relations, Air India, Employer, Employees, Harmonious.*

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Introduction:

Today, the whole concept of management has undergone a transformation as a result of the rapid changes that take place around the world, and more importantly, in the business environment. Management, today, not only includes managing your employees, but also involves the management of capital, resources, and more importantly the environment. In this context, managing employer-employee relations becomes a challenge to any employer (**Peiris, R., n.d.**). Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of old has been turned upside down. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business. In today's booming economy, workers have become more important to their employers than their employers are to them (**Smith, G.P., n.d.**).

In this scenario, managing employer-employee relationship has become one of the critical challenges facing organizations. Industry today is neither considered as an endeavor of employers alone nor profit if considered as its only goal. It is viewed to be an endeavor based on purposeful cooperation between employers and employees in the process of production and maximum social good is regarded as its ultimate end and both employers and employees contribute in their own way towards its success (**Saif, N., et al. (2013)**). Employees occupy a very strategic place in an organization because of their centrality to the production process. They contribute a very indefinable role both in the achievement of various organization goals and objectives (**Olakitan, O.O, n.d.**). Maintaining healthy industrial relations in an organization is a pre-requisite for organizational success. Strong employer-employee relations are essential for high productivity and human satisfaction. The creation and maintenance of good relations between the employers and employees is the very basis on which the development of an industrial democracy depends. It, in turn, seeks to gain cooperation of the two partners in the industry, in the field of production, and promotes industrial peace. Thus, the harmonious industrial relations are of great importance in any industry (**Reddy, R.R., 1990**).

Thus, the present study made an attempt to study the industrial relations in airlines industry in India by undertaking a case study of Air India. The study covers important dimensions of industrial relations like Industrial Conflicts, Welfare facilities, Job Satisfaction, Trade Unionism and Workers Participation. The research study makes an attempt to understand and analyze the

problems systematically and suggestions are made to trace the contribution of employees, management and union in rebounding industrial relations in Air India.

Review of literature:

The present chapter an introduction of the entire research work will incomplete if various studies conducted in the field of industrial relations are not taken into account. The review of literature presented below recounts the work so far done by various researchers in this field in India and even in foreign countries.

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

Blyton, P., et.al. (2012) examined the effects of globalization on human resource management and the national and international strategies developed by organized labor in the international civil aviation industry. The results revealed that there was certainly a mutual effort by major airlines to cut costs, trade unions was found proficient to hamper the pace of change and successfully protect the interests of certain industrial groups.

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

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

Oxenbridge S., et.al. (2010) examined the restructuring of employment relationships in Australian and Irish airlines, Qantas and Aer Lingus, in order to analyze how the combination of product market and industrial relations institutions shape the strategic responses of both management and unions. The comparison of Qantas and Aer Lingus revealed that regulatory frameworks endured to play a substantial, but subordinate role to competitive strategies – driven by market pressures and potential ownership changes - in how employment relationships had been restructured.

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

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

After a careful and an elaborate review of literature it has been observed that no scientific study has been found on Industrial Relations in Airlines Industry in India by undertaking a case study of Air India by the researcher till date. Therefore, an attempt has been made to fill this gap.

Scope of the Study:

Though industrial relations occupies broader area, the present study confine to the issues like Industrial Conflicts, Welfare facilities, Job Satisfaction, Trade Unionism and Workers Participation. The study undertakes important aspects of Industrial Relations. If these issues are adequately addressed, the researcher believes that the stakeholders, i.e. the management, the staff and the public at large would be in a better position to benefit from the airline industry for which, the human resource is the nucleus.

Objectives of the Study:

The study seeks to examine in realistic and comprehensive manner the state of industrial relations in Air India. It intends to examine the factors that obstruct the maintenance and development of harmonious relations between employer and employees.

The specific objectives of the study are:-

- 1: To study the industrial relations in the airlines industry in India.
- 2: To find out the difference in the satisfaction level of employees with regard to the dimensions of industrial relations in Air India across category of employees.
- 3: To recommend measures for improving industrial relations in Air India on the basis of the findings of the study.

Hypothesis of the study:

H1. There is no significant difference in the perception of employees regarding the factors affecting industrial conflict across categories of employees.

H2. There is no significant difference in the perception of employees regarding welfare measures across categories of employees.

H3. There is no significant difference in the perception of employees regarding job satisfaction across categories of employees.

H4. There is no significant difference in the perception of employees regarding the extent of trade unionism and workers participation in management across categories of employees.

Research Methodology:

The study involves the data collected from the primary as well as secondary sources. The primary data has been collected with the help of survey questionnaire based on various aspects of industrial relations conducted among the employees of Air India. The secondary data has been collected from the books, articles, journals, magazines, newspapers, annual report of the Air India and various websites. A simple random sampling technique is adopted to carry out the study. The sample of the study has been undertaken upto 200 employees, but out of the total questionnaire received, 63 questionnaires were not properly responded and 32 did not turned up. Hence, the study remained confined to the limit of 105 employees.

Questionnaire Design:

Descriptive research has been conducted to gain insight into the various aspects of Industrial Relations in Air India. A well administered questionnaire has been used for the data collection. The questionnaire consists of 27 statements to be answered by the sample respondents. The questionnaire consists of four major variables i.e. Industrial Conflicts, Welfare facilities, Job Satisfaction, Trade Unionism and Workers Participation. The Questionnaire with Likert's 5 Point Scale was used to rate the responses ranging from (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly Disagree).

Statistical tools:

The data collected were classified in order and suitably analyzed keeping in view the objectives set for the study. For the purpose of analysis, statistical tools such as mean, standard deviation and one way ANOVA have been applied to find out the significance difference in the perception of four categories of employees with regard to industrial relations in Air India, on the basis of selected variables. The statistical package like SPSS is used for computing the results. The data are transferred to SPSS and then the results are computed with the help of statistical tests.

Data Analysis:

The information collected by means of the questionnaire from the respondents has been presented and examined for testing the hypothesis.

Table 1.1: Mean value of 27 statements.

<i>Statement</i>	Personnel Managers		Staff		Trade Unions		Total	
	N	Mean	N	Mean	N	Mean	N	Mean
<i>Industrial Conflicts</i>								
1 Basis of Promotion- Seniority along with Performance.	13	4.92	84	3.92	8	3.63		4.02
2 Satisfaction from Promotion Policy	13	3.62	84	2.81	8	1.63	105	2.82
3. Satisfaction from wages	13	3.31	84	2.37	8	1.75	105	2.44
4. Strikes are useful for employees.	13	2.23	84	2.17	8	4.13	105	2.32
5. Satisfaction from grievance handling procedure	13	3.54	84	2.58	8	2.13	105	2.67
6. Supervisors attitude towards complaints.	13	3.69	84	2.63	8	2.13	105	2.72
7. Cooperation of supervisor	13	4.08	84	2.74	8	1.87	105	2.84
8. Company promotes cordial employer-employee relations.	13	4.00	84	3.25	8	2.25	105	3.27
<i>Welfare Measures</i>								
9. Satisfaction from working hours	13	3.46	84	3.23	8	2.50	105	3.20
10. Health & Safety measures	13	3.85	84	3.65	8	2.75	105	3.61
11. Satisfaction from the working conditions	13	3.69	84	3.26	8	2.00	105	3.22
12. Satisfaction with the paid holidays	13	3.69	84	3.51	8	2.75	105	3.48
13. Feeling of security	13	3.77	84	3.65	8	3.00	105	3.62
14. Satisfaction with the welfare measures	13	3.38	84	3.32	8	2.25	105	3.25
<i>Job Satisfaction</i>								
15. Intention to continue	13	3.54	84	3.36	8	2.62	105	3.32
16. Satisfaction with the pay and amount of work done	13	3.54	84	3.20	8	2.88	105	3.22
17. Feeling of accomplishment from the	13	3.38	84	3.24	8	2.63	105	3.21

job								
18. Effective communication	13	2.46	84	2.42	8	2.00	105	2.39
19. Cooperation of colleagues	13	3.62	84	3.65	8	3.25	105	3.62
20. Scope for creativity in the job.	13	3.46	84	3.50	8	2.63	105	3.43
<i>Trade Unionism & Employees Participation</i>								
21. Necessity of Trade Union in the company	13	2.77	84	3.37	8	4.88	105	3.41
22. Satisfaction from the role of Trade Union.	13	2.77	84	2.64	8	4.62	105	2.81
23. Multiplicity of Unions	13	2.00	84	2.45	8	3.00	105	2.44
24. Union- Management relations.	13	2.15	84	2.43	8	2.50	105	2.40
25. Interest of management towards welfare of employees	13	3.23	84	3.19	8	3.25	105	3.20
26. Management's encouraging of employee's participation in decision-making	13	3.00	84	2.68	8	2.25	105	2.69
27. Satisfaction from employees participation in the management	13	3.00	84	2.87	8	2.75	105	2.88

From the above table, it can be seen that in the first dimension Industrial Conflicts, the mean value of Personnel Managers is highest in the statements 1, 2, 3, 5, 6, 7 & 8 as compared to the mean value of Staff and Trade Unions. This means that the Personnel Managers carry the positive perception towards basis of promotion, satisfaction from the promotion policy, wages, grievance handling procedure, supervisor's attitude towards complaints, cooperation of supervisor and promotion of cordial employer-employee relations. The staff shows positive perception only towards basis of promotion and company promotes cordial employer-employee relations. The mean value of Trade Union is low in all the statements, excluding statement 1 & 4 in which the Trade Union shows positive perception towards basis of promotion and strikes are useful for the employees.

In the second dimension Welfare Measures, the mean value of Personnel Managers is highest in all the statements 9, 10, 11, 12, 13 & 14 as compared to the mean value of Staff and Trade Unions. This means that the Personnel Managers carry the positive perception towards satisfaction from working hours, health & safety measures, working conditions, paid holidays, welfare measures and feeling of security. The mean value of Staff is also higher in all these statements, its means the staff also carry positive perception towards these statements. Whereas the mean value of Trade Union is lower in the statements 9, 10, 11, 12 & 14, excluding statement 13, it means that the Trade Union does not have positive perception with these statements.

In the third dimension Job Satisfaction, the mean value of Personnel Managers is highest in the statements 15, 16, 17, 19 & 20 as compared to the mean value of Staff and Trade Unions. This means that the Personnel Managers carry the positive perception towards Intention to continue, satisfaction with the pay & amount of work done, feeling of accomplishment from the job, cooperation of colleagues and scope for creativity in the job. The personnel managers have a low mean value in statement 18; this means that the personnel managers do not carry positive perception with the effective communication. The staff also carries positive perception towards the statements 15, 16, 17, 19 & 20 as the mean value of Staff is also higher in these statements, except in statement 18, the staff do not have positive perception. The mean value of Trade Unions is lower in the statements 15, 16, 17, 18 & 20 this means that the Trade Union does not have positive perception with these statements, except in statement 19, the Trade Union carry positive perception i.e. cooperation of colleagues.

In the fourth dimension Trade Unionism & Employees Participation, the mean value of Personnel Managers is low in the statements 21, 22, 23 & 24. This means that the Personnel Managers do not have positive perception towards necessity of Trade Union in the company, satisfaction from the role of Trade Union, multiplicity of unions, union-management relations whereas in the statements 25, 26 & 27, the mean value of Personnel Managers is higher, which indicates that the Personnel Managers carry positive perception towards interest of management towards welfare of employees, encouraging of employees participation in decision-making, satisfaction from employees participation in the management. The mean value of Staff is lower in the statements 22, 23, 24, 26 & 27 this means that the Staff does not have positive perception with these statements whereas in the statements 21 & 25, the mean value of Staff is high, this indicates that the Staff have positive perception with these statements. The mean value of Trade

Unions is low in the statements 24, 26 & 27, this means the Trade Union does not carry positive perception with these statements whereas in the statements 21, 22, 23 & 25 the mean value of Trade Union is high, this clearly indicates that the Trade Union have positive perception with these statements.

Reliability Test

In the present study Cronbach's alpha (α) is used to measure the reliability of data. Cronbach (1951) gave a measure to that which is loosely equivalent to splitting data in two in every possible way and computing the correlation coefficient for each split. Kline (1999) indicates that interpretation of Cronbach's alpha is estimated such that a value of 0.7 - 0.8 is an acceptable value for Cronbach's alpha. Values substantially lower indicate an unreliable scale. Following table 1.1 shows the statement wise reliability of 27 statements.

Table 1.2: Cronbach's Alpha Values of 27 Statements

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Q1	78.46	127.654	.481	.861
Q2	79.66	127.766	.520	.860
Q3	80.04	131.614	.403	.863
Q4	80.15	149.169	-.464	.884
Q5	79.81	127.386	.552	.859
Q6	79.75	127.746	.535	.860
Q7	79.64	125.291	.590	.858
Q8	79.21	123.686	.674	.855
Q9	79.28	124.952	.672	.856
Q10	78.87	130.578	.526	.861
Q11	79.26	123.424	.769	.853
Q12	79.00	128.231	.616	.858
Q13	78.86	131.297	.514	.861

Q14	79.23	125.351	.690	.855
Q15	79.15	127.669	.654	.857
Q16	79.26	124.558	.738	.854
Q17	79.27	123.563	.721	.854
Q18	80.09	132.771	.390	.864
Q19	78.86	130.797	.456	.862
Q20	79.05	130.219	.421	.863
Q21	79.07	141.621	-.094	.879
Q22	79.67	143.128	-.154	.880
Q23	80.04	140.325	-.033	.874
Q24	80.08	138.071	.095	.871
Q25	79.28	136.606	.112	.872
Q26	79.79	128.994	.495	.861
Q27	79.60	129.800	.472	.862

The above table showed the reliability of scale by calculating the Cronbach's Alpha. The items where the value of alpha is more than 0.7 are considered significant for this research study. The reliability table shows the statement wise values of alpha which is more than 0.8 in each statement. The overall composite reliability of the variables is also higher than the minimum limit of 0.7 that is 0.868.

Table 1.3: Showing the mean value, standard deviation, standard error of Industrial Conflicts across category of employees in Air India.

	N	Mean	Std. dev.	Std. Error
Personnel Managers	13	3.673	.4882	.488
Staff	84	2.808	.5319	.531
Trade Union	8	2.437	.3340	.334
Total	105	2.886	.5988	.598

The above table shows the mean value, standard deviation, standard error of Industrial Conflicts across category of employees in Air India. This has been found from the above table that Personnel Managers have the highest mean value of 3.673 and standard deviation of 0.4882, this indicates that the personnel managers have the positive perception regarding the factors affecting industrial conflicts in Air India. Whereas the Staff and Trade Unions have the low mean values of 2.808 and 2.437, this indicates that the staff and Trade Unions do not carry positive perception regarding the factors affecting Industrial Conflicts in Air India.

Table 1.4: Showing the ‘F’ value and Sig. value of Industrial Conflicts across category of employees in Air India

ANOVA

<i>Industrial Conflicts</i>					
	Sum of Square	Df	Mean Square	F	Sig.
Between Groups	10.173	2	5.087	19.128	.000
Within Groups	27.125	102	.266		
Total	37.298	104			

Analysis of Variance (ANOVA) was performed to test the differences if any in the Industrial Relations dimensions across category of employees in Air India. In the first dimension industrial conflict the ‘F’ value is 19.128 and Sig. value (P) is 0.000, which is less than 0.05 (95% confidence interval), which indicates that there is significant differences in the perception of employees regarding the factors affecting Industrial disputes across category of employees in Air India. Hence, the null hypothesis that is no significant difference in the perception of employee’s regarding the factors affecting Industrial disputes across category of employees in Air India stands rejected and alternative hypothesis is accepted.

Table 1.5: Showing the mean value, standard deviation, standard error of Welfare Measures across category of employees in Air India.

	N	Mean	Std. dev.	Std. Error
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Personnel Managers	13	3.641	.5219	.144
Staff	84	3.438	.6502	.070
Trade Union	8	2.541	.4432	.156
Total	105	3.395	.6687	.065

The above table shows the mean value, standard deviation, standard error of Welfare Measures across category of employees in Air India. This has been found from the above table that Personnel Managers have the highest mean value of 3.641 and standard deviation of 0.5219, this indicates that the personnel managers have the positive perception regarding welfare measures in Air India. The Staff also have a mean value of 3.438 and standard deviation of 0.6502, this means that staff also have a positive perception regarding welfare measures in Air India. Whereas Trade Unions have a low mean value of 2.541 and standard deviation of 0.4432, this clearly indicates that the Trade Unions do not carry positive perception regarding the welfare measures in Air India.

Table 1.6: Showing the ‘F’ value and Sig. value of Welfare Measures across category of employees in Air India.

ANOVA

<i>Welfare Measures</i>					
	Sum of Square	df	Mean Square	F	Sig.
Between Groups	6.771	2	3.386	8.689	.000
Within Groups	9.743	102	.390		
Total	46.514	104			

The above table 1.4 shows the ‘F’ value is 8.689 and Sig. value (P) is 0.000, which is less than 0.05 (95% confidence interval), which indicates that there is significant differences in the perception of employees regarding welfare facilities across category of employees in Air India. Hence, the null hypothesis that is no significant difference in the perception of employee’s regarding the welfare facilities across category of employees in Air India stands rejected and alternative hypothesis is accepted.

Table 1.7: Showing the mean value, standard deviation, standard error of Job Satisfaction across category of employees in Air India.

	N	Mean	Std. dev.	Std. Error
Personnel Managers	13	3.333	.5773	.160
Staff	84	3.228	.6750	.073
Trade Union	8	2.666	.5704	.201
Total	105	3.198	.6699	.065

The above table shows the mean value, standard deviation, standard error of Job Satisfaction across category of employees in Air India. This has been found from the above table that Personnel Managers have the highest mean value of 3.333 and standard deviation of 0.5773, this indicates that the personnel managers have the positive perception regarding job satisfaction in Air India. The Staff also have a mean value of 3.228 and standard deviation of 0.6750, this means that staff also have a positive perception regarding Job Satisfaction in Air India. Whereas Trade Unions have a low mean value of 2.666 and standard deviation of 0.5704, this clearly indicates that the Trade Unions do not carry positive perception regarding the job satisfaction in Air India.

Table 1.8: Showing the ‘F’ value and Sig. value of Job Satisfaction across category of employees in Air India

ANOVA

<i>Job Satisfaction</i>					
	Sum of Square	Df	Mean Square	F	Sig.
Between Groups	2.573	2	1.287	2.976	.055
Within Groups	44.099	102	.432		
Total	46.672	104			

The above table shows the 'F' value is 2.976 and Sig. value (P) is 0.055, which is more than 0.05 (95% confidence interval), which indicates that there is no significant differences in the perception of employees regarding the job satisfaction across category of employees in Air India. Hence, the null hypothesis that is no significant difference in the perception of employee's regarding the job satisfaction across category of employees in Air India stands accepted and alternative hypothesis is rejected.

Table 1.9: Showing the mean value, standard deviation, standard error of Trade Unionism & Employees Participation across category of employees in Air India.

	N	Mean	Std. dev.	Std. Error
Personnel Managers	13	2.703	.4420	.122
Staff	84	2.804	.5622	.061
Trade Union	8	3.321	.3306	.116
Total	105	2.831	.5507	.053

The above table shows the mean value, standard deviation, standard error of Trade Unionism & Employees Participation across category of employees in Air India. This has been found from the above table that Trade Unions have the highest mean value of 3.321 and standard deviation of 0.3306, which indicates that the Trade Unions have the positive perception regarding the extent of Trade Unionism & Employees Participation in Air India. Whereas the Personnel Managers and Staff have the low mean values of 2.703 and 2.804, this indicates that the personnel managers and staff do not carry positive perception regarding the extent of Trade Unionism & Employees Participation in Air India.

Table 1.10: Showing the 'F' value and Sig. value of Trade Unionism & Employees Participation across category of employees in Air India

ANOVA

<i>Trade Unionism & Employees Participation</i>					
	Sum of Square	Df	Mean Square	F	Sig.

Between Groups	2.195	2	1.098	3.815	.025
Within Groups	29.347	102	.288		
Total	31.542	104			

The above table 1.8 shows the 'F' value is 3.815 and Sig. value (P) is 0.025, which is less than 0.05 (95% confidence interval), which indicates that there is significant differences in the perception of employees regarding Trade Unionism & Employees Participation across category of employees in Air India. Hence, the null hypothesis that is no significant difference in the perception of employee's regarding the extent of Trade Unionism & Employees Participation across category of employees in Air India stands rejected and alternative hypothesis is accepted.

Findings of the Study:

The perception of three categories of employees is different regarding the Industrial Conflicts, Welfare Measures and Trade Unionism & Employees Participation in Air India whereas the perception of different categories of employees is same regarding the Job Satisfaction. This means that there is significant variation exists in the perception of employee's regarding Industrial Conflicts, Welfare Measures and Trade Unionism & Employees Participation in Air India across category of employees. Whereas there is no significant difference in the perception of employee's regarding Job Satisfaction in Air India across category of employees.

Suggestions:

The Air India must be cautious about the motivational requirements of employees. They should take adequate measures for making the work more interesting and challenging by increasing the human aspect in work. The level of job satisfaction of employees is an indicator of the working environment of the organizations. It is, therefore, suggested that the management must undertake periodic survey of the job satisfaction level of all the employees. This will help the management to take suitable and timely actions to increase job satisfactions of the employees. The company should provide fair compensations and benefits to the employees, this will help Air India to maintain good relations with the employees and trade union and the major issue for strikes will be under control. Air India facing strikes because of wage structure. Employee morale was low mainly due to the airline's uncertain future and disparities in wages of employees of the erstwhile Indian Airlines and Air India. The situation has improved since then. The time lag in getting

salaries has come down to less now. In the past, every year there were at least two strikes. The employees were not sure whether they would get their next month's salary.

Government should not intervene in the dispute but should assist the parties to come to a settlement. It should play an active role for promoting industrial peace. Open house culture, direct and free communication, informal work environment and attractive compensation and facilities provided to the employees help Air India to run smoothly without much pressure from trade unions. Keeping good understanding with trade union Air India can avoid frequency of strikes. Both management and labour will develop an atmosphere of mutual cooperation, confidence and respect, and will have faith in collective bargaining and other peaceful methods of settling disputes. The trade unions should feel that their well-being lies in the progress of the company and in co-operating with the management. The communication system as well as grievance handling system must be enhanced by the management in order to avoid unnecessary hindrance of the trade unions.

Limitation of the Study:

During the study a number of limitations and constraints were faced and it's necessary to point out them at the very outset. It was difficult to cover all regions of the country, on account of restraint of time and finance, therefore, only Delhi Region was considered for the study. A large number of variables are likely to influence the industrial relations in any organization. Only the influence of major factors affecting industrial relations is taken into account in the present study. The success of a survey based research depends on the cooperation of the respondents. Most of the respondents were unwilling in expressing their opinion freely and showing lack of interest in rendering responses. The senior personnel managers were very busy despite of prior appointments. In certain cases, adequate information was not provided. In spite of all the above limitation, every possible effort was made by the researcher to make the study accurate and purposeful.

Conclusion:

Harmonious industrial relations are necessary for the economic development of a country and for establishing and maintaining industrial peace. Cordial industrial relations are possible only if the workers have better salaries, good working conditions, better job satisfaction, minimum grievances, appreciation from the supervisor for work done and a proper balance between individual and organizational goals. Therefore, airline companies must have sound industrial

relations that help the organization to attain its goals, enable it to employ the skills and abilities of the workforce efficiently, assist to bring about employees job satisfaction and self-actualization and establishing and maintaining harmonious industrial relations.

The main objective of the study stood at empirically examining the industrial relations in the airlines industry in India. A survey was conducted with the help of questionnaire comprising 27 items related to the industrial relations which was further divided into four categories of questions such as Industrial Conflicts, Welfare facilities, Job Satisfaction, Trade Unionism and Workers Participation. The hypotheses of the study are based on these four dimensions. One way ANOVA has been applied by the researcher for finding the significant differences in the perception of employees regarding the Industrial relations dimensions in Air India across category of employees. It's observed that there are significant differences in the perception of employees regarding Industrial Conflicts, Welfare facilities and Trade Unionism & Employees Participation across category of employees in Air India. Therefore, the related null hypothesis stands rejected. Whereas the dimension job Satisfaction is found to be significant among the employees of Air India and the researcher fails to reject the null hypothesis.

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