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ANALYSIS ON THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND EMPLOYEES' PERCEPTIONS OF STRATEGIC ORGANIZATIONAL CHANGE IN AVIATION INDUSTRY

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ABSTRACT

The purpose of this study is to provide a conceptual framework that identifies the critical HR practices like training and development, performance appraisal and employee participation that support organizational change in the aviation industry and examine their impact on employee perception and commitment to change. Twenty-five Samples are collected from employees working in the aviation industry from different organizations and a random sampling method is used for analysis. Findings shows that when industry brings change because of pandemic, they utilize proper human resource practices to create a positive environment at work and to improve the employee's performance, but identified that more than 20 to 25 per cent of employees stay neutral without agreeing or disagreeing with the organization decision because of impact of corona virus.

Keywords: Organizational Change; Human Resource Practices; Employees Interest; Employees Perception; Aviation Industry

1. INTRODUCTION

The term change is an important and fundamental development in the organization. Change always helps the organization to move the company from the present situation to the desired future situation in competitiveness. Introducing the change is key to run the organization for a longer period. Organizations can run in a dynamic environment as their speed of learning and dynamic change meet the dynamic environment. Therefore, organizations should be ready and prepare for the change in the environment. As a result of the pandemic, more and more troubled business environments made the organization bring changes. When an organization brings changes during a pandemic, the new style of Human Resource practices is designed to achieve a high-level of employee performance, flexibility, and commitment. Employees are the most precious assets for any company as they can build the value and reputation of the company in the same way they can destroy the reputation of the company and they destroy the profitability. Here, Human Resource practices place a more direct relationship between the organization changes in the organization and the performance of the employees. The civil aviation industry in India has emerged as the fastest-growing industry in the country during the last three years, India has become the third-largest domestic aviation market in the world and is expected to overtake the United Kingdom to become the third-largest air passenger market by 2024.

The new implementation helped the organization to boost confidence in air travel. According to the recent survey 'Voice of Pax' conducted by Bangalore International Airport Limited (BIAL), operator of Bangalore airport.

The survey was conducted over a five-phase from April 2020 to July 2020 to understand the passenger perception of air travel. Owing to continuous improvement in safety and hygiene measures at Bangalore airport. Its intent to fly among respondents improved from 13 per cent in phase 1 to 33 per cent in phase 5, a significant jump shows a higher positive towards air travel. Though 21 per cent of respondents were concerned about airport safety and hygiene during check-in phase 1, it declined 6 per cent in phase 5. In another improvement sign, the higher safety precautions were taken by the airport through the phases. In the first phase, 71 per cent of the respondents considered air travel to be the safest mode when it gets into the final phase 89 per cent of respondents considered air travel to be the safest mode. There is a 15 per cent increase in the perception that the airport is safer than the railway and bus stations. COVID 19 infection is a major reason for people avoiding air travel. The survey highlighted that when people began to get more comfortable with airport safety measures. Acceptance of contact less processing increased from 62 per cent to 100 per cent. Among frequent flyers, comfort level with safety measures were the highest compared to the other segment.

2. LITERATURE REVIEW

Change is one of the important and difficult processes with which dealing with an organization. The ability the change rapidly, efficiently, and continues a major dilemma for the organization in a rapid change in the environment. There are two types of

organizational change known as transactional and transformational change. Transactional change is more departmental and independent as employees themselves resolve their work.

Transactional represent organizational dimensions and work that more day - to - day operations. This situation is created when there is competition between different departments and employees have difficulties in working as a whole organization (Borges, 2009). Transformational deals with multilevel change in the organization. Transformational organizations focus on improving the organization's performance and adopting some change in the organization to improve the performance. Transformational change is more about interaction and process, with Interaction includes all relationships and individual groups, while process involves people, task, jobs, value, and beliefs of the organization (Salleh & Sulaiman, 2012; Alas, 2007; Appelbaum, et.al 2008). A transformation requires immediate attention of all organization members when they bring changes in the structure of the organization and to meet global challenges, continuous improvement may require the attention of all the organizational members or only a certain segment of the organization population is essential to consider the organizational change.

Due to the pandemic, the aviation industry completely shut its door for two months, it made huge losses to the organization, when they started domestic operations after two months the organization introduced some of the organizations of the change (Jalagat, 2016; Zafar & Naveed, 2014). The major transformational changes brought by the organization are: - Contactless processing, Tech Enabled passenger flow management, Virtual information desk, technologically enabled Parking to Boarding contactless journey, Robust sanitization, Increased employees working hours from 8hrs to 12hrs.

The impact of Human Resource Management (HRM) on the performance of a company has come into the picture because of that, it has become an area that requires more attention in the field of HRM (Francis, 2003). According to few research, human resource practice will have a positive impact on the organization. When the organization brings a change in the organization for various reasons, there is a chance of employees going against the changes at that time human resource practices play a critical role in satisfying the employee's perceptions and it will help to keep up the interest of the employees towards their work (Kar & Mahapatra, 2018); (Leghari, et.al, 2014); (Gadi & Kee, 2018); (Tracey, 2014); (Karim, Choudhury and Latif, 2019). According to experimental studies that examine the influence of human resource practices on the performance of employees.

3. THEORETICAL FRAMEWORK

3.1. Training and Development

Training is done to create change in initiating a new employee into the culture of the organization. It involves new employees acquiring the knowledge and skills regarding work or when the organization, brings any changes in the organization involving the employees to training to make them acquire the knowledge and skills to implement the change that is needed by an organization. Training also plays an important role in employee performance as the skills are required during the

training and will help to maintain the culture of the organization. when the employees are trained and develop their skills and knowledge, it makes it easy for the organization to reach the goal.

3.2. Performance Appraisal

Performance appraisal is used by the organization to evaluate the employee's efforts and contribution to reward the employees for the efforts. Performance appraisal was found to have both direct and, indirect effects on the administrative performance of employees and at least once a year, an organization should take feedback from the employees that will help to improve the administrative process.

3.3. Employee Participation

Employee participation is a process of involving the employee in a decision-making process. Employee participation is a part of the empowerment of the workplace, participation of employees in decision-making motivates the employees. Employees will be more committed to the organization as a result of teamwork and decentralization of decision-making. With active participation, the employees feel like they are a part of the organization and it will have a positive impact on productivity. When employees work as a team and make a decision together, it will help the organization to reach their goal the teamwork and decentralization can bring positive flexibility in the workplace, which will improve performance.

4. OBJECTIVE OF THE STUDY

The main purpose of the study was to analyze the relationship between human resource practices and employee's perceptions of

strategic organizational change in the Aviation Industry.

5. METHODOLOGY

5.1. Sample and Data Collection

The samples and data for the study were collected through questionnaires. This study is about the relationship between human resource practices and employee perceptions of organizational change. The data used for the study was collected from both primary and secondary data sources. Primary sources are directly collected through questionnaires from employees working in the aviation industry. The secondary sources are collected from journals, textbooks, websites both online and offline. A convenient random sampling method was used for this study. Data was collected by using a self-administered questionnaire and the participants took part voluntarily in the survey.

5.2. Measures and Scales

The questionnaire designed for this study has two sections which include the first section that consists of demographic information of the respondent. And in the second section, there is a total of 12 questions, variables were measured using a 5 points Likert scale, in each question, there are 5 options. The options provided for the respondent to show the rate at which strongly agree to disagree with the statement. The options start with a scale on which 5 represented strongly agree to 1 which is strongly disagreeing.

6. ANALYSIS AND RESULT

The main purpose of the study is to analyze the relationship between human resource practices and employee perception of strategic

organizational change in the aviation industry. Here, data has been collected on the respondents from industry on human resources practices like training and development, performance appraisal, and employee participation. The finding result and subsequent evaluation is carried out on response in key areas: training and development, performance appraisal and employee participation. Samples are collected from the 25 employees of industry with structured questionnaires. Analysis of survey data is given below.

Figure 1: Organization Training programme
Source: Questionnaire Survey

From the Figure 1, we can understand that 48 percent of respondents agreed that the organization provided some sort of training program where 12 percent strongly agreed with the statement and 9 percent didn't express their opinion on the statement, from another side 8 percent strongly disagreed with the statement.

Figure 2: Performance Objective
Source: Questionnaire Survey

From the above Figure 2, says that 56 percent of respondents agreed with the statement where 16 percent strongly agreed with the statement. Another side 4 percent disagreed with the

statement, but 24 percent remained neutral to vote for training provided by the organization.
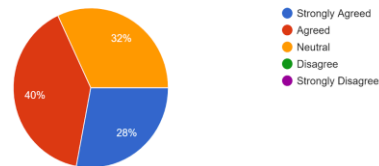

Figure 3: Training and Development
Source: Questionnaire Survey

From the above chart we can see that 40 percent of respondents agree with the statement and 28 percent strongly agreed that training and development will bring a positive impact on the development of organization in this pandemic. But 32 percent of respondents stayed quiet without responding to the statement.

4) Do you think the training improves your skills and knowledge.
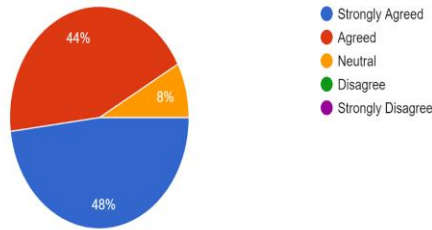25 responses

Figure 4: Skill and Knowledge
Source: Questionnaire Survey

From the above chart, is clear that among 25 respondents, 48 percent strongly agreed and 44

percent agreed that training improves skills and knowledge, but 8 percent of respondents stayed neutral without sharing their view.

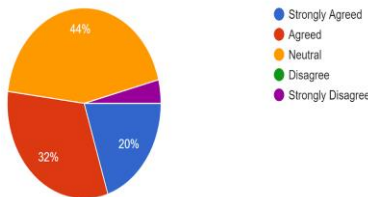5) Does the training lead you to be satisfied with your job in this pandemic.
25 responses

Figure 5: Training and Job Satisfaction
Source: Questionnaire Survey

This chart is telling that 32 percent strongly agreed and 20 percent agreed with the statement, but 44 percent of respondents stayed neutral without sharing their opinion. On another side 4 percent strongly disagreed with the statement.

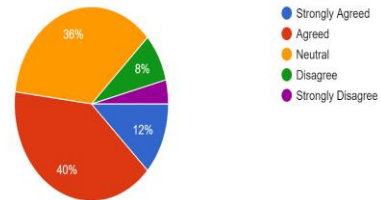6) Is there a formal appraisal system in your organization.
25 responses

Figure 6: Appraisal System
Source: Questionnaire Survey

From the above Figure 6 it says that 40 percent of respondents agreed with the statement, and 12 percent strongly agreed with the statement but here also we can see 36 percent stayed neutral to the statement. On another hand, 8 percent disagree and 4 percent strongly disagreed with the statement.

7) According to you does the performance appraisal system function fairly.
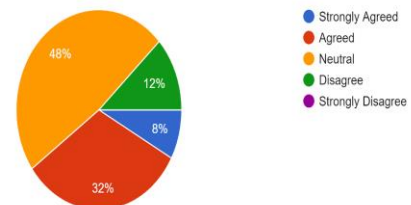25 responses

Figure 7: Performance Appraisal System
Source: Questionnaire Survey

From this Figure 7, it can be said that 48 percent of employees stayed neutral without sharing their opinion on the statement, where 32 percent agreed with the statement and 8 percent strongly agreed to the statement. On the other hand, 12 percent disagreed with the statement.
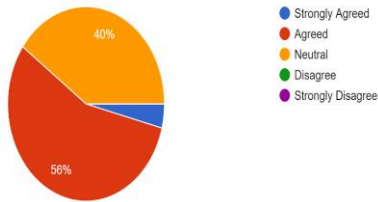
Figure: 8 Performance Appraisal System in pandemic

Source: Questionnaire Survey

With the help of this Figure 8, we can analyze that 56 percent of employees are agreed where 4 percent are strongly agreed with the performance appraisal adopted by the organization in this pandemic. But here also we can see 40 percent of employees stayed neutral to the statement.
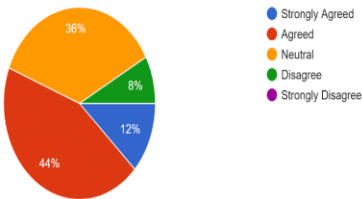

Figure: 9 Performance Appraisal System in pandemic Performance

Source: Questionnaire Survey

From the Figure 9, it is clear that among 25 respondents 44 percent agreed and 12 percent strongly agreed with the performance appraisal adopted by your organization in this pandemic will motivate you to improve your performance. On another end, 8 percent disagree with the statement and 36 percent stayed neutral with the statement.
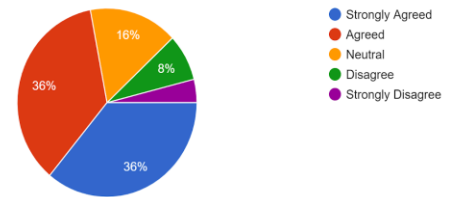

Figure: 10: Decision Making process

Source: Questionnaire Survey

From the above Figure 10, it is clear that among 25 respondents, 36 per cent of employees strongly agreed where 36 per cent agreed to be part of the decision making process in the organization during a pandemic and 16 per cent of respondents stayed neutral with the statement. On another end, 8 percent disagree and 4 per cent strongly disagree with the statement.
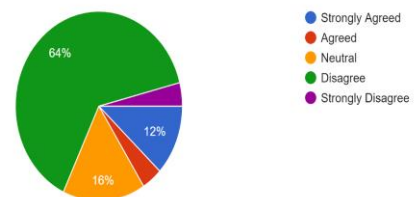

Figure: 11: Decision Making process in Pandemic

Source: Questionnaire Survey

This Figure 11, shows that 64 per cent disagree where 4 per cent strongly disagree with the statement. On another side, 12 per cent strongly agreed with the statement, and 4 per cent agreed with the statement but here 16 percent of respondents stayed neutral with the statement.

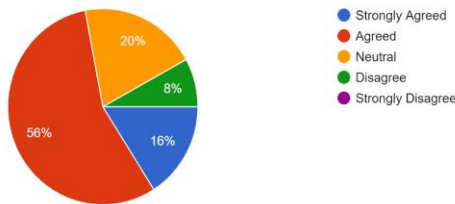12) Does management communicate the decisions to the employees.
25 responses

Figure: 12: Management Communication system
Source: Questionnaire Survey

From the above Figure 12 we can understand that 56 per cent of respondents agreed where 16 per cent of them strongly agreed with the statement, but here also we can see that 20 per cent are staying neutral. On another end, 8 per cent disagree with the statement.

7. DISCUSSION

Human resource practice is the most potential way to motivate the employee during any changes in the organization. Because of the

pandemic in the aviation industry, most companies have made several strategic changes to overcome bankruptcy. Most passengers think that air travel is the most dangerous during this pandemic. when the aviation industry started domestic operations after two months, it faced a very major challenge to attract passengers towards air travel. Because of that organization made several changes, like contactless processing, tech enabled passenger flow management, virtual information desk, increase in the employee's working hours from 8hrs to 12hrs, etc. Most of the employees might agree or disagree for change, and reason might be different. Most employees might think that working in airports or airlines during this pandemic is not safe, because, of that perception, some of them might lose their interest in their work and it will have an effect

on their work performance. Human resources practices like training and development, performance appraisal, employee participation, etc. play a critical role during these difficult time. It creates a positive environment for the employees which increases employee commitment to change. The study examined the relationship between human resource practices and employee's perception of strategic organizational change in the aviation industry. The changes brought into the organization, show positive growth in the development of the organization. With the help of samples collected through questionnaires from employees of the aviation industry and with the help of a random sampling method, I analyzed that when industry brings change because of pandemic, they utilize proper human resource practices to create a positive environment at work and to improve the employees performance, but I saw that more than 20 to 25 percent of employees stay neutral without agreeing or disagreeing with the organization decision because of impact of corona virus.

8. CONCLUSION

Strategic change in an organization is a continuous process in the organization for the development and growth of the organization. An organization brings change in different situations. Organization required suitable employees for the change. So, human resource practice places a very important role in training and development of employees to meet changes in the organization. Training and development will improve the knowledge and skills of the employee, which will help to improve the employee's performance. Different kinds of human resource practices like performance appraisal, employee participation, etc., will help the organization to get skilled, capable employees for better performance and employees will compete well when they have proper knowledge and skill it will help them to reach a better position in the organization

and it will motivate the employee towards their work especially in this pandemic. Therefore, the purpose of the study is to analyze the relationship between human recourse practices and employee perception during strategic change in the organization. Though this analysis understands that human recourse practices play a very important role in motivating the employee's interest in their work during strategic change in the organization because of the pandemic.

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