

A STUDY ON HOW EMPLOYEE'S JOB SATISFACTION AFFECTS THEIR PERFORMANCE IN LOW-COST AIRLINES

¹Rajesh Sharma, ²Bhagyashree Dabi

Research Scholar, School of Hotel Management, Airlines and Tourism Lovely Professional University, Phagwara – Punjab¹, Research Scholar, School of Hotel Management, Airlines and Tourism Lovely Professional University, Phagwara – Punjab²
Rsharma27980@gmail.com¹, shreedabi@gmail.com²

ABSTRACT

Employee's Job satisfaction is coined to be the most important term in Human Resource Management. Every Employee should attain a level of positive job satisfaction which in-turn increases their productivity and overall booms the business of an enterprise. However, if the Job satisfaction is not attained by even one employee in the organization, it affects the working of the same. In today's world where there are thousands of job opportunities emerging, Job satisfaction practices are increasing and so are its methods of measuring. If we talk about the Airline Industry, it falls under hospitality which in-turn means satisfaction of its consumers in the best way possible, in terms of Prices, Aircraft comfort, and the services provided by its employees. A particular Airline company has more than 5 departments just to take care that the consumer flies safely and happily. Thus, to increase its employee's job productivity, the most important factor is that the employee's feel a positive notion while working at the company, which can only be achieved by true job satisfaction.

This paper thus aims to research on how an employee's job satisfaction affects their performance and productivity in a low-cost airline company like Indigo, SpiceJet, Go-Air, Air India Express. The parameters on how the employee productivity increase in reference to their Job satisfaction will be analyzed. This paper will show what methods are used to measure the employee performance and how it affects the employees and their productivity in low-cost airlines.

Keywords: *Job Satisfaction, Low-Cost Airlines, Aviation, Employee Productivity*

INTRODUCTION

The aviation sector has played a significant part in the development of the global economy. The rapid nature of transportation across the world makes it vital for Global businesses as well as domestic purposes. Conceive the state of the world now if there were no aircraft. It's difficult to imagine. With the exception of the obvious travel component, globalization would not exist in the form that we are familiar with. Beyond the amenities that it has provided humanity, the aviation industry has had a significant social and economic influence on the society that we live in today. Approximately 4% of global GDP is generated by the Aviation industry, which employs more than 65 million people worldwide. If aviation were a nation, it would be ranked 20th in terms of GDP," according to Forbes. That's roughly the GDP of Switzerland or Argentina. In 2020, the sector brought in \$328 billion in revenue, an increase of 40% over the previous year. (Hamaad, 2021)

Airlines rely on their frontline personnel to make the travel experience as pleasant as possible for their customers in order to handle the vast number of passengers that arrive on a daily basis. As a result, airline personnel become an extremely important component of their operations; they are the ones who are responsible for providing exceptional services and who are capable of dealing with a wide range of unforeseen service problems. Flight attendants and other employees, on the other hand, have a greater turnover rate than other professions, owing to the unstable working environment and a variety of workplace pressures such as Handling errors, stressed customer service, and lengthy rotational shifts all contribute to a lack of job satisfaction in the workplace. Whenever a flight attendant with extensive service knowledge and expertise quits their job, the

airline loses that person's valuable service knowledge and expertise, as well as the costs of new hire recruitment, selection, training, and on-the-job training. All of these costs are necessary in order for the airline to retain its currently employed and well-qualified flight attendants. As a result, the turnover of flight attendants has emerged as a critical practical issue, which has been highlighted in airline literature. (Minjoo & Aeun, 2020)

As said earlier, employees are the most important components of every service offering thus their satisfaction leads to performance and the employee retainment achieves a success. Because there is so little time between the creation of a service and its delivery, the concept of giving employees with the flexibility, freedom, and ability to address customer service requests as they occur is intuitively attractive. As a result, it should come as no surprise that more and more service firms are implementing employee empowerment initiatives. When it comes to airline industry turnover, a number of constructs, such as job satisfaction and organisational commitment, have been shown to be effective predictors. However, the relationship between flight attendants while working in collaboration with other flight attendants has only rarely been studied as an antecedent of the intention to leave the company. Because of the nature of the flight attendant profession, they must collaborate with their team leader and team members, as well as communicate effectively with them, in order to do their duties effectively. There might be a variety of challenges or stressors that arise between a leader and members of the flight attendant team that can lead to employees abandoning their jobs, often known as employee turnover. (Ma. Regina et al., 2006) This thesis investigates possibilities by arguing that the degree of the link between Employee job satisfaction and their performance in the airline affects favourably.

LITERATURE REVIEW

(Rast & Tourani, 2012): The paper is entitled "Evaluation of Employee's Job Satisfaction and Role of Gender Difference: An Empirical Study at Airline Industry in Iran. This study aims to ascertain the degree of job satisfaction among employees and investigate the effect of gender on job satisfaction. Job satisfaction is influenced by a variety of factors, including supervision, relationships with coworkers, current compensation, the nature of the work, and prospects for advancement. The data for this study were gathered from employees of three Iranian commercial airline businesses. A descriptive study was conducted to ascertain job satisfaction among employees. Additionally, an independent-sample t-test was used to empirically examine the link between job satisfaction and gender among employees. Employees appear to be somewhat content with their jobs, and there is no statistically significant difference in job satisfaction between male and female employees. **(Chung & Jeon, 2020):** "The paper is entitled "Social Exchange approach, job satisfaction, and turnover, intention in the airline industry". This article examines the influence of social exchange connections on work satisfaction and the desire to live in the aviation business. To this purpose, two types of social exchange connections are identified as viewed by South Korean flight attendants: leader-member exchange (LMX) and team-member exchange (TMX) (TMX). The findings of this study reveal that LMX and TMX had a beneficial effect on work satisfaction, which resulted in a decrease in turnover intention. Additionally, LMX decreased turnover intention, but TMX did not affect turnover intention. Meanwhile, work satisfaction moderated the negative link between LMX and desire to leave, but not the positive connection between TMX and intention to leave. The study's findings have academic and managerial implications for strengthening flight attendants' LMX and lowering turnover intentions in the airline sector. **(Kurian & Muzumdar, 2017):** Job satisfaction and other features of organizational behavior at the unit level have been extensively studied in the management literature. This study contributes to the body of knowledge on organizational behavior by experimentally examining critical unit-level

organizational behavior traits in the airline sector, including work-family conflict, sympathy, networking, job satisfaction, and job autonomy. The current study analyzed data from a survey of 108 employees at a low-cost airline. The findings reveal that work-family conflict, sympathy, and job autonomy substantially affect job satisfaction, as does servant leadership. Our findings may result in increased work happiness, resulting in improved quantifiable outcomes for the airline sector, such as increased customer satisfaction and firm profit. **(Kalawilapathirage & Ziedan, 2019)**: Intense competition has made it important for airlines to retain highly skilled personnel by assuring job happiness. Budget airlines targeting a certain market have increased competition. To distinguish the passenger experience when travelling with airlines, management should guarantee that all workers, including ground and cabin crew, are extremely happy with their job functions. The research examines factors impacting employee satisfaction at an unnamed airline. The claimed airline's work satisfaction was studied in depth. The study takes a quantitative approach, using primary data from employee surveys done by one of the airlines. Aside from financial rewards and recognition, the study discovered independent variables, including training and development. Statistical methods like correlation and regression analysis assess survey results and the relevance of independent factors that affect work satisfaction. **(Sung & Sunny Hu, 2021)**: This study examines the impact of internal brand communication, brand-centred training, transformational leadership, brand philosophy, and internal brand communities on job satisfaction and outcomes. Internal branding and work results are explored about job satisfaction. Findings from a survey of 485 employees show that work happiness is influenced favorably by leadership, philosophy, and community. Internal branding (transformational leadership, brand philosophy, and internal brand communities) and work results are also found to be mediated by job satisfaction. These studies show that effective branding may boost airline growth by increasing staff happiness. **(Suifan & Diab, 2017)**: This article aims to examine the effect of organizational justice on turnover intention via the lens of organizational commitment and job satisfaction as mediating variables. The research focused on airline sector professionals that work for airlines that operate in Jordan. A total of 323 questionnaires were delivered directly to employees, who completed and returned them, resulting in an 81 percent response rate. The hypotheses were tested using multiple regression analysis. All hypotheses were accepted as a result of the findings. Notably, it was established that both organizational commitment and work satisfaction acted as a moderator in the link between organizational justice and turnover intention. While work satisfaction mediated the link completely, organizational commitment moderated the association just somewhat. **(Shehawy & Elbaz, 2018)**: The relevance of employees' perceptions of job embeddedness in airline firms has received little attention. The current research will construct and test a model that analyses the factors and effects of job embeddedness in the airline sector to account for frontline employees' perceptions of job embeddedness adequately. The research surveyed a representative sample of frontline staff working in Egypt's aviation sector. Eight hundred seventy surveys were gathered and analysed using WarpPLS 6.0's structural equation modelling. The findings reveal that work embeddedness is significantly influenced by supervisor support and employee advocacy. Additionally, it discovered that work embeddedness has a sizable impact on organizational commitment and individuals' intentions to quit. **(Ilkhanizadeh & Karatepeb, 2017)**: Our study proposes and tests a research model that investigates flight attendants' perceptions of corporate social responsibility practices. Flight attendants from a prominent low-cost carrier-provided data at various times. The results of structural equation modelling show that job engagement is the fundamental mechanism linking corporate social responsibility (CSR) to flight attendants' career happiness and voice behavior. Said, the facts support all assumptions and our study strategy is valid. The findings have ramifications for flight attendants'

perceptions of CSR efforts and the aforementioned outcomes. **(Alola & Alafeshat, 2020)**: Recruiting and training improve employees' psychological state, commitment, and organizational attachment. Several researchers have studied the impact of recruitment and selection on employees for decades; however, the impact of human resource practices on employee satisfaction and retention as indicators of organizational performance cannot be overstated. The study examines the impact of human resource practices (selection, recruitment, training, and development) on employees. Six private airline employees in Jordan completed 277 surveys. Structural Equation Modeling was used to assess hypotheses, validity, and reliability (SEM). Selection, recruitment, and training have a significant impact on the organization. Also, EE mediates model variables. The study also shows that employee engagement partially mediates variable relationships. Because the study used cross-sectional data, generalizing the findings should be done with care. To attract effective and efficient employees, HR managers and policymakers need to understand the impact of HR practices. **(Kucukusta & Chan, 2017)**: The purpose of this study is to examine airlines' corporate social responsibility (CSR) activities and their effect on their workers' emotional commitment (AC). CSR practices were gleaned from medium-sized airlines in Hong Kong, their annual sustainability reports, and prior literature. The CSR practices were factor evaluated and classified according to the following dimensions: safety, community, people, environment, and company operations. While all five characteristics were regarded significant, employees ranked the environmental component as the most critical. The environment and people components were determined to have the greatest effect on employee AC. **(Okan & Bayraktar, 2021)**: This research seeks to establish a link between organizational justice and work happiness. To this end, three major components of organizational justice were studied: distributive, procedural, and interactional justice, as well as internal, external, and total work satisfaction. It is now recognized as a crucial phrase that may benefit both people and companies. There is much research on the link between organizational justice and work satisfaction in the international literature, but few in the national literature. No other study has examined the association between organizational justice and work satisfaction among airline employees. They surveyed 101 pilots to find out. Statistical investigation revealed a favorable association between organizational justice and work satisfaction. Procedural justice had the strongest link to external job satisfaction. **(Seung-Lee & Young-Shin, 2016)**: It was discovered that elements connected to personnel who provide customer service quality, such as internal service quality and job happiness, impact consumer satisfaction. The study used a questionnaire to gather data from airline ground workers and Gimpo international airport users. A validation sample of 190 airline ground workers and 273 passengers was studied using SPSS 21, confirmatory factor analysis and structural equation modelling in AMOS 7.0. The studies concluded that the models were appropriate in demonstrating assumptions on internal service quality, job satisfaction, and customer satisfaction. Overall, this study's findings contribute to the experience idea in walking tours and have substantial implications for airline marketers. **(Vatankhah & Raofi, 2017)**: As a result of the signaling theory, this study analyses the function of perceived organizational support (POS) in the link between HPWPs and counterproductive work behavior (CWB). This was determined by a random sample of Iranian flight attendants. Multiple regression research shows that HPWP variables like empowerment, reward, and advancement are connected to CWB. The data also support POS as a mediator in this interaction. The results show that POS is a partial mediator between empowerment, reward, and CWB. Moreover, data suggest POS's complete mediation function in promotion-CWB connections. In this study, we explore the organizational level antecedents of CWB and the social mechanism through which HPWPs influence employee behavior. **(Wodajo, 2019)**: A competitive economy needs work satisfaction. Periodic assessments are essential to identify and

improve factors crucial to job satisfaction. Employee morale in Ethiopia's aviation sector was the focus of the investigation. The study used descriptive-explanatory research methodologies on 95 Ethiopian Airlines workers. Descriptive and inferential statistics were used to analyse data gathered via self-contained questionnaire. The survey obtained an 82.11% response. Workers' satisfaction was shown to be strongly correlated (0.882). Similarly, work happiness and compensation were shown to be highly correlated (0.831). Also, there appears to be a link between employee progress and job happiness (0.512). Avg. job satisfaction in the airline industry is 3.75 out of 5. They explained 83% of the variance in employee satisfaction. Managers should give training and development opportunities, update working conditions and other terms of service, and promote the process according to industry developments. (Vatankhah & Darvishi, 2018): Aiming for internal branding by managers may encourage prosocial service actions. This study's conceptual model ties management commitment to corporate branding to role-prescribed customer service, extra-role customer service, and cooperation. Iranian flight attendants were polled for data. According to structural equation modelling, management commitment to internal branding favorably increases internal brand equity. Internal brand equity also correlates with extra-role customer service and cooperation. There is a full mediator in the association between management commitment to internal branding and extra-role customer service, but only a partial mediator in the relationship between management commitment to internal branding and role-prescribed customer service. This study adds to the literature on internal branding by providing empirical data and management implications.

RESEARCH METHODOLOGY

Objectives of the study

- To analyse the relations between employee job satisfaction and employee performance
- To analyse how job perks affect employee performance
- To expose the determinants affecting employee's job satisfaction
- To provide suggestions to low-cost airlines, on how more & better productivity can be extracted from the employees

Hypothesis

H1₀: There is no significant relationship between employee job satisfaction and employee performance

H1₁: Job satisfaction is built on the basis of positive employee performance

H1₀: Employee performance is not affected by Employee perks

H1₁: Given employee add-on and perks have influential characteristics over Employee performance

H1₀: Airline advocacy affects employee job satisfaction

H1₁: Greater employee satisfaction requires greater airline advocacy

H1₀: Employee empowerment has no impact on the performance.

H1₁: Performance is highly influenced by employee empowerment

H₁₀: Organisational commitment has no significance for Employee performance

H₁₁: Employee performance is directly related to level of Organisational commitment

There were 2 approaches which were used in completing this study, i.e., Qualitative and Quantitative. The researcher employed a quantitative method to determine how the employee's job satisfaction affects their performance in the Low-cost airlines. A systematic questionnaire was created to deliver to respondents in order to elicit their opinions on the subject. Convenience sampling was used for the purpose of the study. The respondents included 445 residents across. The questionnaire was divided into two sections: [1] demographic information about the respondents and [2] their perspective on the job-satisfaction and performance. The questionnaire options were kept simple to ensure that both respondents and readers understood the idea and goal of the research.

DATA ANALYSIS

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	197	44.3	44.3	44.3
	31-40	152	34.2	34.2	78.4
	41-50	84	18.9	18.9	97.3
	51+	12	2.7	2.7	100.0
	Total	445	100.0	100.0	

Initial analysis of the data indicates that 41% of the participants were male while rest of the 59% participants were female out of which the major age group fall between the range of 21-30. The age group indicates the majority of the participants were either freshly started or have some years of experience working in the aviation sector.

Department					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Front Line Personnel	214	48.1	48.1	48.1
	Operations	49	11.0	11.0	59.1
	Maintenance	8	1.8	1.8	60.9
	Sales & Marketing	61	13.7	13.7	74.6
	Reservations & Ticketing	48	10.8	10.8	85.4
	Staff Personnel	42	9.4	9.4	94.8
	Other	23	5.2	5.2	100.0
	Total	445	100.0	100.0	

The major chunk of the participants was functioning as Front-Line personnel while the least of the group were involved in Maintenance department of the said industry.

I am highly motivated when my performance review is positive.					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly Agree	166	37.3	37.3	37.3
	Agree	179	40.2	40.2	77.5
	Neutral	93	20.9	20.9	98.4
	Disagree	3	.7	.7	99.1
	Strongly Disagree	4	.9	.9	100.0
	Total	445	100.0	100.0	

To test the possibility of positive correlation between motivation and positive performance feedback, the group of participants were asked to review the degree of correlation experienced by them. Upon reviewing the results, as the table above indicates; out of total 445 participants, 40.2% e.g. 179 participants were agreed that they are motivated when their review is positive, while on the other hand 4 participants strongly disagreed with regards to the question, it is observed that ~21% participants remained neutral.

My job satisfaction highly depends on employee perks & addons provided by my organization.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	145	32.6	32.6	32.6
	Agree	179	40.2	40.2	72.8
	Neutral	109	24.5	24.5	97.3
	Disagree	7	1.6	1.6	98.9
	Strongly Disagree	5	1.1	1.1	100.0
	Total	445	100.0	100.0	

It can be observed from the table above, out of 445 participants 324 participants agreed that their job satisfaction is affected if the employer provides perks and addons.

All employees in my organization are treated fairly without consideration of race, gender, religion or sexual orientation.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	180	40.4	40.4	40.4
	Agree	166	37.3	37.3	77.8
	Neutral	90	20.2	20.2	98.0
	Disagree	5	1.1	1.1	99.1
	Strongly Disagree	4	.9	.9	100.0
	Total	445	100.0	100.0	

In 2021, the age of equality, around 77% of the participants were agreed that their organisation functions at fairness with respect to the workplace considering race, religion and sexual orientation.

Means			
Gender	I am highly motivated when my performance review	My job satisfaction highly depends on employee perks &	The appreciation received by me in the work makes my

		is positive.	addons provided by my organization.	performance better.
Male	Mean	1.96	2.02	1.84
	N	185	185	185
	Std. Deviation	.865	.866	.802
Female	Mean	1.82	1.96	1.80
	N	260	260	260
	Std. Deviation	.787	.853	.798
Total	Mean	1.88	1.98	1.82
	N	445	445	445
	Std. Deviation	.822	.858	.799

I am aware about the objectives, vision & goals set by my organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	87	19.6	19.6	19.6
	Agree	243	54.6	54.6	74.2
	Neutral	110	24.7	24.7	98.9
	Disagree	2	.4	.4	99.3
	Strongly Disagree	3	.7	.7	100.0
	Total	445	100.0	100.0	

Around 74.2% of the participants were aware of their organization's mission vision and goals while only 3% participants were unaware of their objectives and vision, missions.

Statistics

		The appreciation received by me in the work makes my performance better.	All employees in my organization are treated fairly without consideration of race, gender, religion or sexual orientation.
N	Valid	445	445
	Missing	0	0
Mean		1.82	1.85
Median		2.00	2.00
Std. Deviation		.799	.843
Skewness		.654	.771
Std. Error of Skewness		.116	.116
Kurtosis		.004	.388
Std. Error of Kurtosis		.231	.231

Percentiles	25	1.00	1.00
	50	2.00	2.00
	75	2.00	2.00

If we look at the skewness and Kurtosis of performance and equality at workplace, it seems that distribution of the frequency reflects the skewness of 0.654 for the first component, this indicates the distribution is moderately skewed. Similar results can be seen for the equality at workplace the skewness of 0.771, which again indicates the distribution is moderately skewed.

Upon considering the Kurtosis, the height and sharpness of the central peak, relative to that of a standard bell curve comes at 0.004 for appreciation and 0.388 for the equality. The kurtosis of both test components indicates the distribution of responses are relatively free from any abnormalities.

Statistics			
		I am highly motivated when my performance review is positive.	The appreciation received by me in the work makes my performance better.
N	Valid	445	445
	Missing	0	0
Mean		1.88	1.82
Std. Error of Mean		.039	.038
Median		2.00	2.00
Std. Deviation		.822	.799
Skewness		.696	.654
Std. Error of Skewness		.116	.116
Kurtosis		.415	.004
Std. Error of Kurtosis		.231	.231
Percentiles	25	1.00	1.00
	50	2.00	2.00
	75	2.00	2.00

These statistics are more precise than looking at a histogram of the distribution. The rule to remember is that if either of these values for skewness or kurtosis are less than ± 1.0 , then the skewness or kurtosis for the distribution is not outside the range of normality, so the distribution can be considered normal. If the values are greater than ± 1.0 , then the skewness or kurtosis for the distribution is outside the range of normality, so the distribution cannot be considered normal.

Above table indicates the Skewness of the 2 major components of the hypothesis, one being the effect on motivation due to positive review and another being appreciation at the workplace.

It seems that distribution of the frequency reflects the skewness of 0.696 for the first component, this indicates the distribution is moderately skewed. Similar results can be seen for the appreciation at workplace to perform better the skewness of 0.654, which again indicates the distribution is moderately skewed.

Upon considering the Kurtosis, the height and sharpness of the central peak, relative to that of a standard bell curve comes at 0.415 for motivation due to positive feedback and 0.004 for the appreciation at workplace. The kurtosis of 0.004 indicates the distribution of responses are free from any abnormalities.

Chi-Square Tests

My job satisfaction highly depends on the transparency of the organization's policies. * Age

Crosstab						
Count						
		Age				Total
		21-30	31-40	41-50	51+	
My job satisfaction highly depends on the transparency of the organization's policies.	Strongly Agree	91	55	25	6	177
	Agree	69	69	43	5	186
	Neutral	35	23	15	1	74
	Disagree	1	2	1	0	4
	Strongly Disagree	1	3	0	0	4
Total		197	152	84	12	445

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	14.271 ^a	12	.284
Likelihood Ratio	15.024	12	.240
Linear-by-Linear Association	1.335	1	.248
N of Valid Cases	445		

a. 10 cells (50.0%) have expected count less than 5. The minimum expected count is .11.

- The value of the test statistic is 14.271
- The corresponding p-value of the test statistic is $p = 0.284$

If p is less than alpha, then the hypothesis is acceptable if not rejected

Conclusion:

Since the p-value is greater than our chosen significance level ($\alpha = 0.05$), we do not reject the null hypothesis.

Rather, we conclude that there is not enough evidence to suggest an association between Job Satisfaction depending on the organizational policy with age.

Based on the association -- Job Satisfaction depending on the organizational policy with age ($X^2(2) > = 14.271$, $p = 0.284$).

The team spirit shown by my superior is satisfactory and motivational. * Age

Crosstab						
Count						
		Age				Total
		21-30	31-40	41-50	51+	
The team spirit shown by my superior is	Strongly Agree	79	58	31	8	176
	Agree	77	64	31	3	175

satisfactory and motivational.	Neutral	38	24	21	1	84
	Disagree	2	3	1	0	6
	Strongly Disagree	1	3	0	0	4
Total		197	152	84	12	445

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.615 ^a	12	.562
Likelihood Ratio	10.948	12	.533
Linear-by-Linear Association	.012	1	.914
N of Valid Cases	445		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .11.

- The value of the test statistic is 10.615
- The corresponding p-value of the test statistic is $p = 0.562$

If p is less than alpha, then the hypothesis is acceptable if not rejected

Conclusion:

Since the p-value is greater than chosen significance level ($\alpha = 0.05$), research does not reject the null hypothesis. Rather, it is concluded that there is not enough evidence to suggest an association between team spirit shown by superior and motivation.

Based on the association -- team spirit shown by superior and motivation ($X^2(2) > 10.615$, $p = 0.562$).

I am provided the liberacy of taking decisions in my organization. * Age

Crosstab						
Count						
		Age				Total
		21-30	31-40	41-50	51+	
I am provided the liberacy of taking decisions in my organization.	Strongly Agree	89	52	30	5	176
	Agree	68	61	30	4	163
	Neutral	37	34	24	2	97
	Disagree	3	4	0	0	7
	Strongly Disagree	0	1	0	1	2
Total		197	152	84	12	445

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	27.162 ^a	12	.007
Likelihood Ratio	16.963	12	.151
Linear-by-Linear Association	3.646	1	.056
N of Valid Cases	445		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .05.

- The value of the test statistic is 27.162
- The corresponding p-value of the test statistic is $p = 0.007$

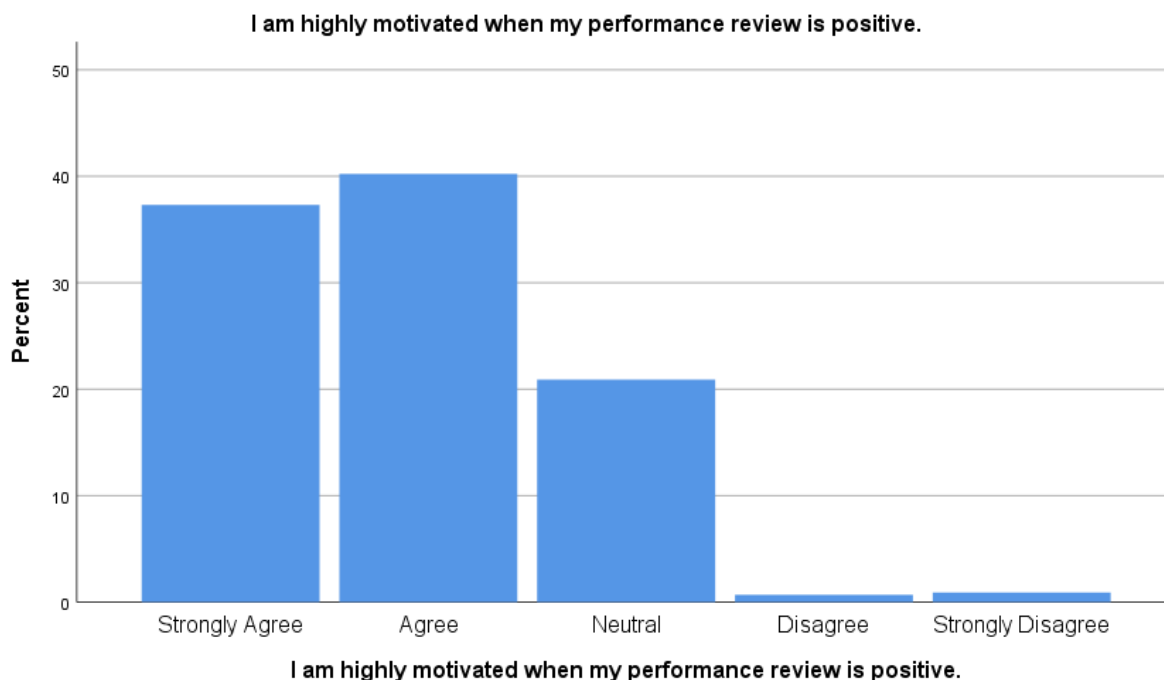
If p is less than α , then the hypothesis is acceptable if not rejected

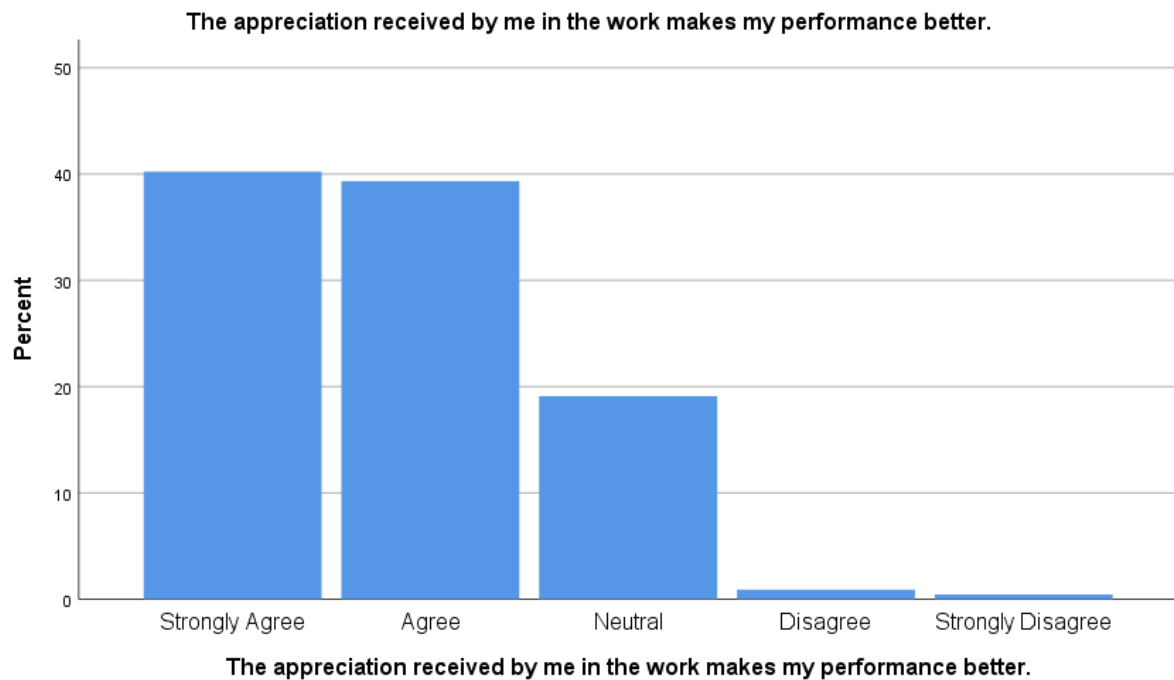
Conclusion:

Since the p-value is greater than chosen significance level ($\alpha = 0.05$), research does reject the null hypothesis and it's concluded that there is enough evidence to suggest an association between freedom of taking decisions and job satisfaction.

Based on the association -- freedom of taking decisions and job satisfaction

$(X^2(2) > 27.162, p = 0.007)$.





FINDINGS & CONCLUSION

- It can be clearly stated from the above data analysis that, the major respondents fall in the age group of 21-30 years and majority of respondents were female, and the majority of replies came from the front-line personnel.
- Majority of the respondents are aware about the organization's vision and goals set up as per the industry standards.
- Majority of the respondents agreed that the performance reviews done by their respective organizations are fair and un-biased and that they are highly motivated if their performance review results are positive.
- Majority of the respondents agreed that, if given proper perks and incentives, the job satisfaction is relatively high.
- Majority of the respondents agreed that an appreciation of their work makes them more satisfied towards their job profile and encourages them to take more initiatives.
- Majority of the respondents agreed that their performance is directly related to how the organization is committed towards them, how their superiors and respective team members support them and how fairly they are treated.
- As far as the chi-square tests are concerned, the transparency of organizational policies was compared with the age factors of the respondents, which approves the fact that irrespective of the age, organizational policies being transparent affects to all.
- With comparing team spirit shown by superior is satisfactory and motivational and age, it was found that irrespective of the age, every employee is always motivated and feels satisfied when their respective superior shows a positive team spirit.
- There was minimal evidence found out that, the liberacy towards decision making power in the organization affects in a different way to different age groups.

- At last, by this study it can be concluded that there are various factors which are considered as parameters of job satisfaction which directly intricates towards the performance of the employee in the low-cost airlines. Different factors may vary for age, group or department in different ways, but then satisfaction is the prime factor which motivates the positive performance.
- Various factors like superior's behaviour, organization's transparency, monetary and non-monetary benefits, peer and team motivation, vision, goals, environment etc, affects the overall job satisfaction of the employees which directly affects the working/performance of the same.
- In today's time, it can easily be concluded that employees are regarded as the prime way of communicating a successful business, and when it comes to hospitality industry, employee satisfaction is the most important factor to gauge the performance parameters of the employee. Thereby, it can truly be concluded that the employee's job satisfaction is directly proportionate to his-her performance in the low-cost airlines.

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