INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION AND MANAGEMENT

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- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

Contributions to books
- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles
- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

Conference papers
- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

Unpublished dissertations and theses
- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

Online resources
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Website
- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 http://epw.in/epw/user/viewabstract.jsp

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EMPLOYEES' PERCEPTION TOWARDS HUMAN RESOURCE PRACTICES IN AIRPORTS AUTHORITY OF INDIA AT CHENNAI

DR. PRIYA MANI

ASST. PROFESSOR

REVA INSTITUTE OF TECHNOLOGY AND MANAGEMENT

KATTIGENAHALLI, YELAHANKA

BANGALORE-560 064

ABSTRACT

Human Resources constitute the most important and indispensable factor in any economy. In public sector, HR practices have a long way to go in order to achieve a professional and competitive HR standard. HR practices in Airports Authority of India as an area of research have not received proper attention in Chennai. Therefore the author took interest to cover the research gap. This paper is based on an empirical study of Airports Authority of India, Chennai rated as one of the best and safest airport in the country. The purpose of the study is to assess the AAI employees' level of awareness, to know the perceived opinion and to measure the level of satisfaction towards Human Resource practices. The sample of the study is 380 where Executives are 82 and Non-Executives are 298. The 16 dimensions of HRM practices has been categorized in to four functions of HRM like Acquisition of Human Resources (Recruitment and Selection), Development of Human Resources (Training, Career Development, Performance Appraisal, Promotion and Transfer), Managing Human Resources (Communication, Leadership, Motivation, Discipline, Job Involvement, Human Relations) and Maintenance of Human Resources (Employees Welfare Measures, Retirement, Total Quality management, Trade Union, Employee Grievances and Workers Participation in Management). The research is focused on survey method and hypotheses are tested empirically and concluded with suggestions.

KEYWORDS

Human Resources in public sector, Acquisition of human resources, Development of human resources, Managing human resources and Maintenance of human resources.

INTRODUCTION

In the earth, man is the supreme gift of god. It is man, the individual, who is the centre, the finest and the best in the creations. In the present humanized era, Human Resource is concerned with the 'People' dimension in the organization. The basic difference between a winning company and a losing company is the difference among their employees. Managing God is probably an easier task but managing human beings is relatively a tougher task. Larger part of our industrial growth is not from more capital investments but from investment in men and improvements brought about by improved men. HRM as a concept emerged in the mid-1980s with the efforts of the writers of management of that decade including Pascale and Athos and Peters and Waterman. A number of researchers' abroad (Ichniowski, Delaney and Lewin, 1989; Ichniowski, 1990; Huselid, 1993) and in India related a comprehensive measure of HR practices to the firms' performance (Rao, 1982; Rao and Pereira, 1987; *Business Today*, 1996; Singh, 2000).

HUMAN RESOURCES IN PUBLIC SECTOR

Menon and Jha brought out a conceptual framework for the management of public enterprises in developing countries. Powell, Viswanadham, Ramanadham, Sengupta, dealt with problems and performance of public enterprises in India. Amiya Bagchi has appreciated the performance of the public enterprises in respect of their efficiency, generation of employment and their contribution to the net domestic savings in India. K.R.Singh has made a study on the performance of public enterprises and identified a number of reasons for the poor performance of public enterprises. Ravi Shankar and Mishra have studied the need of management training and organizational development in public enterprises. In public sector, HR practices have a long way to go in order to achieve a professional and competitive HR standard.

AIRPORTS AUTHORITY OF INDIA

India is the fast becoming an aviation hub. Every airport was built as a symbol of socialists' self-reliance. The country has 125 airports. Of these 11 are designed as international airports, 81 domestic airports and 8 customs airports and 25 civil enclaves at Defence airfields. 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. In the year 2008- 09, AAI handled aircraft movement of 13,06,532 (International 2,70,345 and Domestic 10,36,187), Passengers handled 442,62,137 (International 57,61,880 and Domestic385,00,257) and the Cargo handled 4,99,418 tonnes (International 3,18,242 & Domestic 1,81,176). AAI foreign assignments include airport feasibility studies, airport design, project implementation and project supervision, manpower training, airport management and operation on turnkey basics , providing manpower for airport operation including air traffic services, ground navigation and surveillance facilities

SWOT ANALYSIS OF AAI

Strengths	Weaknesses
❖ Government fund	❖ Expansion
❖ Skilled employees	❖ Red tape
❖ Monopoly	❖ Rules and regulation
Opportunities	**Threats**
❖ Modernization	❖ Legal issues
❖ World class standard	❖ Security issues

AIRPORTS AUTHORITY OF INDIA, CHENNAI AIRPORT

Chennai International Airport is the third most important international gateway into the country after Mumbai and Delhi, and the main air hub for South India. Chennai International Airport is rated as one of the best and safest of all in the country. The first passenger terminal was built at the northeast side of the air field, which lies in the suburb of Meenambakkam due to which it was referred to as Meenambakkam airport. A new terminal complex was subsequently built further south near Pallavaram to which passenger operations were shifted. The old terminal building is now used as a cargo terminal and is the base for the Indian courier company Blue Dart.

Chennai airport consists of three terminals. Meenambakkam is used for cargo while the new passenger terminal complex consists of the domestic and international terminals are interconnected by a link building, which houses administrative offices. The complex is one continuous structure it was built at different periods. The airport has the honour of being the first ISO 9001-2000 certificates airport in the country which was received in 2001. Chennai airport

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handles about 30 aircraft movements every hour. A nation-wide survey to assess the facilities at airports has ranked the Chennai airport the best airport managed by the Airports Authority of India.

REVIEW OF LITERATUTE

Robert Luna-Arocas, Joaquin Camps examines to clarify the relationship between human resource practices and staff retention by selecting three high performance work practices (precursors) and one outcome variable (turnover intentions), and trying to demonstrate the mediator role of employee commitment and job satisfaction in this relationship. The proposed model has been analyzed with a sample of 198 employees and a structural equation modeling methodology. Salary strategies and job enrichment strategies and job stability strategies were positively related to job satisfaction. Job enrichment strategies and job stability strategies were positively related to employee commitments. Employee commitment was negatively related to turnover intentions. The relationship between job satisfaction and turnover intentions was mediated by employee commitment. One limitation of these findings is the use of self-report questionnaires to collect data on all measures. Another potential limitation concerns the measurement of some latent factors with only two observable variables. Turnover continues to be a serious problem for businesses. The proposed model suggests the use of specific practices that develop satisfaction and commitment as an intermediate step to low turnover intentions.

Research suggests that a number of factors influence human resource management (HRM), policies and practices. This article reports the empirical results of a study designed to examine and highlight the main contingent variables and national factors influencing Indian HRM. The investigation is based on a questionnaire survey carried out in 137 Indian firms in the manufacturing sector. The results suggest a number of significant correlations between a set of contingent variables (i.e., age, size, ownership, life cycle stage and HRM strategies of an organization, type of industry and union membership) and four HRM functions of recruitment and selection, training and development, compensation and employee communication. Similarly, four national factors (namely national culture, institutions, dynamic business environment and business sector) are suggested, which influence Indian HRM policies and practices. The study has a number of implications both for academics and practitioners. It has also opened avenues for future research.

HRD in Public Enterprises by M.P.Bansal was a pioneering study in the area of HRM taking SAIL for study. It clearly explained the concepts, processes and scope of HRD in general and in the public sector undertakings in India in particular. It also portrayed on the components of HRD like organizational development, training and development, performance appraisal, career advancement as they are practiced in SAIL. It also suggested a manpower forecasting model apart from offering some significant suggestions.

OBJECTIVES OF THE STUDY

1. To study the effectiveness of Training and Development programmes practiced in AAI
2. To understand the factors influencing motivation, leadership, and the employees interpersonal relationship in AAI
3. To study how employees performance are appraised and their promotional policies.
4. To know the employees participation in management, the system of grievance and discipline, TQM and its application, and the various welfare measures provided by AAI.
5. To study the overall satisfaction of HR practices in AAI and to suggest measures for improving the quality of HR in present and future

HYPOTHESIS

1. The perception of employees is same as far as the acquisition and development of human resources (Recruitment and Selection, Training and Development, Career Development, Performance Appraisal, Promotion and Transfer) are concerned in relation to department, designation, age, job category, gender, educational qualification, group, monthly salary and years of experience.
2. The perception of employees is same as far as managing the (Motivation, Leadership, Communication, Employees' Job Involvement, Human Relations and Discipline) human resources are concerned in relation to department, designation, age, job category, gender, educational qualification, group, monthly salary and years of experience.
3. The perception of employees is same as far as the maintenance (Employees Welfare, Total Quality Management, Trade union, Workers Participation in Management and Grievance Redressal and Retirement) of human resources are concerned in relation to department, designation, age, job category, gender, educational qualification, group, monthly salary and years of experience.
4. There is no correlation between the various dimensions of HRM with regard to the satisfaction of employees.
5. Factors attributing to join AAI are the same among employees working as Executives and Non-Executives in AAI.

LIMITATION OF THE STUDY

1. Due to the time constraint and reluctance on the part of the respondents to put effort and time, the study is based on 380 employees only.
2. The study is confined to AAI Chennai; this study does not cover any other regional/metropolitan airport.
3. The study provides an overview of HRM practices of AAI, with special reference to the employee perception on HR systems and does not reflect any general scenario of airport or aviation sector.
4. The perception on HR practices varies to employees. Each has viewed the questionnaire from his/her perspective.
5. The study does not cover few 'Group A' officials (top level executives are omitted) and 'Group D' employees (low level executives, not forming part of the study).

RESEARCH METHODOLOGY

To attain these objectives with assurance, a descriptive and analytical study was conducted. The stratified random sampling technique was used to gather information. The area of study that was covered was specific to Airports Authority of India, Chennai. This study has been made during the period 2007-2009. The purpose of the study is to assess the AAI employees' level of awareness, to know the perceived opinion and to measure the level of satisfaction towards Human Resource practices. The total manpower in Chennai AAI is 1224 consists of Group A, B, C and D. The researcher has excluded top level management (Executive Director, General Manager, Additional General Manager, Deputy Manager and Asst. General Manager) and Group D employees (Cleaners, Sweepers, Safaiwala, Khalsi, Beldar, Chowkidars and Attendants at low-level workers) not forming part of the study. By excluding the employees not forming part of the study the total employees is 810 where executive is 169 and non-executive is 641. Totally, 500 employees are selected on stratified random sampling method. Out of the sampling, 406 employees only returned the filled in questionnaires and of them 380 only are usable. Hence, the exact sample of the study is 380 where Executives are 82 and Non-Executives are 298. The 16 dimensions of HRM practices has been categorized in to four functions of HRM like Acquisition of Human Resources (Recruitment and Selection), Development of Human Resources (Training, Career Development, Performance Appraisal, Promotion and Transfer), Managing Human Resources (Communication, Leadership, Motivation, Discipline, Job Involvement, Human Relations) and Maintenance of Human Resources (Employees Welfare Measures, Retirement, Employee Grievances and Workers Participation in Management, Trade Union, and Total Quality management).

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RESULTS AND ANALYSIS

TABLE 1: DISTRIBUTION OF SAMPLES ON THE BASIS OF DESIGNATION

Designation	N	%
Executives		
Senior Manager	14	3.7
Manager	30	7.9
Assistant Manager	35	9.2
Junior Executive	3	.8
Non-Executives		
Senior Superintendent (Senior Grade)	36	9.5
Senior Superintendent	37	9.7
Superintendent	24	6.3
Senior Assistant	112	29.5
Assistant	71	18.7
Junior Assistant	18	4.7
Total	380	100.0

From the table 1 it is observed under the category of non-executive 30% of the respondents are Senior Assistants, 19% are Assistants, 10% are Senior Superintendents, 9.5% are Senior Superintendents (SG), 6% are Superintendents, and 5% are Junior Assistants. Under executive category 9% are Assistant Managers, 8% are Managers and 4% are Senior Managers.

TABLE 2: DISTRIBUTION OF SAMPLES ON THE BASIS OF JOB CATEGORY

Job Category	N	%
Executive	82	21.6
Non-Executive	298	78.4
Total	380	100.0

It is very clear from the table 2 that nearly 4/5th of the respondents are non-executives and 1/5th of the respondents are executives

TABLE 3: DISTRIBUTION OF SAMPLES ON THE BASIS OF DEMOGRAPHIC FACTORS

		Executives		Non-Executives		Total	
		N	%	N	%	N	%
Gender	Male	69	84.1	230	77.2	299	78.7
	Female	13	15.9	68	22.8	81	21.3
Department	Fire	3	3.7	68	22.8	71	18.7
	Project	32	39.0	16	5.4	48	12.6
	Electrical	5	6.1	41	13.8	46	12.1
	Cargo	8	9.8	33	11.1	41	10.8
	Ground Flight Service (GFS) and Motor Transport	4	4.9	33	11.1	37	9.7
	Housekeeping, Electronics, Materials Management	3	3.7	31	10.4	34	8.9
	Operations	7	8.5	18	6.0	25	6.6
	Accounts	6	7.3	17	5.7	23	6.1
	Civil	7	8.5	16	5.4	23	6.1
	Commercial, Planning and others (Land Management, Law & Medical)	5	6.1	12	4.0	17	4.5
	Personnel	2	2.4	13	4.4	15	3.9
Age	30 & Below	2	2.4	7	2.3	9	2.4
	31-40	13	15.9	74	24.8	87	22.9
	41-50	39	47.6	147	49.3	186	48.9
	51 & above	28	34.1	70	23.5	98	25.8
Experience	Up to 10 Years	4	4.9	37	12.4	41	10.8
	11-20 Years	25	30.5	134	45.0	159	41.8
	21-30 Years	42	51.2	108	36.2	150	39.5
	31 & Above	11	13.4	19	6.4	30	7.9
Educational Qualification	Diploma	22	26.8	30	10.1	52	13.7
	UG	38	46.3	111	37.2	149	39.2
	PG	18	22.0	44	14.8	62	16.3
	Others (SS, HSS,ITI)	4	4.9	113	37.9	117	30.8
Monthly salary	Below 25000	0	.0	99	33.2	99	26.1
	25001-35000	3	3.7	161	54.0	164	43.2
	35001-45000	35	42.7	38	12.8	73	19.2
	Above 45000	44	53.7	0	.0	44	11.6

The table 3 describes that 19% of the respondents from the total sample are from Fire department. Category-wise analysis depicts that 39% of the executives are from Project department and 23% of the non-executives are from fire department. Gender-wise analysis shows that 79% of the respondents are Male whereas 21% are Female. Category-wise analysis reveals that among 82 executives 69 (84%) are male and 13 (16%) are female. The predominant age group (49%) of the employees in the total sample ranges between 41-50 years. The category wise age composition of respondents reveals that majority of the executives (48%) and non-executives (49%) are in the age group ranging between 41-50 years.

It is ascertained from the sample data that 42% of the respondents have 11-20 years of experience, 40% have 21-30 years of experience, 11% have up to 10years of experience and 8% have above 31 years of experience. Category-wise analysis reveals that majority (51%) of the executives has 21-30years of experience and 45% of the non-executives have 11-20 years of experience in AAI. Category-wise analysis reveals 47% of the executives possess under-graduation degree and 22% of executives are post-graduates. Under non-executive category 38% have passed secondary school and 37% possess under graduation qualification. 43% of the respondents of the sample data earn a monthly salary ranges between Rs.25001-35000, 26% are below Rs.25000, 19% are between Rs.35001-45000 and

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12% are above Rs.45000. Category-wise analysis reveals that executives who belong to the Grade A fall in the salary slab of above Rs.45000. 54% of the non-executives earn a monthly income ranges between Rs.25001-35000.

TABLE 4: DISTRIBUTION OF SAMPLES ON THE BASIS OF GROUP

Group	N	%
A	44	11.6
B	76	20.0
C	260	68.4
Total	380	100.0

From the table 4 it is clear that 68% of the respondents belong to Group 'C' consists of only non-executives, 20% from Group 'B', comprises of both executives and non-executives (10% from executive and 10% from non-executive) and 12% from Group 'A', consists of only executives.

FACTORS INFLUENCING TO JOIN

TABLE 5: RANKING OF FACTORS

Factors	1		2		3		4		5		Total	
	N	%	N	%	N	%	N	%	N	%	N	%
Job Security	224	58.9	45	11.8	49	12.9	31	8.2	31	8.2	380	100.0
Attractive Salary	24	6.3	183	48.2	112	29.5	31	8.2	30	7.9	380	100.0
Better Overall Development	87	22.9	51	13.4	124	32.6	50	13.2	68	17.9	380	100.0
Promotional Avenues	1	.3	62	16.3	89	23.4	158	41.6	70	18.4	380	100.0
Quality Management	44	11.6	39	10.3	6	1.58	110	28.9	181	47.6	380	100.0

Among the various factors Job Security has been ranked in the first place, Attractive Salary in the second place, Better Overall Development in the third place, Promotional Avenues in fourth place and Quality Management in the fifth place.

PERSONAL CHARACTERISITICS OF THE INDIVIDUAL Vs JOB CATEGORY

TABLE 6: NPAR TESTS: MANN-WHITNEY TEST

Test Statistics(a)				
Personal Characteristics of Individual	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Department	8972.000	53523.000	-3.711	.000
Gender	11367.000	14770.000	-1.362	.173
Group	722.000	4125.000	-15.943	.000
Age	10467.500	55018.500	-2.151	.031
Educational Qualification	7479.000	10882.000	-5.660	.000
Experience	9138.500	53689.500	-3.762	.000
Salary	1020.500	45571.500	-13.450	.000
a Grouping Variable: Job Category				

From the table 6 it is inferred that significant difference exists among the proportion of executives and non-executives of different departments, age, groups, qualification, experience and salary

TABLE 7: RELIABILITY TEST ON VARIOUS DIMENSIONS OF HRM

S. No	Dimensions	No. of Items	Reliability Coefficient Alpha
1	Recruitment	10	0.9073
2	Employee's skill development (Training)	11	0.8889
3	Promotion and Transfer	20	0.8907
4	Performance Appraisal System	10	0.7327
5	Career Development Programme	5	0.8284
6	Job Involvement	6	0.8296
7	Leadership	22	0.9756
8	Motivation	17	0.9654
9	Human Behaviour and Human Relation	16	0.9600
10	Communication System	9	0.8821
11	Discipline	6	0.8943
12	Employee's Welfare Schemes	23	0.9409
13	Employee's Grievance and Workers Participation in Management	9	0.8943
14	Trade Unions	6	0.6685
15	Total Quality Management	5	0.6146
16	Retirement	5	0.6532
	Total	180	0.9853

The reliability of coefficient is high for the dimensions like recruitment, training, promotion and transfer, performance appraisal, career development programmes, job involvement, leadership, motivation, human relations, communication, welfare, discipline, grievances and workers participation. In dimensions like trade union, total quality management and retirement the reliability coefficient is reasonable. The overall reliability coefficient of the all 16 dimensions is 0.9853 which is considered to be highly significant to the total contribution.

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TABLE 8: STUDENT'S T-TEST FOR FUNCTIONS OF HRM IN RELATION TO JOB-CATEGORY

Functions of HRM	Job-Category				Independent Sample's Test				
	Executive		Non-Executive		Levene's Test for Equality of Variances		t-test for Equality of Means		
	Mean	SE	Mean	SE	F	Sig.	t	df	Sig. (2-tailed)
Acquiring and Developing HR	3.737	.044	3.384	.025	19.720	.000	6.736	378	.000
Managing HR	3.767	.062	3.529	.026	.912	.340	4.028	378	.000
Maintaining HR	3.758	.041	3.581	.016	.306	.581	4.677	378	.000

From the table 8 it is found that the perception of executives and non-executives differs in relation to acquisition, development, management and maintenance of human resources. The mean values show that executives possess substantial fathom of acquiring, developing, managing and maintaining human resources than non-executives.

TABLE 9: ANOVA FOR FUNCTIONS OF HRM IN RELATION TO DESIGNATION

Designation	Functions of HRM					
	Acquiring and Developing HR		Managing HR		Maintaining HR	
	Mean	SE	Mean	SE	Mean	SE
Sr. Manager	3.838	.120	3.940	.159	3.899	.120
Manager	3.631	.076	3.678	.103	3.686	.067
Asst. Manager	3.784	.054	3.778	.084	3.762	.052
Jr. Executive	3.785	.383	3.716	.689	3.768	.433
Sr. Supt. (SG)	3.442	.072	3.502	.074	3.613	.045
Sr. Supt.	3.309	.062	3.486	.072	3.554	.045
Supt.	3.443	.085	3.562	.092	3.598	.054
Sr. Asst.	3.404	.041	3.535	.042	3.586	.027
Assistant	3.342	.053	3.510	.055	3.547	.035
Jr. Asst.	3.381	.108	3.669	.100	3.649	.072

TABLE 9 (A): ANOVA FOR DESIGNATION

ANOVA (one way)		
Functions of HRM	F	Sig.
Acquiring and Developing HR	5.736	.000
Managing HR	2.367	.013
Maintaining HR	3.230	.001

The perception of employees differs as far as the acquisition, development, management and maintenance of human resources are concerned in relation to various designations of AAI. The mean values show the executives possess robust understanding and knowledge on HRM functions than non-executives.

TABLE 10: STUDENT'S T-TEST FOR FUNCTIONS OF HRM IN RELATION TO GENDER

Functions of HRM	Gender				Independent Sample's Test				
	Male		Female		Levene's Test for Equality of Variances		t-test for Equality of Means		
	Mean	SE	Mean	SE	F	Sig.	t	df	Sig. (2-tailed)
Acquiring and Developing HR	3.466	.025	3.439	.052	.120	.730	.486	378	.627
Managing HR	3.579	.028	3.587	.055	.003	.958	-.135	378	.893
Maintaining HR	3.613	.018	3.640	.037	.043	.836	-.688	378	.492

The perception of male and female employees is same as far as the acquisition, development, management and maintenance of human resources are concerned.

TABLE 11: ANOVA FOR FUNCTIONS OF HRM IN RELATION TO GROUP

Functions of HRM	Group						ANOVA	
	A		B		C			
	Mean	SE	Mean	SE	Mean	SE	F	Sig.
Acquiring and Developing HR	3.697	.065	3.614	.049	3.375	.026	45.376	.000
Managing HR	3.761	.087	3.642	.059	3.532	.028	16.224	.000
Maintaining HR	3.754	.061	3.690	.036	3.575	.018	21.876	.000

The perception towards various functions of HRM such as acquisition, development, management and maintenance of human resources significantly differs among the various Groups 'A', 'B' and 'C'. The mean scores reveal the Group 'A' possess affirmative attitude towards HRM function, Group 'B' possess reasonable attitude towards HRM functions than Group 'C' employees.

TABLE 12: ANOVA FOR FUNCTIONS OF HRM IN RELATION TO DEPARTMENT

Department	Functions of HRM					
	Acquiring and Developing HR		Managing HR		Maintaining HR	
	Mean	SE	Mean	SE	Mean	SE
Accounts	3.449	.090	3.587	.114	3.679	.078
Cargo	3.499	.064	3.612	.079	3.633	.051
Civil	3.498	.090	3.628	.100	3.633	.067
Ground Flight Service and Motor Transport	3.389	.070	3.445	.079	3.542	.046
Electrical	3.415	.063	3.539	.067	3.577	.039
Fire	3.417	.049	3.576	.054	3.610	.034
Electronics, House Keeping and Materials Management,	3.432	.080	3.571	.079	3.609	.052
Operations	3.568	.095	3.698	.086	3.651	.062
Personnel	3.275	.144	3.447	.096	3.580	.063
Project	3.582	.065	3.637	.079	3.642	.046
Commercial, Planning and Others	3.501	.132	3.661	.134	3.743	.115

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TABLE 12(A): ANOVA FOR DEPARTMENT

ANOVA (one way)		
Functions of HRM	F	Sig.
Acquiring and Developing HR	1.054	.398
Managing HR	.741	.686
Maintaining HR	.760	.668

It is inferred that the employees of different departments possess identical opinion towards the functions of HRM.

TABLE 13: ANOVA FOR FUNCTIONS OF HRM IN RELATION TO AGE

Functions of HRM	Age								ANOVA	
	30 & Below		31-40		41-50		51 & above		F	Sig.
	Mean	SE	Mean	SE	Mean	SE	Mean	SE		
Acquiring and Developing HR	3.559	.177	3.424	.049	3.444	.033	3.514	.042	3.514	.042
Managing HR	3.641	.234	3.610	.050	3.571	.036	3.566	.047	3.566	.047
Maintaining HR	3.588	.180	3.634	.032	3.620	.023	3.607	.029	3.607	.029

Employees in the age group between 30 and below has affirmative attitude towards acquiring, developing and managing human resources whereas the other age groups are also have close association to the mean scores of 30 and below. Employees in the age group amongst 31 to 40 have favourable opinion towards maintaining human resources than other age groups.

TABLE 14: ANOVA FOR FUNCTIONS OF HRM IN RELATION TO EDUCATIONAL QUALIFICATION

Functions of HRM	Educational Qualification								ANOVA	
	Diploma		UG		PG		Others		F	Sig.
	Mean	SE	Mean	SE	Mean	SE	Mean	SE		
Acquiring and Developing HR	3.431	.064	3.464	.036	3.507	.063	3.444	.039	.354	.786
Managing HR	3.539	.061	3.572	.040	3.663	.070	3.565	.042	.781	.505
Maintaining HR	3.593	.043	3.609	.025	3.682	.050	3.610	.026	1.033	.378

The perception of employees of different educational qualification background is same among the acquisition, development, management and maintenance of human resources.

TABLE 15: ANOVA FOR FUNCTIONS OF HRM IN RELATION TO EXPERIENCE

Functions of HRM	Experience								ANOVA	
	up to 10 Years		11-20 Years		21-30 Years		31 & Above		F	Sig.
	Mean	SE	Mean	SE	Mean	SE	Mean	SE		
Acquiring and Developing HR	3.397	.071	3.462	.035	3.441	.037	3.631	.071	1.869	.134
Managing HR	3.591	.079	3.612	.037	3.524	.040	3.676	.082	1.303	.273
Maintaining HR	3.641	.056	3.630	.023	3.588	.026	3.684	.051	1.042	.374

The table 15 revealed that the respondents possess different length of service have the same perception towards the various HRM functions such as acquisition, development, management and maintenance of human resources.

TABLE 16: ANOVA FOR FUNCTIONS OF HRM IN RELATION TO MONTHLY SALARY

Functions of HRM	Monthly Salary								ANOVA	
	below 25000		25001-35000		35001-45000		Above 45000		F	Sig.
	Mean	SE	Mean	SE	Mean	SE	Mean	SE		
Acquiring and Developing HR	3.344	.044	3.401	.033	3.607	.049	3.697	.065	10.783	.000
Managing HR	3.545	.045	3.527	.036	3.639	.056	3.761	.087	3.326	.020
Maintaining HR	3.574	.029	3.580	.023	3.687	.034	3.754	.061	5.663	.001

From the table 16 it is inferred that the perception of the respondents towards various functions of HRM such as acquisition, development, management and maintenance of human resources significantly differs among the various pay-scales. The mean values show employees with high pay scales have enduring and affirmative perception than other pay scales in relation to HRM functions. Gradual increase in pay scale results in better understanding of HRM functions.

CORRELATION ANALYSIS

TABLE 17: CORRELATIONS FOR FUNCTIONS OF HRM

Functions of HRM	Acquisition & Development of Human Resources	Management of Human Resources	Maintenance of Human Resources
Acquisition & Development of Human Resources	1	.723**	.702**
Management of Human Resources	.723**	1	.878**
Maintenance of Human Resources	.702**	.878**	1

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

The relationships of sixteen independent variables (grouped in to three functions) as with the dependent variable Human Resource Management, are identified with the help of correlation analysis. From the above table it is inferred that significant correlation exists between acquisition and development of human resources with management and maintenance of human resources and management of human resources with maintenance of human resources. The magnitude of association is strong in management of human resources with maintenance of human resources and equally high in acquisition and development of human resources with management and maintenance of human resources. Therefore each function is interrelated and interdependent on each other and the correlation among various functions of HRM is significant

CLUSTER AND DISCRIMINANT ANALYSIS

The researcher aims to classify the AAI employees based on their perception and approach towards various dimensions of HR practices. The agglomeration schedule and the emergence of the co-efficient foretell the existence of heterogeneous groups of employees based on the perception level of HR practices in AAI. The frequency of each cluster is presented in the table.

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TABLE 18: NUMBER OF RESPONDENTS IN EACH CLUSTER

Cluster 1	124
Cluster 2	10
Cluster 3	246
Valid	380

From the table it is found that three different heterogeneous clusters towards various dimensions of HR practices exist among the employees of AAI. It is inferred that 33 percent of the employees are found in cluster 1, 3 percent in cluster 2 and 64 percent of the employees are found in cluster 3.

TABLE 19: FINAL CLUSTER CENTERS

Dimensions	Cluster			ANOVA	
	1	2	3	F	Sig.
Recruitment	79.02	94.00	58.06	417.749	.000
Employee skill development	75.54	73.40	58.63	123.453	.000
Promotional Policy	81.59	79.33	67.77	98.635	.000
Promotion/Transfer/Demotion	74.26	80.00	55.89	333.592	.000
Job involvement	77.47	99.67	74.52	68.794	.000
Leadership	77.41	98.86	53.35	622.913	.000
Developmental Motivation	76.54	99.29	54.92	448.356	.000
Human Behaviour	76.19	90.38	57.85	138.197	.000
Performance Appraisal System	75.19	99.00	66.61	72.909	.000
Training Program	61.43	86.40	53.32	105.529	.000
Communication System	76.16	91.78	60.91	191.132	.000
Employee Welfare Schemes	80.50	98.87	75.35	130.691	.000
Employees Grievance, Discipline	73.80	97.86	61.22	130.568	.000
Trade Unions	71.42	74.33	57.39	104.075	.000
Total Quality Management	73.48	99.60	64.77	103.635	.000
Retirement	72.16	80.00	65.81	94.419	.000

It is further concluded that the cluster2 employees possess a clear wisdom about the HR practices. However the cluster1 possesses a balanced knowledge of HR practices than cluster 3.

GRAPH 1: CLASSIFICATION OF EMPLOYEES BASED ON SIMILAR PERCEPTION TOWARDS HRM FUNCTIONS

JUSTIFICATION OF CLUSTERS FOR VARIOUS DIMENSIONS OF HR PRACTICES

The multivariate discriminant analysis is brought to bear the on the problem of justifying the number of clusters. In this analysis the cluster classification is considered as grouping variable and the dimensions of HR practices is considered as independent variables. The following results have explained the profound justification for heterogeneous clusters. The canonical correlation and their values are presented in the table 20.

TABLE 20: EIGEN VALUES

Eigen values				
Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	18.817(a)	88.9	88.9	.974
2	2.346(a)	11.1	100.0	.837
a First 2 canonical discriminant functions were used in the analysis.				

From the table 20 the canonical correlation co-efficient proves that the two discriminant functions formed for the heterogeneous groups are highly significant. The significance is explained with the help of the Chi-square values presented in the table 21.

TABLE 21: WILKS' LAMBDA

Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	df	Sig.
1 through 2	.015	1549.826	32	.000
2	.299	446.295	15	.000

From the Eigen values table it is inferred that two different discriminant functions have been formed with canonical correlation co-efficient 0.974 and 0.837. The significance of dicriminant functions is established in the Wilks Lambda table. The significance of three different heterogeneous clusters emerged in the cluster analysis is perfectly justified.

The discriminant functions are formed as follows to obtain the perception level of employees about various HR dimensions.

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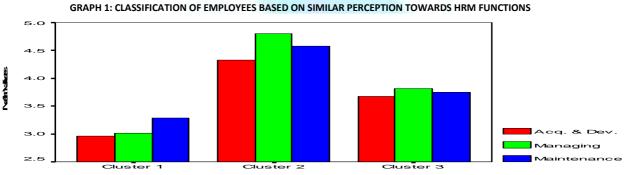
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TABLE 22: STANDARDIZED CANONICAL DISCRIMINANT FUNCTION COEFFICIENTS

Factors	Function	
	1	2
X1 - Recruitment	.246	.557
X2 - Employee's skill development (training)	.382	-1.370
X3 - Promotion and transfer	.021	-.662
X4 - Performance appraisal system	.138	.452
X5 - Job involvement	-.793	.459
X6 - Leadership	.721	-.493
X7 - Motivation	1.086	-.338
X8 - Human behaviour and human relation	-.454	1.444
X9 - Communication system	.448	.103
X10 - Discipline	.957	.282
X11 - Employee's welfare schemes	.140	.406
X12 - Employee's grievance and workers participation	-.269	-.248
X13 - Trade unions	.218	-1.159
X14 - Total quality management	-.252	.760
X15 - Retirement	.366	.404

Z1 = 0.246 x X1 + 0.382 x X2 + 0.021 x X3 +0.138 x X4 - 0.793 x X5 + 0.721 x X6 + 1.086 x X7 - 0.454 x X8 + 0.448 x X9 + 0.957 x X10 + 0.140 x X11 - 0.269 x X12 + 0.218 x X13 -0.252 x X14 + 0.366 x X15

Z2 = 0.557 x X1 - 1.370 x X2 - 0.662 x X3 + 0.452 x X4 + 0.459 x X5 - 0.493 x X6 - .338 x X7 + 1.444 x X8 + 0.103 x X9 + 0.282 x X10 + 0.406 x X11 - 0.248 x X12 - 1.159 x X13 + 0.760 x X14 + 0.404 x X15

GRAPH 2: CANONICAL DISCRIMINANT FUNCTIONS

The structure matrix is presented in the in the table 23 to explain the significant factors present in the two functions.

TABLE 23: STRUCTURE MATRIX

Factors	Function	
	1	2
Leadership	.400(*)	.092
Motivation	.365(*)	.123
Recruitment	.347(*)	.022
Promotion and transfer	.314(*)	-.126
Communication system	.233(*)	.075
Human behaviour and human relation	.195(*)	.024
Employee's skill development (training)	.182(*)	-.133
Trade unions	.173(*)	-.069
Discipline	.165(*)	.118
Retirement	.162(*)	.078
Job involvement	.082	.311(*)
Employee's welfare schemes	.162	.310(*)
Total quality management	.152	.244(*)
Career development programme(a)	.176	.206(*)
Employee's grievance and workers participation	.165	.202(*)
Performance appraisal system	.122	.195(*)
* Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions		
* Variables ordered by absolute size of correlation within function.		
* Largest absolute correlation between each variable and any discriminant function		
a This variable not used in the analysis.		

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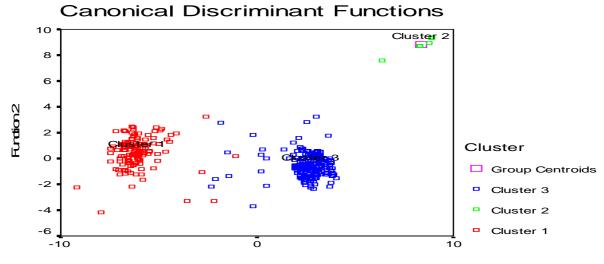
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From the structure matrix it is clear that the clusters exhibit their heterogeneousness between the two domains. Hence restructuring of HR practices should concentrate equally on both domains.

TABLE 24: CLASSIFICATION RESULTS

			Predicted Group Membership			Total
		Cluster	Cluster 1	Cluster 2	Cluster 3	
Original	Count	Cluster 1	123	0	1	124
		Cluster 2	0	10	0	10
		Cluster 3	3	0	243	246
	%	Cluster 1	99.2	.0	.8	100.0
		Cluster 2	.0	100.0	.0	100.0
		Cluster 3	1.2	.0	98.8	100.0
a. 98.9% of original grouped cases correctly classified.						

The accuracy level of the discriminant functions is tested by substituting the score of the respondents in the two equations and assigned to the group for which the score is closer. The results of the original classification of sample respondents (based on cluster analysis) and group after assignment using Discriminant analysis are given in Table 24. It is evident that the accuracy level of the discriminant is very high since the correct classification rate level is nearly 99 per cent.

RANKING OF FACTORS Vs JOB CATEGORY

TABLE 25: RANKING OF FACTORS INFLUENCED TO JOIN AAI

CADRE	FACTORS	1		2		3		4		5		Total	
		N	%	N	%	N	%	N	%	N	%	N	%
Executives	Attractive Salary	6	7.3	58	70.7	12	14.6	3	3.7	3	3.7	82	100.0
	Job Security	72	87.8	6	7.3	0	.0	1	1.2	3	3.7	82	100.0
	Quality Management	4	4.9	0	.0	16	19.5	27	32.9	35	42.7	82	100.0
	Promotional Avenues	0	.0	4	4.9	21	25.6	33	40.2	24	29.3	82	100.0
	Overall Development	0	.0	14	17.1	33	40.2	18	30	17	30.8	82	100.0
Non-Executives	Attractive Salary	24	8.1	145	48.7	62	20.81	28	9.4	39	13.1	298	100.0
	Job Security	152	51.0	39	13.1	39	13.1	30	10.1	38	12.8	298	100.0
	Quality Management	30	10.1	16	5.4	48	16.1	84	28.2	120	40.3	298	100.0
	Promotional Avenues	10	3.4	58	19.5	58	19.5	126	42.3	46	15.4	298	100.0
	Overall Development	82	27.5	40	13.4	91	30.5	30	10.1	55	18.5	298	100.0

It is ascertained from the table 25 that executives and non-executives have identical opinion about the factors influencing to join AAI. Job Security has been placed in the first rank, Attractive salary in the second place, Better Overall Development in the third place, Promotional Avenues in fourth place and Quality Management in the fifth place. Therefore the perception of executives and non-executives are same among the factors influencing to join AAI. The table given below shows the differences of opinion on the basis of percentage method for each factor.

MANN-WHITNEY TEST

TABLE 26: NPAR TESTS: MANN-WHITNEY TEST

Test Statistics (a)				
Factors	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Attractive salary	9934.500	13337.500	-2.793	.005
Job security	7608.000	11011.000	-5.887	.000
Quality management	11932.000	15335.000	-.339	.735
Promotional Avenues	9509.500	54060.500	-3.233	.001
Better Overall Development	7933.500	52484.500	-5.010	.000
a. Grouping Variable: Job Category				

Though the ranking order is the same between executives and non-executives, differences in perception in terms of percentages exist in attractive salary, job security, promotional avenues and overall development between the two categories of employees working in AAI.

FACTOR ANALYSIS OF HRM DIMENSIONS
FACTOR ANALYSIS OF TRAINING IN AAI

TABLE 27: KMO AND BARTLETT'S TEST FOR TRAINING

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.832
Bartlett's Test of Sphericity	Approx. Chi-Square	2852.383
	df	45
	Sig.	.000

The test of significance indicates that there exists a significant relationship among the variables of training. The KMO test value is 0.832 which is > 0.5 indicating that factor analysis may be useful with the data. Hence it may be concluded that the variables are significantly related. The two tests justify carrying out factor analysis.

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TABLE 28: NUMBER OF FACTORS FOR TRAINING

Compo-nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.758	57.578	57.578	5.758	57.578	57.578	3.697	36.969	36.969
2	1.045	10.454	68.031	1.045	10.454	68.031	3.106	31.063	68.031
3	0.842	8.417	76.449						
4	0.684	6.845	83.293						
5	0.504	5.039	88.332						
6	0.483	4.834	93.167						
7	0.274	2.743	95.910						
8	0.201	2.006	97.916						
9	0.118	1.182	99.098						
10	.0902	0.902	100.000						

Total Variance Explained

Extraction Method: Principal Component Analysis.

From the table 28 it is ascertained that all ten variables of training are classified into two factors. All ten variables account for cumulative total variance of 68.031 percent. The table 29 shows the variable and variable loadings on each factor.

TABLE 29: VARIABLES AND VARIABLE LOADING FOR THE FACTORS OF TRAINING

Rotated Component Matrix(a)

Variables		Component Loading	
		1	2
1	When employees are sponsored for training they take it seriously	.849	
2	Training enables an employee to handles stress, tension, frustration and conflict	.838	
3	Employees try to learn as much as possible from training programme they attend	.726	
4	Training helps in organizational development	.720	
5	Feedback and suggestion collected are looked upon by the company for the betterment of the workers		.821
6	Employees are given opportunities to try out what they have learnt from training		.703
7	Juniors are given opportunities by their seniors to develop their skill in handling higher responsibilities		.642
8	Training helps to shoulder bigger responsibilities		.611
9	System of employees' feedback is followed in AAI		.596
10	Employees who need genuine training are sponsored		.580
	Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
	a. Rotation converged in 3 iterations.		

It is found from the table 29 that Factor I consists of four variables and Factor II consists of six variables. Factor I named as "Development of Organization" and Factor II named as "Development of Individuals".

FACTOR ANALYSIS OF PERFORMANCE APPRAISAL IN AAI

TABLE 30: KMO AND BARTLETT'S TEST FOR PERFORMANCE APPRAISAL

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.602
Bartlett's Test of Sphericity	Approx. Chi-Square	3086.527
	df	28
	Sig.	.000

The significance test indicates that there exists a significant relationship among the variables of performance appraisal system. From the given data, KMO test value is 0.602 which is > 0.5 indicating that factor analysis may be useful with the data. Bartlett's test indicates significance and hence it may be concluded that the variables are significantly related. The two tests justify carrying out factor analysis.

TABLE 31: NUMBER OF FACTORS FOR PERFORMANCE APPRAISAL

Compo-nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.715	58.937	58.937	4.715	58.937	58.937	3.840	48.002	48.002
2	1.159	14.489	73.426	1.159	14.489	73.426	2.034	25.424	73.426
3	.767	9.588	83.013						
4	.468	5.844	88.857						
5	.403	5.035	93.892						
6	.355	4.438	98.330						
7	.126	1.575	99.905						
8	.0076	.0953	100.000						

Total Variance Explained

Extraction Method: Principal Component Analysis.

From the table 31 it is inferred that all eight variables of performance appraisal system are grouped into two factors. All eight variables account for cumulative total variance of 73.426 percent. The table 32 shows the variable and variable loadings on each factor.

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TABLE 32: VARIABLES AND VARIABLE LOADING FOR THE FACTORS OF PERFORMANCE APPRAISAL

	Rotated Component Matrix(a)	Component Loading	
	Variables	**1**	**2**
1	The system in this organization assess employees performance with aim to make them development oriented	.918	
2	Goals are set at the beginning of the year for every employee based on which performance is assessed	.861	
3	The system in this organization encourages employees to set achievable goal	.853	
4	The system is used to decide about the training programmes to the employees	.852	
5	The system is continuous one and at each stage employees are known about their status for improvement	.816	
6	Appraisal system provides scope for discovering the hidden potentials and talents of employees		.831
7	Has the appraisal system helped in knowing yourself		.787
8	Performance counseling is practiced to improve performance		.638
	Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
	a. Rotation converged in 3 iterations.		

It is found from the table 32 that Factor I consists of five variables and Factor II consists of three variables named as "Requisite for Effective Performance Appraisal" and "Performance Feedback".

FACTOR ANALYSIS OF MOTIVATION IN AAI

TABLE 33: KMO AND BARTLETT'S TEST FOR MOTIVATION

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.852
Bartlett's Test of Sphericity	Approx. Chi-Square	9511.254
	df	136
	Sig.	.000

The test of significance indicates that there exists a significant relationship among the variables of motivation. The KMO test value is 0.852 which is > 0.5 indicating that factor analysis may be useful with the data. Hence it may be concluded that the variables are significantly related. The two tests justify carrying out factor analysis.

TABLE 34: NUMBER OF FACTORS FOR MOTIVATION

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Compo-nent	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	11.448	67.340	67.340	11.448	67.340	67.340	9.990	58.762	58.762
2	1.231	7.239	74.580	1.231	7.239	74.580	2.689	15.817	74.580
3	.960	5.647	80.227						
4	.660	3.885	84.112						
5	.551	3.241	87.353						
6	.517	3.041	90.394						
7	.392	2.304	92.697						
8	.351	2.063	94.761						
9	.272	1.602	96.363						
10	.169	.992	97.354						
11	.140	.823	98.178						
12	.0980	.576	98.754						
13	.0831	.489	99.242						
14	.0576	.339	99.581						
15	.0437	.257	99.838						
16	.0173	.102	99.940						
17	.0103	.0603	100.000						
Extraction Method: Principal Component Analysis.									

From the table 34 it is found that all seventeen variables of motivation are sorted out in two factors. All seventeen variables account for cumulative total variance of 74.580 percent. The table 35 shows the variable and variable loadings on each factor

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TABLE 35: VARIABLES AND VARIABLE LOADING FOR THE FACTORS OF MOTIVATION

Rotated Component Matrix(a)		Component Loading	
Variables		1	2
1	No victimisation of employee exists	.911	
2	Promotion and transfer used as positive motivating factors rather than punishment strategy	.899	
3	AAI gets the work done by consultation, suggestions and participation rather than resorting to authoritarian, dictatorship, autocracy and coercion	.895	
4	Enough autonomy and independence given to employees for completing task.	.887	
5	Promotions and Transfer increases versatility	.884	
6	Job of the employee matches with his skills and experience	.867	
7	Positive motivation prevails in AAI than negative motivation	.860	
8	Career development helps to improve organizational development	.852	
9	Needs such as power, affiliation and achievement, status are well recognised	.816	
10	The psychological climate for acquiring new knowledge and skills is very conducive	.799	
11	Employees are helped by their superiors to learn from mistakes they make rather than punishing them	.778	
12	Promotions are purely based on performance	.752	
13	Wage revision is done at regular intervals	.748	
14	Job rotation facilitates the employees career development	.682	
15	Extraordinary work/contribution by the employees are rewarded /recongnized		.805
16	In house journal is used for motivating employees		.706
17	Employees are encouraged to experiment with methods and try out creative ideas		.595
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			

It is found from the table 35 that Factor I consists of 14 variables named as "Need and Maintenance Factor". Factor II consists of 3 variables named as "Motivational Factor".

FACTOR ANALYSIS OF EMPLOYEES' GRIEVANCES AND WORKER'S PARTICIPATION IN MANAGEMENT IN AAI

TABLE 36: KMO AND BARTLETT'S TEST FOR EMPLOYEES' GRIEVANCES AND WORKER'S PARTICIPATION IN MANAGEMENT

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.715
Bartlett's Test of Sphericity	Approx. Chi-Square	1708.027
	df	36
	Sig.	.000

The test of significance indicates that there exists a significant relationship among the variables of employee grievances and workers participation in management. The KMO test value is 0.715 which is > 0.5 indicating that factor analysis may be useful with the data. Hence it may be concluded that the variables are significantly related. The two tests justify carrying out factor analysis.

TABLE 37: NUMBER OF FACTORS FOR EMPLOYEES' GRIEVANCES AND WORKER'S PARTICIPATION IN MANAGEMENT

Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.805	42.279	42.279	3.805	42.279	42.279	2.833	31.480	31.480
2	1.556	17.291	59.571	2.576	28.621	70.900	3.548	39.420	70.900
3	1.020	11.330	70.900						
4	.895	9.950	80.850						
5	.645	7.171	88.021						
6	.430	4.779	92.801						
7	.362	4.022	96.823						
8	.175	1.949	98.771						
9	.111	1.229	100.000						
Extraction Method: Principal Component Analysis.									

From the table 37 it shows that all nine variables of employees' grievances and workers participation in management are sorted out in two factors. All nine variables account for cumulative total variance of 70.90 percent. The table 38 shows the variable and variable loadings on each factor.

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TABLE 38: VARIABLES AND VARIABLE LOADINGS FOR THE FACTORS OF EMPLOYEES' GRIEVANCES AND WORKER'S PARTICIPATION IN MANAGEMENT

Rotated Component Matrix(a)		
Variables	**Component Loading**	
	1	**2**
1 Grievance redressal procedure is too lengthy and it takes a long time to redress a grievance	.908	
2 Workers participation in management increases employees commitment, loyalty and sincerity	.891	
3 Any form of industrial unrest-grievance, conflict and dissatisfaction are solved then and there	.745	
4 Present grievance machinery is effective		.828
5 Management consults the employees before taking any major decision		.818
6 Management encourages workers participation in management		.729
7 Employees' grievance are handled properly		.488
8 Employees' grievances are settled through trade union/works committee/grievance council		.825
9 The causes of grievances are identified at the earliest and addressed		.537
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

It is found from the table 38 that Factor I consists of three variables named as "Workers Participation in Decision-Making" and Factor II consists of six variables named as "Grievance Redressal Procedure".

TABLE 39: OVERALL SATISFACTION OF HR PRACTICES IN AAI

Factors	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		Mean	SE
	N	%	N	%	N	%	N	%	N	%	N	%		
Operating Conditions	0	.0	0	.0	5	1.3	351	92.4	24	6.3	380	100.0	4.050	.014
Pay Structure	0	.0	1	.3	0	.0	334	87.9	45	11.8	380	100.0	4.113	.018
Fringe Benefits	0	.0	1	.3	17	4.5	334	87.9	28	7.4	380	100.0	4.024	.018
Co-Workers Relationship	0	.0	0	.0	30	7.9	325	85.5	25	6.6	380	100.0	3.987	.020
Relationship With Superiors	0	.0	32	8.4	31	8.2	303	79.7	14	3.7	380	100.0	3.787	.033
Nature of Work	0	.0	1	.3	21	5.5	328	86.3	30	7.9	380	100.0	4.018	.020
Job Security	0	.0	19	5.0	20	5.3	326	85.8	15	3.9	380	100.0	3.887	.027
Performance Appraisal	2	.5	52	13.7	46	12.1	269	70.8	11	2.9	380	100.0	3.618	.040
Training and Development Programmes	1	.3	69	18.2	53	13.9	245	64.5	12	3.2	380	100.0	3.521	.043
Contingent Rewards	1	.3	96	25.3	43	11.3	229	60.3	11	2.9	380	100.0	3.403	.046
Grievance Handling	3	.8	87	22.9	40	10.5	248	65.3	2	.5	380	100.0	3.418	.045
Communication Patterns	0	.0	45	11.8	60	15.8	263	69.2	12	3.2	380	100.0	3.637	.037
Safety and Welfare Measures	0	.0	20	5.3	20	5.3	326	85.8	14	3.7	380	100.0	3.879	.027
Collective Bargaining	0	.0	47	12.4	44	11.6	278	73.2	11	2.9	380	100.0	3.666	.037
Overall Satisfaction With The Organization	0	.0	1	.3	18	4.7	348	91.6	13	3.4	380	100.0	3.982	.016

92% of the respondents agreed that they are overall satisfied with the HR practices practiced in AAI. The mean scores project significantly favourable opinion with respect to overall HR practices in AAI whereas the system of reward, training, grievance redressal and negotiation process are the areas where much focus required.

HYPOTHESIS TESTING

HYPOTHESIS I: The first hypothesis is tested by applying Analysis of Variance test. It is found that the perception of employees differs as far as the acquisition and development of human resources (Recruitment and Selection, Training and Development, Career Development, Performance Appraisal, Promotion and Transfer) are concerned in relation to designation, age, job category, group, and monthly salary

HYPOTHESIS II: The second hypothesis is tested by applying Analysis of Variance test. It is found that the perception of employees differs as far as the managing the human resources (Motivation, Leadership, Communication, Employees' Job Involvement, Human Relations and Discipline) are concerned in relation to designation, age, job category, group, and monthly salary.

HYPOTHESIS III: The third hypothesis is tested by applying Analysis of Variance test. It is found that the perception of employees differs as far as maintaining the human resources (Employees' Welfare, Total Quality Management, Trade union, Worker's Participation in Management and Grievance Redressal and Retirement) are concerned in relation to designation, age, job category, group, and monthly salary.

HYPOTHESIS IV: The fourth hypothesis is tested by applying Correlation Analysis. The relationships of sixteen independent variables as with the dependent variable Human Resource Management – are identified with the help of correlation analysis. Each HRM function is interrelated and interdependent to each other and the correlation among various functions of HRM is significant. The magnitude of association is strong in management of human resources with maintenance of human resources and equally high in acquisition and development of human resources with management and maintenance of human resources. The independent variables are highly correlated with the dependent variables.

HYPOTHESIS V: The last hypothesis is tested by applying Ranking Method and Mann-Whitney test. The perception of executives and non-executives are same among the factors influencing to join AAI. Though the ranking order is the same between executives and non-executives, Mann–Whitney test reports that differences in perception in terms of percentages exist among the factors influencing viz., attractive salary, job security, promotional avenues and overall development.

SUGGESTIONS

Acquisition and Development of Human Resources

- HRD surveys should be carried out in the AAI every three years and findings of these surveys should be interpreted and suitable HRD interventions should be made. The suggestions emerging from these surveys need to be examined and followed up seriously.
- All new recruit should compulsorily undergo intensive training. Training opportunities should be provided to all employees in all cadres atleast once in two years. The training programmes should lay more emphasis on personality development, interpersonal relationship and confidence building. The training system should focus more on need-based services.
- Separate Training and Development wing may be created to discuss the technological developments and innovations in human relations and their career developments. The concept of linking career path and training shall be implemented. AAI should develop appropriate strategy that the career path should indicate the degree of knowledge and skills required at different levels.

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- Performance appraisals need to be used as a 'Developmental tool'. The appraisal data should be used not only for promotion decisions but also for identification of staff training needs, job placement, job enrichment and enlargement, talent spotting and career planning. The organization should make a appraisal review, say once every five years, to facilitate further refinements and make modifications/improvement in tune with changes in the organizational structures, systems and procedures, work technology, environment factors, etc.
- Need to adopt a system of numerical evaluation based on performance related factors linked to ensure a scientific system of appraisal and to minimize the ill-effects of subjectivity. AAI need to institutionalize new performance measurement systems like balance score card, activity based costing which could provide real linkage between key performance variable and individual effort so that a realistic, organized and predictable pattern is available for performance analysis and review.

Managing Human Resources

- The system of reward and punishment shall be made more clear and transparent. While there should be an institutionalized system for calling periodical information, good work done by the staff for prompt appreciation of their deeds and punishment to the erring employee should be quick and proper to serve as a deterrent to others.
- Periodical motivational programmes should be conducted by the top management to enable the employees to express their opinion about the present scenario of the organization and developmental activities.
- Employee relations have to develop a two-way relationship that facilitates a supportive and productive environment resulting in dramatic improvements in the organization's performance.

Maintenance of Human Resources

- Welfare measures such as canteen facilities, scholarship for children of staff and library facilities needs reexamination and whenever feasible, these and other such welfare measures may be suitably modified for the benefit of staff.
- Scope of employee suggestion scheme needs to be expanded to make it more participative and effective. Practical and useful suggestions should be encouraged and implemented expeditiously. The grievance procedure should be simple. The success of the procedure depends upon imparting training to the supervisors and union representatives in handling grievances.
- Employees have a sense of fair treatment when the organization gives them the opportunity to ventilate their grievances and represent their cases succinctly rather than settling the problems arbitrarily.
- HR practitioners should act as the pivotal change agent is necessary for the successful implementation of TQM in HRM. The concpets of TQM are very much applicable in HRM and if used in a systematic and well-planned manner can result in good product and service quality and organizational growth. The quality of human specialization influences HR development and influences the overall effectiveness of TQM processes.
- The AAI can introduce Voluntary Retirement Scheme on the grounds of humanitarian basis rather than trimming of manpower.

SCOPE FOR FURTHER RESEARCH

1. Competency mapping of employees at various levels in AAI helps to identify and describe competencies that are the most critical to success in a work situation or work role.
2. A comparative study on implementation of HR practices in other regional Airports like North, East and West. The effectiveness of HR policies in other regional Airports Authority of India with Airports Authority of India, Chennai could be determined.
3. A comparative study of Human Resource Development practices between private and public Airports Authority of India due to the emerging privatization of airports.
4. The performance effect of HRM and TQM: A study in AAI determines whether the HRM practices best fit with TQM philosophy. The purpose of this study is to look at human resource management (HRM) as a key element in the implementation of total quality management (TQM)

CONCLUSION

The AAI is not just passing through a transition, but also undergoing a transformation or even transmutation process. To bring about HR transformation the entire array of HR practices collectively has to be reengineered. Change, which is inevitable, may call for many changes in future HR practices require newer management techniques. Ignoring human resources will certainly question the sustainability of any organization. There is unlimited potential in Human Resources which can be encouraged, developed and nurtured in a proper environment. It is for the authorities of the organization to respond to this challenge and harness the potential enabling utility of the HR in a positive and productive manner.

Bridging the gap where AAI are here today and where they need to be in future is both an exciting and a formidable challenge. The greatest challenges will be on the human resource front. The key role of HR in AAI is to create, sustain and intellectualize a learning of organizational environment that serves as a foundation to any training and learning within an organization. Human Resources are regarded as a key to competitiveness. Changing workforce culture, competing in global economy, eliminating the skills gap, need for lifelong learning are some of the challenges faced in AAI. The success mantra lies in innovation, flexibility and improvisation.

Technology is changing the world at frightening speed. Therefore the ongoing process of training and learning should not only be based on sound and proven theories and concepts but also laced with practical aspects and implementation. Overall HR practices enable an employee to make long term commitment and build a good employee and employer relationship. This is a win –win situation both for the AAI and employees. To become world class airport it is clear that AAI have to embrace and enthusiastically implement world class HR practices. With India emerging as a dominant knowledge power it is only in the fitness of things that Indian airport should accord high values to human capital and take momentum steps forward to reach world class HR capital adequacy. It is becoming increasingly important to inculcate efficient HRM with the emergence of new private Airports.

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