

Employees Job Satisfaction: A Case Study on Biju Patnaik International Airport, Bhubaneswar

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Abstract: *With the significant growth in Aviation in India, Airports Authority of India being the mainstay of civil aviation plays a vital role in managing, upgrading and modernizing its airports throughout the country. Airports Authority of India being a public sector undertaking under Ministry of civil Aviation, Govt. of India controls and manages about 126 airports of the country. There are about 18,000, employees working in various airports all over the country. Bhubaneswar Airport named after legendary hero and son of the soil Late Biju Patnaik, is one of the major non-metro airport of the country. Recently the airport has been upgraded and modernized to world class standard and declared as international airport. A case study on job satisfaction was made on the employees of this airport who are working at different levels and handling various responsibilities. The job satisfaction based on existing practices in the organization like pay & perks, social security benefits, sanction of advances, work environment, Stress at workplace, HR policies, gender equality and management responsibility was examined by conducting sampling survey among the employees working at this airport. The data thus obtained was analyzed by using standard statistical method and findings were made. A comparison was made between the employees working in various groups of employees and co relation between different job satisfaction parameters was established and finally conclusion was drawn. The findings of this study provides valuable insights for the management towards overhauling its HR policy and overcome the shortcomings towards motivation of its employee to achieve better performance in the organizational need and face the challenges ahead.*

Keywords: Job satisfaction, HR policy, Gender Equality, Salary, Job Stress.

1. Introduction

Airports are the nuclei of economic activity and assume a significant role in the national economy. The quality of airport infrastructure, which is a vital component of the overall transportation network, contributes directly to a country's international competitiveness and flow of foreign investment.

Airports Authority of India (AAI) was constituted by an Act of Parliament and came into being on 1st April, 1995 by merging erstwhile National Airports Authority and International Airports Authority of India. The merger brought into existence a single organization entrusted with the responsibility of creating, upgrading, maintaining and managing civil aviation infrastructure both on the ground and air space in the country. The main functions of AAI inter-alia include construction, modification & management of passenger terminals, development & management of cargo terminals, development & maintenance of apron infrastructure including runways, parallel taxiways, apron etc., Provision of Communication, Navigation and Surveillance which includes provision of DVOR (Doppler Very High Frequency Omni Range), DME (Distance Measuring Equipment), ILS (Instrument Landing System), ATC (Air Traffic Control) Radars, visual aids etc., provision of air traffic services, provision of passenger facilities and related amenities at its terminals thereby ensuring safe and secure operations of aircraft, passenger and cargo in the country. Despite many tragic occurrences like 9/11, Afghan war, Iraq war etc. that struck the Civil Aviation sector of the world over during the last few years and left it bleeding. Airports Authority of India (AAI) has persistently come up with good results, showing all round

growth including increased revenue and higher level of profitability while building up the infrastructure. AAI was granted Mini-Ratna Category- I PSE (public sector enterprise) status in March, 2009. (www.aai.aero)

The employees of the aforementioned organization contribute to the potential sample of this paper, particularly, employees at Biju Patnaik International Airport, Bhubaneswar. This airport is an important airport among the non-metro airports playing vital role in economic development of the eastern region of the country. The temple city of Odisha is a major tourist destination attracting both national and international tourists. It is also an educational hub with the presence of many educational institutions of repute starting from IIT (Indian Institute of Technology) to NISER (National Institute of Science Education and Research). Similarly the industrial scenario of the state is changing fast with signing of MOUs with industrial giants like, POSCO, Vedanta, TATA, Jindal and many others by the Government of Odisha for establishment of industries and maximum utilization of resources to create employment opportunity and fostering economic growth.

Bhubaneswar being the capital of the state and the Biju Patnaik Airport is the gateway, has to play a key role. Keeping in view of above, Airports Authority of India has taken all initiatives to develop and modernize the airport to a world class standard. On 14th November, 2013, the airport has been declared as international airport for operation of international flights, by Govt. of India. (www.aai.aero)

Employees working at the airport are supposed to be committed to give world class service. There are 170 employees working in various disciplines rendering

various jobs. Their efficiency, dedication, sincerity to the job matters a lot for the safety and security of passengers. This case study was conducted to find out the employees job satisfaction of such an important international airport of the country. Basing upon the findings, remedial measures can be taken at the higher management level to overcome the shortcomings to improve the overall efficiency of airport functioning and keep the satisfaction level as well as morale of the employees high. (Upadhyaya & Gupta, 2012)

2. Objectives of the Study

To make comparison on job satisfaction between the executive and non executive and also among the different group/grade of employees of Biju Patnaik international Airport, Bhubaneswer.

To find analysis of variance on overall satisfaction and various job satisfaction parameters among different groups/grades of employees of the organization.

To find out whether any correlation exists between overall satisfaction and various job satisfaction parameters in respect of particular grade/group of employees.

3. Literature Overview

Job satisfaction as a construct has been defined differently by various scholars. The term was first defined by Hoppock (1935) as a combination of psychological, physical and environmental circumstances that causes a person to say, "I am satisfied with my job". Hoppock (1935) forwarded a traditional approach to job satisfaction. Here, job satisfaction is a result of various factors in the working environment and if these factors are present, job satisfaction will arise, otherwise job dissatisfaction will emerge. The same factors will influence job satisfaction and job dissatisfaction. In contrast, Herzberg *et al.* (1959) distinguished the factors like work environment, pay and company policies that eliminate job dissatisfaction as the hygiene factors while the factors creating job satisfaction like challenging work, responsibility, recognition and achievement as motivators. Hence, the job satisfaction construct can be considered to be a function of work-related rewards and work values.

Among the most accepted definition of job satisfaction is by Locke (1969) who defines job satisfaction as a positive emotional feeling, a result of one's evaluation towards his job or his job experience by comparing between what he expects from his job and what he actually gets from it.

Job satisfaction is the result of the interaction of the employees' values and his perception towards his job and environment (Locke, 1976). Nasurdin and Ramayah (2003), citing the work of O'Reilly and Caldwell (1980), indicated that both task and organizational rewards contribute to job satisfaction. Task rewards are intrinsic rewards directly associated with the job such as interesting and challenging work, variety and opportunities to use one's skills. Organizational rewards are the tangible rewards that are visible to others such as pay, promotion and comfortable working conditions.

In a comparative study on Indian public and private sector banks about employee perceptions of job satisfaction by Shrivastava and Purang (2009), it was found that private sector bank employees perceive greater satisfaction with pay, social, and growth aspects of job as compared to public sector bank employees. On the other hand, public sector bank employees have expressed greater satisfaction with job security as compared to private sector bank employees. The findings of the study highlight important satisfiers and dissatisfiers present in the job and suggest both the banks to take initiatives in the areas where employees have reported reduced satisfaction.

Narang and Dwivedi (2010) tried to develop a valid and reliable scale to measure the job satisfaction of knowledge workers. The validated instrument comprises of five dimensions like organizational support, competitive excellence, fair and transparent management, repressive management practices, supervision and guidance. Regression analysis showed the relative significance of various dimensions.

Anitha R did a study on job satisfaction of paper mill employees with special reference to Udumalpet and Palani taluk (2011). According to the findings of that study, employees are satisfied if they get what they expected; job satisfaction relates to inner feelings of workers. Providing certain benefits such as rest rooms, canteen, rewards, recognition and promotion policy could improve the employee satisfaction.

Alam *et al.* (2012) studied to identify various variables responsible for employee satisfaction which has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities such as Promotion and career development.

According to Upadhyay & Gupta (2012), a relationship exists between employee morale and job -satisfaction and so between the welfare measures and job satisfaction. Their study was conducted in Behr India Ltd which is a joint venture between Behr GMBH & Co kg Stuggart & Anand Automotive Industry. The title of their published paper reflects their findings: Morale, Welfare measures, Job Satisfaction : The Key Mantras for Gaining Competitive Edge.

Yadav and Dabhade (2013) did a research study on job satisfaction of employees of BHEL, Bhopal They have identified the factors important for job satisfaction to be conducive working conditions, supportive colleagues, challenging job and equitable rewards. They also found job satisfaction played a vital role in employee performance, increasing morale and productivity.

Person-environment fit theory has been widely used in the organizational behavior area to study individual and work outcomes like job satisfaction (Kristof-Brown, Zimmerman and Johnson, 2005). The person-environment fit research stream also encompasses consequences of job satisfaction like commitment and turnover intentions. The PE fit

constructs are relatively simple to operationalize so this perspective is quite appropriate for exploratory studies.

Gabriel et al (2013) in a study ‘The Dynamic Relationships of Work Affect and Job Satisfaction with Perceptions of Fit’ assessed the longitudinal relationship between perceived fit (i.e., person–organization fit, person–job fit) and affect-based variables (i.e., job satisfaction, negative affect, positive affect) using momentary (i.e., within-person level) and stable (i.e., between-person level) assessments of both sets of variables. In doing so, we tested 3 theoretical models of the perceived fit and work affect relationship (i.e., fit preceding affect; affect preceding fit; reciprocal fit–affect relations) to determine (a) the antecedents and consequences of fit perceptions, (b) whether fit perceptions exhibit meaningful within-person variability, and (c) if direct fit perceptions are simply the result of affect/job satisfaction at work or can influence such work experiences. In addition, we examined whether the relationships between affect/job satisfaction and fit perceptions were homologous (i.e., similar) across the 2 levels of analysis (i.e., within-person and between-person). Results indicated that fit primarily preceded affect and job satisfaction at both levels of analysis, though some specific relationships exhibited reciprocal causality and others supported affect as an antecedent of fit perceptions. Our findings paint a complex picture of the causal relationship between perceived fit and work affect.

Earlier research (Johnston *et al.*, 1990; Babakus *et al.*, 1996) has found a positive relationship between job satisfaction and commitment and negative relationship between job-satisfaction and propensity to leave the organization. Similar results were found in the study by Avinash G. Mulky, IIM Bangalore, from his research on exploration of sales person job satisfaction in India using P-E Fit constructs.. Job-satisfaction had a moderately, positive relationship with organization commitment and a reasonably strong, negative relationship with turnover intentions.

4. Methodology

The study based on existing practices in the organization like pay & perks, social security benefits, sanction of advances, work environment, Stress at workplace, HR policies, gender equality and management responsibility. The study focuses on employees of various disciplines of Airports Authority of India i.e. Air Traffic Management (ATM), Communication Navigation Surveillance (CNS), Engineering Wing, Motor Transport (MT), Human Resource Management (HRM), Operations and others. The employees under Group-A, Group-B (E) have been treated as executives and Group-B (NE), Group-C and Group-D as non-executives.

Sample survey among the employees working at Biju Patnaik International Airport, Bhubaneswar has been conducted. Questionnaires on various factors of job satisfaction containing existing practices in the organization like pay & perks, social security benefits, sanction of advances, work environment, Stress at workplace, HR policies, gender equality and management responsibility etc. were circulated among all the employees. Questionnaires

duly answered by the employees on 5 point Likert scale have been taken for study. In the present survey questionnaires were circulated by hand and by mail to 170 nos of employees which was equal to the total strength of employees at the said airport in the year 2014. Response received from employees after duly filling the questionnaires were 67nos. The survey was a qualitative survey leading to quantitative analysis. The extrinsic factors of job satisfaction were only taken into account for the study Intrinsic factors were not considered in this paper . This is the limitation.

The data thus obtained has been analysed by using standard statistical methods in SPSS 21.0 statistical package. Comparisons on responses have been made between two categories (Executives and Non-Executives) and five groups (Group-A, Group-B (E), Group-B (NE), Group-C and Group-D) of employees by adopting paired t-test, Analysis of Variance (ANOVA) with Duncan’s Multiple Range Test. In order to investigate the correlations existing between these cited aspects, linear Pearson’s correlation has been applied.

5. Analysis & Findings

The results obtained on application of the cited statistical tools have been presented in tabular form below along with analysis and findings.

Table 1: t-Test on overall opinion by executives and non-executives on job satisfaction and its aspects

Aspects	Categories	N	Mean	Std. Deviation	t
Job Satisfaction	Executive	34	3.88	0.95	0.330 ^{NS}
	Non-Exec	33	3.79	1.36	
Sanction of loans and advances	Executive	34	3.24	1	1.120 ^{NS}
	Non-Exec	33	3.53	1.13	
Pay and perks	Executive	34	3.82	0.67	0.401 ^{NS}
	Non-Exec	33	3.91	1.04	
Social security benefits	Executive	34	3.45	0.89	1.376 ^{NS}
	Non-Exec	33	3.76	0.95	
Work environment	Executive	34	3.38	1.13	1.809 ^{NS}
	Non-Exec	33	2.93	0.93	
Stress at work place	Executive	34	3.14	0.73	0.319 ^{NS}
	Non-Exec	33	3.08	0.85	
HR policies	Executive	34	2.73	0.97	1.232 ^{NS}
	Non-Exec	33	3.04	1.08	
Gender equality	Executive	34	3.74	1.02	0.779 ^{NS}
	Non-Exec	33	3.52	1.28	
Management	Executive	34	3.19	1.05	0.586 ^{NS}
	Non-Exec	33	3.04	0.99	

N.B:- NS- Not Significant at 5% level ($P > 0.05$), Degree of Freedom for all cases is 65

From the above table it is observed that, the computed t value against job satisfaction, sanction of loans & advances, pay & perks, social security benefits, work environment, stress at work place, HR policies, Gender Equality & Management are found to be non-significant at 5.0% level ($p > 0.5$). Hence, both the employee categories i.e. executives & non-executives share a common opinion towards the above mentioned parameters.

Table 2: Analysis of Variance on overall job satisfaction and its various aspects on the basis of grades of employees

Aspects		Sum of Squares	df	Mean Square	F
Job Satisfaction	Between Groups	4.11	4	1.03	0.75 ^{NS}
	Within Groups	85.08	62	1.37	
	Total	89.19	66		
Sanction of loans and advances	Between Groups	2.57	4	0.64	0.55 ^{NS}
	Within Groups	72.9	62	1.18	
	Total	75.47	66		
Pay and perks	Between Groups	3.91	4	0.98	1.32 ^{NS}
	Within Groups	45.88	62	0.74	
	Total	49.79	66		
Social security benefits	Between Groups	1.95	4	0.49	0.55 ^{NS}
	Within Groups	55.15	62	0.89	
	Total	57.1	66		
Work environment	Between Groups	4.48	4	1.12	1.02 ^{NS}
	Within Groups	68.29	62	1.1	
	Total	72.77	66		
Stress at work place	Between Groups	1.29	4	0.32	0.51 ^{NS}
	Within Groups	39.64	62	0.64	
	Total	40.93	66		
HR policies	Between Groups	7.37	4	1.84	1.81 ^{NS}
	Within Groups	63.1	62	1.02	
	Total	70.48	66		
Gender equality	Between Groups	4.12	4	1.03	0.77 ^{NS}
	Within Groups	83.55	62	1.35	
	Total	87.67	66		
Management	Between Groups	17.39	4	4.35	5.34*
	Within Groups	50.51	62	0.82	
	Total	67.9	66		

N.B:- *- Significant at 5% level (P<0.05), NS- Not Significant at 5% level (P>0.05)

From the above table indicates that there is no significant variations in overall satisfaction of the employees towards job satisfaction, sanction of loan & advances, pay & perks, social security benefit, work environment, stress at workplace, HR policies, Gender equality of the airport in respect of five groups of employees i.e. Group-A, Group-B, Group-B (NE), Group-C and Group-D. Since, the calculated F value are 0.75, 0.55, 1.32, 0.55, 1.02, 0.51, 1.81, 0.77, respectively are non-significant at 5% level (P> 0.05). This indicates the similar satisfaction level with respect to above parameters by the employees of the airport irrespective of their groups. However, there is variation in overall satisfaction of employees towards management in respect of five groups of employees. The calculated F value against management is 5.34, which is significant at 5% level (P< 0.05). This indicates that there is significant difference in overall satisfaction of the employees towards management.

Table 3: Mean and standard deviation of overall job satisfaction and its aspects by five groups of employees

Aspects	Group-A		Group-B (E)		Group-B (NE)		Group-C		Group-D		Total	
	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Job Satisfaction	3.67	0.77	4.13	1.09	3.67	1.12	3.67	1.41	4.33	1.63	3.84	1.16
Sanction of loans and advances	3.32	1.01	3.15	1.01	3.8	0.75	3.42	1.33	3.47	1.04	3.39	1.07
Pay and perks	3.94	0.54	3.69	0.79	4	1	3.67	1.08	4.5	0.84	3.87	0.87
Social security benefits	3.36	0.85	3.56	0.96	3.76	0.56	3.78	1.11	3.73	1.05	3.61	0.93
Work environment	3.45	1.04	3.31	1.25	3.01	0.8	2.99	1.01	2.59	0.92	3.16	1.05
Stress at work place	3.15	0.57	3.13	0.89	3.29	0.76	3.09	0.92	2.71	0.78	3.11	0.79
HR policies	2.98	0.84	2.44	1.06	2.96	1.1	2.85	1.05	3.69	1.1	2.88	1.03
Gender equality	3.89	0.9	3.56	1.15	3.89	0.78	3.28	1.45	3.67	1.37	3.63	1.15
Management	3.43 ^B	1.01	2.92 ^B	1.05	3.07 ^B	0.78	3.48 ^B	0.79	1.67 ^A	0.52	3.11	1.01

N.B:- Different superscripts over the means along the rows indicate significant difference between them at 5% level (P<0.05).

The average overall satisfaction of the employees towards job satisfaction, sanction of loans & advances, pay & perks, social security benefits, work environment, stress at workplace, HR policies, Gender equality and management of the sample airport in respect of five groups of employees, i.e. Group-A, Group-B, Group-B (NE), Group-C and Group-D has been presented in the in table 3. With reference to table 2, it is of only common interest where F values are significant to look for variations existing between pairs of means. In case of management, Group-A, Group-B (E),

Group-B (NE), Group-C share common opinion and Group-D has different opinion towards management. In the next phase, the inter-correlation existing between job satisfaction and its various aspects will be studied for various grades of executive and non-executive employees. The correlation coefficient between a pair of variables will be considered significant if its absolute value exceeds 0.71 rejecting the less even though that is significant.

Table 4: Correlation coefficients between job satisfaction and its various aspects of different Group of employees

Aspects	Group-A	Group-B(E)	Group-B(NE)	Group-C	Group-D
Sanction of loans and advances	0.404	0.454	0.717*	0.847*	0.973*
Pay and perks	0.521	0.744*	0.335	0.729*	0.878*
Social security benefits	0.532	0.541	0.909*	0.787*	0.993*
Work environment	0.453	0.522	0.598	0.667	0.847*
Stress at work place	-0.049	-0.316	0.799*	-0.115	-0.927*
HR policies	0.111	0.249	0.752*	0.004	0.905*
Gender equality	0.028	0.419	0.810*	0.85	0.956*
Management	0.194	0.224	0.415	0.488	-0.632

N.B: *- Significant at 5% level (P<0.05)

The inter co-relation coefficients between job satisfaction and its aspects for Group-A executive employees presented in Table-4 depicts that job satisfaction is not significantly correlated to any of its aspects i.e. job satisfaction of Group-A executives does not depend upon sanction of loans, pay and perks, social security benefits, work environment, stress at work, HR policies, gender equality and management.

Proceeding in the same vein, the inter co-relation coefficients between job satisfaction and its aspects for Group-B (Executive) employees depicts that job satisfaction is significantly correlated to pay and perks only leaving out other aspects i.e. sanction of loans and advances, social security benefits, work environment, stress at work, HR policies, gender equality and management. So, job satisfaction of Group-B (Executives) depends upon pay and perks only.

Similarly, the inter co-relation coefficients between job satisfaction and its aspects for Group-B (Non-Executive) employees presented above depicts that job satisfaction is significantly correlated to sanction of loans and advances, social security benefits, stress at work, HR policies and gender equality only leaving out other aspects i.e. pay and perks, work environment and management. Hence, job satisfaction of Group-B (Executives) depends upon loans and advances, social security benefits, stress at work, HR policies and gender equality only.

Further, the inter co-relation coefficients between job satisfaction and its aspects for Group-C employees presented in Table-4 depicts that job satisfaction is significantly correlated to sanction of loans and advances, pay and perks and social security benefits only leaving out other aspects i.e. work environment, stress at work place, HR policies, gender equality and management. In other words, job satisfaction of Group-B (Executives) depends upon sanction of loans and advances, pay and perks and social security benefits.

Lastly, the inter co-relation coefficients between job satisfaction and its aspects for Group-D employees depicts that job satisfaction is significantly correlated to all its aspects except management. In other words, job satisfaction of Group-B (Executives) depends upon sanction of loans and advances, pay and perks, social security benefits, work environment, stress at work place, HR policies and gender equality.

6. Conclusions

From the above results on job satisfaction of employees of various groups of Biju Patnaik International Airport, Bhubaneswar, it may be concluded that the job satisfaction of Group-A employees does not depend upon any of its aspects. The job satisfaction of Group-B(E) employees depends upon pay and perks. Likewise, sanction of loans and advances, social security benefits, stress at work, HR policies and gender equality contributes significantly towards the job satisfaction of Group-B(NE) employees. The job satisfaction of Group-C employees is mostly governed by sanction of loans and advances, pay and perks and social security benefits only. Interestingly, the job satisfaction of Group-D employees is significantly influenced by all its aspects except management i.e. sanction of loans and advances, pay and perks, social security benefits, work environment, stress at work place, HR policies and gender equality. It may be noted here that management is not contributing significantly towards job satisfaction of any of the categories of employees.

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