A Study On Quality Of Work Life Among Airport Employess With Special Reference To Chennai International Airport, Tamilnadu, India.

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ABSTRACT

Organizations have nowadays become responsible for not only the work environment, but also for the mental state of affairs and factors like stress and sexual harassment are becoming more and more regulated by company rules and culture. The health of the employees has become a major financial interest of the company as only healthy employees and leaders can perform optimally. Today employees and leaders also expect work to provide their life with meaning and stimulating experiences and developing challenges. Mere bookish knowledge is substituted with experiential learning in a developing and dynamic environment. Society is developing fast and only companies with modern, well-oriented and culturally integrated employees can win the competition by offering costumers or clients or patients the best products and services. At this juncture this study has been undertaken for to know the Quality of Work Life Among Airport Employess with Reference to Chennai International Airport,Tamilnadu, India.

INTRODUCTION

Job satisfaction is linked to money, hours, and working circumstances, according to Mirvis and Lawler, with the fundamental elements of a good quality of work life being a safe work environment, equitable compensation, equal employment possibilities, and advancement potential..The new millennium has arrived and so have our problems. The ailments of today's affluent society are not only limited to our physical being, they are also related to the deficiencies at the emotional level. There will be more sickness in the mind than in the body.

Westernization, media exposure, availability of goods and materialistic comforts combined with peer pressure, the breakdown of family structures and spending lesser time with one's parents and children is playing a havoc with our lives. The new generation is in a hurry for success, leading to job-hopping and cut-throat competitions, which makes people self-centered, often disconnected with their peers, insensitive to subordinates and critical of their bosses. The new breed couldn't care

less for the companies they work for, or the family members who they live with. Brotherhood, family bonds, patriotism, sacrifice and attachment are becoming old-fashioned concepts.   We are making a global village with everything else, but a heart.

As a result, our workforce is less emotionally intelligent, is insensitive and selfish. This is the new corporate India. This phenomenon has already been experienced by developed countries and is now rapidly invading the developed world. Developing countries, especially the ones in Asia that have a legacy of strong, rich cultures, and deep-rooted human values at their very cores, should leverage their heritage.

They should imbibe good things from the West, like professionalism, respect for time, professional honesty, hard work and being perfectionists, but should cleverly preserve the good aspects of their culture. Strong firms are made of good people who are good human beings, people who care for each other and those who care for the organizations they belong to.

This cannot be achieved by steep pay packages alone, or providing attractive e-sops. We will have to more beyond providing swanky offices, well-equipped gyms and well stocked cafeterias. All good organizations have tried these methods, but very few of them would have succeeded in earning employees' loyalty in the real sense. To earn someone's time, these materialistic sops may be adequate, but in order to earn someone's loyalty and commitment, we will have to more into the emotional domain.Investing in a strong organizational culture, which is rooted in basic human values, is going to be the mantra for survival as well as excellence.

Leaders must understand the hidden levers that more people and drive organizations. Processes, procedures and policies can be easily copied, certifications can be obtained, but cultures have to be created and cultivated. Live life innovatively. Creativity is about thinking out of the box, breaking mundane rules and abandoning the routine which everybody follows. Remember, creativity is not only restricted to painting or writing poetry. How to handle different people is creativity. Handling various situations better than others is creativity. Handling a conflict is creativity. Handling you in a better manner and handling life as it come is creativity. So let us add quality to our quality of life and work.

INDUSTRY &COMPANY PROFILE

The Airports Authority of India (AAI) was formed on April 1, 1995, when the International Airports Authority of India and the National Airports Authority merged, with the goal of bringing India's airports up to international standards in terms of integrated development, expansion, modernization, operational, terminal, and cargo facilities.

MODERN AIRPORTS

AAI has identified 12 important Domestic Airports which are developed as model airports based on the traffic potential and important for the city, tourist potential and coverage of all the regions in the country. The runways at these airports are designed to cater for A-320 operation is with standard approach and landing aids, modern communication and also navigational facilities. The modern airports are Jaipur, Lucknow, Nagpur, Vadodara, Calicut, Coimbatore, Patna, Hyderabad, and Impal. Apart from this, AAI is developing some of the cardinal airports. These include Goa, Bangalore, Varanasi, and Agra.

VISION

"To be a world-class organization providing leadership in air traffic services and airport management & making a major hub in Asia Pacific region by 2016."

MISSION

"To achieve highest standards of safety and quality in air traffic services and airport management by providing state-of-the-art infrastructure for total customer satisfaction, contributing to the nation's economic growth and prosperity."
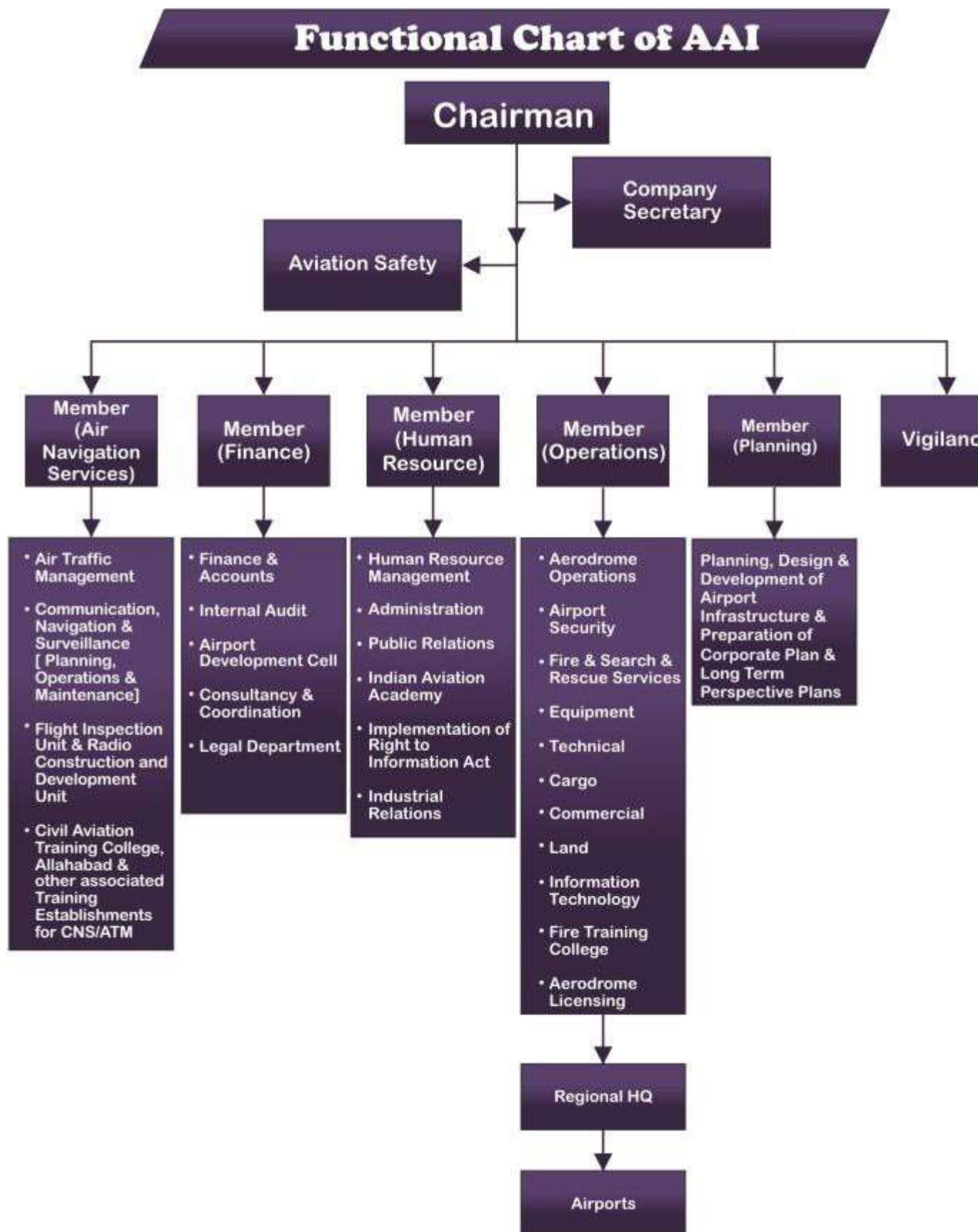
SWOT ANALYSIS

- **STRENGTH**
  - Government funds
  - Skilled Employees
  - Monopoly

- **WEAKNESS**
  - Expansion
  - Rules and regulation
- **OPPORTUNITIES**
  - Modernization
  - World class standards
- **THREATS**
  - Legal issues
  - Security issues

FUNCTIONS OF AIRPORT

- Control and control of Indian airspace that extends outside the country's territorial bounds, as defined by ICAO.
- International and domestic airports, as well as civil enclaves, are designed, developed, operated, and maintained.
- Passenger Terminal Construction, Modification, and Management
- Cargo Terminal Development and Management at International and Domestic Airports.
- Passenger facilities and information systems are available at airport passenger terminals. Expansion and reinforcement of the operation area, including runways, aprons, and taxiways, among other things.]
- Provision of visual aids.
- Provision of Communication and Navigational aids viz. ILS, DVOR, DME, Radar, etc.

OFFICE LOCATION – AIRPORTS AUTHORITY OF INDIA

Meenambakkam, 19 kilometres south of Chennai, is home to Chennai International Airport. It has the IATA airport code and is the country's third-largest international gateway after Mumbai and Delhi, as well as the primary air hub for south India. It is also the second-largest cargo facility in the South, behind Mumbai. Chennai is also a hub airport for Air India, Indian Airlines, Air Deccan, Air Sahara, and other airlines. Chennai was the ultimate destination of Air India's inaugural flight from Bombay (via) Belgium in 1954. The first passenger terminal was constructed on the northeast side of the airfield, which is located near the Meenambakkam area, hence the name Meenambakkam airport. Passenger operations were then relocated to a new terminal complex built further south near Pallavaram. The ancient terminal structure

Functional Chart of AAI

Chairman

Company Secretary

Aviation Safety

Member (Air Navigation Services)
- Air Traffic Management
- Communication, Navigation & Surveillance [Planning, Operations & Maintenance]
- Flight Inspection Unit & Radio Construction and Development Unit
- Civil Aviation Training College, Allahabad & other associated Training Establishments for CNS/ATM

Member (Finance)
- Finance & Accounts
- Internal Audit
- Airport Development Cell
- Consultancy & Coordination
- Legal Department

Member (Human Resource)
- Human Resource Management
- Administration
- Public Relations
- Indian Aviation Academy
- Implementation of Right to Information Act
- Industrial Relations

Member (Operations)
- Aerodrome Operations
- Airport Security
- Fire & Search & Rescue Services
- Equipment
- Technical
- Cargo
- Commercial
- Land
- Information Technology
- Fire Training College
- Aerodrome Licensing

Member (Planning)
Planning, Design & Development of Airport Infrastructure & Preparation of Corporate Plan & Long Term Perspective Plans

Vigilance

Regional HQ

Airports

NEED OF THE STUDY

To improve employees Quality Of Work Life

As a result, firms must implement a plan to improve employees' quality of work life (QWL) in order to meet both organisational and employee needs.

To ensure retention of workforce and its commitments

Any organization's success is largely determined by how it attracts, recruits, inspires, and keeps its staff. Organizations nowadays must be more adaptable if they are to develop their staff and enjoy their devotion.

To make employees feel more imbalance

In recent studies, quality of work life has ranked high on the list of criteria that are important to employees. Given the scarcity of employees, wise employers will pay attention to those things that are important to employees. Having a high quality of work life makes employees feel more "in balance."

To ensure a feel good environment for growth and recognition

Today's employees are looking for more than just a job. They want a quality of work life that serves them. Employees want to work in an environment that "feels good," where they receive the support that they need, the growth they ant and the recognition they deserve.

To attain stable corporate culture to ensure satisfaction Environment means more than just a comfortable workspace. Employees want to work in a company where "It feels good" to be there. Sure it's important to have nice offices or a clean workspace, but what affects workers most is the prevailing corporate culture.

OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVE

- To study the role and importance of good "Quality of Work Life" of employees in Airports Authority of India Chennai.

SECONDARY OBJECTIVE

To learn about the various elements, programmes, and initiatives that have been made to improve the quality of people' work lives. To measure the employees attitude towards the nature and empowerment in the job and to study the practices adopted by the organization toward this end.

- To probe the importance of positive human resource management practices, motivational methods and work culture adopted by the organization in upgrading employees' quality of work life.
- To enhance the quality of workplace environment through staff recognition, compensation & reward systems and innovative support programs.

SCOPE OF THE STUDY

• Assurance of employee job satisfaction throughout his or her career

The quality of one's work life is a personal choice. Today, an employee is not looking at their employer just a job but they want the company to care for their quality of not only their work but also well being of families too. If a company addresses

these needs, in addition to providing great career opportunities, they can be very successful in providing maximum job satisfaction to the employee.

- **Ensuring productivity and positive work environment**

    Employees tend to feel motivated when they feel that the organization is putting extra effort in providing a healthy / quality work and life. Motivated employees not only enhance the productivity but also help creating a positive work environment at office.

- **Clear demarcation of official and personal life**

    Companies are adopting new means to ensure that their employees get enough time to enjoy their personal life and spend time with family.

- **Up gradation of working standards and at conducive climate**

    The research project entitled "A study on Quality of Work Life at Airport Authority of India Chennai" will help the company to identify factors contributing in enhancing the standard of working environment of its employees, which in turn helps to improve the Quality of Work Life, ultimately enhancing the work culture / climate of Airport Authority of India, Chennai. It would also help to identify the social – psychological needs and ensure job ecstasy of employees working in Airport Authority of India, Chennai.

LIMITATIONS OF THE STUDY

- The number of respondents is limited to 200 only. These employees constitute a small number which is not enough to represent the actual population.
- It involves the people who are all working in the Airport Authority of India alone.
- The results and findings are confined to the study pertaining to specific time limit(assessment year/financial year)
- There may be different interpretation at the information provided as and underestimation or appreciation based upon the work environment
- Inability to list factors contributing to quality of work life based on the study of single organisation.
- An in-depth analysis of work culture needs to be analyzed before actually defining quality.
- Inability to clearly understand motivators satisfiers and hygienic factors in a particular organisation so as to assess the expected of quality by each worker.
- This is the researcher gap which is to analyze for future study.
- The information is filtered through many rank and title before the questionnaire actually is understood by each and every employee.
- Inability to compare with other sectors in service organisation foe analysis and assessment of quality of work life (technical limitation).

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

In this study, a purposeful research design was used in to study the Quality of Work life at Airports Authority of India, Chennai Airport, and Chennai. Since most of data is quantitative in nature, the **Descriptive research design** was felt suitable. Moreover a triangulation method suited all the necessities of the study.

3.2 SAMPLING TECHNIQUES

The Employees' data was collected using the Convenience Method of sampling. The researcher makes no, or only a minimal, effort to ensure that this sample accurately represents some wider group or population. Because of the time limitation and a lack of full understanding of the cosmos, this sampling strategy is adopted. The sample size is set at 200 due to the study's restrictions and in agreement with the corporate guide and project guide.

SOURCE OF DATA
   INTERVIEW SCHEDULE
In this method a pre-printed list of questions arranged in sequence is used to elicit response from the information. The interview schedule in this project is one in which all the questions are simply structured and a detailed questionnaire is prepared based on response.

SECONDARY DATA
Secondary data refers to the information or facts already collected. Such data are collected with the objective of understanding the past status of any variable or the data collected and reported by some source is accessed and used for the objective of a study.

Normally in research the scholar collect published data, analyze them, explain the relation between variables which may not have been studied or the relationship might be explained in a new way. The method used by the researcher collecting secondary data is;

    Books viz
    Journals
    Magazines
    Internet Web Sites

ANALYSIS OF DATA

After the data has been collected, it must be processed and analysed in accordance with the framework established for the purpose when the study strategy was developed. The term "processing" refers to the editing, coding, classification, and tabulation of acquired data in order to make them ready for analysis.

DATA ANALYSIS   AND   INTREPRETATION

I HAVE SUFFICIENT KNOWLEDGE ABOUT THE WORK

Particulars	No. of Respondents	Percentage
Strongly agree	69	35.5
Agree	76	38
Neutral	49	24.5
Disagree	4	2
Strongly disagree	2	1
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

According to the data in the table above, 34.5 percent of respondents strongly agree, 38 percent of respondents agree, 24.5 percent of respondents expressed neutral, 2% of respondents disagree, and 1% of respondents strongly disagree about their working knowledge.

I HAVE REQUIRED SKILLS AND EXPERIENCE TO PERFORM MY JOB

Particulars	No. of Respondents	Percentage
Strongly agree	82	41
Agree	79	39.5
Neutral	31	15.5
Disagree	5	2.5
Strongly disagree	4	2
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

According to the above data, 41% of respondents strongly agree, 39.5 percent of respondents agree, 15.5 percent of respondents said neutral, 2.5 percent of respondents disagree, and 2 percent of respondents strongly disagree that they have enough skills and expertise to execute their job.

MY JOB HELPS ME TO UPGRADE MY KNOWLEDGE, SKILLS AND CAPABILITIES

Particulars	No. of Respondents	Percentage
Strongly agree	89	44.5
Agree	71	35.5
Neutral	36	18
Disagree	3	1.5
Strongly disagree	1	.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

According to the above table, 44.5 percent of respondents strongly agree, 35.5 percent of respondents agree, 18 percent of respondents were neutral, 1.5 percent of respondents disagree, and.5% of respondents strongly disagree about updating their knowledge through their job.

I AM OFFERED GUIDANCE TO PERFORM MY JOB EFFECTIVELY BY SUPERIORS REGULARLY

Particulars	No. of Respondents	Percentage
Strongly agree	103	51.5
Agree	72	36
Neutral	22	11
Disagree	2	1
Strongly disagree	1	.5

Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 51.5% of respondents strongly agree, 36% of the respondents agree, 11% of the respondents said neutral, 1% of the respondents disagree, .5% of the respondents strongly disagree regarding their working knowledge.

THE MACHINERY IN THE WORKING PLACE ARE UPGRADED REGULARLY

Particulars	No. of Respondents	Percentage
Strongly agree	112	56 %
Agree	68	34%
Neutral	15	7.5%
Disagree	3	1.5%
Strongly disagree	2	1%
Total	**200**	**100%**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 56% of respondents strongly agree, 34% of the respondents agree, 7.5% of the respondents said neutral, 1.5% of the respondents disagree, 1% of the respondents strongly disagree regarding machinery up gradation.

THE BUILDINGS ARE RENOVATED REGULARLY AND SANITATION IS CLEAN AND HYGIENE

Particulars	No. of Respondents	Percentage
Strongly agree	147	73
Agree	21	10.5
Neutral	25	12.5
Disagree	4	2
Strongly disagree	3	1.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 73.5% of respondents strongly agree, 21% of the respondents agree, 12.5% of the respondents said neutral, 2% of the respondents disagree, 1,5% of the respondents strongly disagree regarding renovation of the buildings periodically.

I RECEIVE ENOUGH HELP AND EQUIPMENT TO GET THE JOB DONE

Particulars	No. of Respondents	Percentage
Strongly agree	96	48

Agree	82	41
Neutral	16	8
Disagree	3	1.5
Strongly disagree	3	1.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 48% of respondents strongly agree, 41% of the respondents agree, 8% of the respondents said neutral, 1.5% of the respondents disagree, 1.5% of the respondents strongly disagree towards the opinion of working environment.

I FEEL SAFE AND SECURE IN WORKING ENVIRONMENT

Particulars	**No of Respondents**	**Percentage**
Strongly agree	98	49
Agree	73	36.5
Neutral	24	12
Disagree	3	1.5
Strongly disagree	2	1
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 49% of respondents strongly agree, 36.5% of the respondents agree, 12% of the respondents said neutral, 1.5% of the respondents disagree, 1 % of the respondents strongly disagree to the safety provisions available to them.

MY SUPERVISOR GUIDES AND DIRECTS ME CLEARLY TO THE WORK

Particulars	**No. of Respondents**	**Percentage**
Strongly agree	92	46
Agree	76	38
Neutral	22	11
Disagree	7	3.5
Strongly disagree	3	1.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 48% of respondents strongly agree, 38% of the respondents agree, 11% of the respondents said neutral, 3.5% of the respondents disagree, 1.5% of the respondents strongly disagree regarding their supervisors guidance.

I HAVE GOOD INTERPERSONAL RELATIONSHIP WITH MY CO-WORKER

Particulars	No. of Respondents	Percentage
Strongly agree	87	43.5
Agree	98	49
Neutral	9	4.5
Disagree	4	2
Strongly disagree	2	1
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

According to the data in the table above, 43.5 percent of respondents strongly agree, 49 percent of respondents agree, 4.5 percent of respondents said neutral, 2% of respondents disagree, and 1% of respondents strongly disagree about their interpersonal relationship with their coworker.

MY SUBORDINATE'S COOPERATION WITH ME IN GETTING THE THINGS DONE IS EFFECTIVE

Particulars	No. of Respondents	Percentage
Strongly agree	84	42
Agree	86	43
Neutral	26	13
Disagree	4	2
Strongly disagree	1	.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 42% of respondents strongly agree, 86% of the respondents agree, 13% of the respondents said neutral, 2% of the respondents disagree, .5% of the respondents strongly disagree regarding their colleagues cooperation.

RECOGNITION BY THE SUPERIORS

Particulars	No. of Respondents	Percentage
Strongly agree	72	36
Agree	106	53
Neutral	16	8
Disagree	5	2.5
Strongly disagree	1	.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 36% of respondents strongly agree, 53% of the respondents agree, 8% of the respondents said neutral, 2.5% of the respondents disagree, .5% of the respondents strongly disagree to the recognition given by their superiors.

THE MANAGEMENT TAKES EFFORT TO INSTILL THE FEELING OF BELONGINGNESS

Particulars	No. of Respondents	Percentage
Strongly agree	114	57
Agree	61	30.5
Neutral	18	9
Disagree	4	2
Strongly disagree	3	1.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 57% of respondents strongly agree, 30.5% of the respondents agree, 9% of the respondents said neutral, 2% of the respondents disagree, 1.5% of the respondents strongly disagree regarding management actions to instill the feeling of belongingness.

MANAGEMENT SHOWS INTEREST TOWARDS APPRECIATION OF HUMAN CAPITAL

Particulars	No. of Respondents	Percentage
Strongly agree	119	59.5
Agree	71	35.5
Neutral	5	2.5
Disagree	2	1
Strongly disagree	3	1.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 59.5% of respondents strongly agree, 35.5% of the respondents agree, 2.5% of the respondents said neutral, 1% of the respondents disagree, 1.5% of the respondents strongly disagree regarding their management reaction in appreciating the human capital.

MANAGEMENT BELIEVES ME IN ALL MY ENDEAVORS AND STRONGLY SUPPORTS ALL MY EFFORTS TOWARDS ORGANIZATION

Particulars	No. of Respondents	Percentage
Strongly agree	98	49
Agree	97	48.5
Neutral	3	1.5
Disagree	1	.5
Strongly disagree	1	.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 49% of respondents strongly agree, 43.5% of the respondents agree, 1.5% of the respondents said neutral, .5% of

the respondents disagree, .5% of the respondents strongly disagree regarding their management's encouragements.

MY ETHICS AND VALUES ARE RESPECTED

Particulars	No. of Respondents	Percentage
Strongly agree	82	41
Agree	84	42
Neutral	21	10.5
Disagree	7	3.5
Strongly disagree	6	3
Total	200	100

Source: Primary Data

INTERPRETATION:

According to the data in the table above, 41 percent of respondents strongly agree, 42 percent agree, 10.5 percent of respondents said neutral, 3.5 percent of respondents disagree, and 3 percent of respondents severely disagree about the values assigned to their ethics and values.

TABLE NO: 4.1.17
MY RESPONSIBILITIES ARE CLEARLY DEFINED

Particulars	No. of Respondents	Percentage
Strongly agree	92	46
Agree	89	44.5
Neutral	13	6.5
Disagree	4	2
Strongly disagree	2	1
Total	200	100

Source: Primary Data
INTERPRETATION:

From the above table it can be interpreted that, 46% of respondents strongly agree, 44.5% of the respondents agree, 6.5% of the respondents said neutral, 2% of the respondents disagree, 1% of the respondents strongly disagree regarding the clarity of instructions.

TABLE NO: 4.1.18
I AM PROVIDED WITH THE AUTHORITY EQUAL TO THE RESPONSIBILITY ASSIGNED TO ME

Particulars	No. of Respondents	Percentage
Strongly agree	86	43
Agree	87	43.5
Neutral	21	10.5
Disagree	5	2.5
Strongly disagree	1	.5
Total	200	100

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 43% of respondents strongly agree, 43.5% of the respondents agree, 10.5% of the respondents said neutral, 2.5% of the respondents disagree, .5% of the respondents strongly disagree regarding their assigned authority based on their responsibility.

MY VIEWS ARE CONSIDERED AT THE TIME OF DECISION MAKING CONCERNING MY FIELD OF WORK

Particulars	No. of Respondents	Percentage
Strongly agree	104	52
Agree	82	41
Neutral	9	4.5
Disagree	3	1.5
Strongly disagree	2	1
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 34.5% of respondents strongly agree, 38% of the respondents agree, 24.5% of the respondents said neutral, 2% of the respondents disagree, 1% of the respondents strongly disagree regarding consideration given to their views while making decisions.

TABLE NO: 4.1.20
THE MANAGEMENT ALWAYS ACTS AS A MENTOR IN MY OFFICIAL AND PERSONAL WELL BEING AND DEVELOPMENT

Particulars	No. of Respondents	Percentage
Strongly agree	87	43.5
Agree	89	44.5
Neutral	18	9
Disagree	3	1.5
Strongly disagree	3	1.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 43.5% of respondents strongly agree, 44.5% of the respondents agree, 9% of the respondents said neutral, 1.5% of the respondents disagree, 1.5% of the respondents strongly disagree about the mentor role played by their management.

I AM SATISFIED WITH THE ORGANIZATION'S PAY STRUCTURE.

Particulars	No. of Respondents	Percentage
Strongly agree	116	58
Agree	72	36
Neutral	5	2.5
Disagree	5	2.5
Strongly disagree	2	1
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 58% of respondents strongly agree, 36% of the respondents agree, 2.5% of the respondents said neutral, 2.5% of the respondents disagree, 1% of the respondents strongly disagree regarding their pay structure.

I AM SATISFIED WITH THE COMPENSATION AND REWARDS

Particulars	No. of Respondents	Percentage
Strongly agree	91	40.5
Agree	82	41
Neutral	18	9
Disagree	5	2.5
Strongly disagree	4	2
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 45.5% of respondents strongly agree, 41% of the respondents agree, 9% of the respondents said neutral, 2.5% of the respondents disagree, 2% of the respondents strongly disagree regarding compensation and rewards offered to them.

WHENEVER I PERFORM BETTER THAN THE EXPECTED STANDARDS, I GET PROPER RECOGNITION

Particulars	No. of Respondents	Percentage
Strongly agree	93	46.5
Agree	92	46
Neutral	6	3
Disagree	4	2
Strongly disagree	5	2.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 46.5% of respondents strongly agree, 46% of the respondents agree, 3% of the respondents said neutral, 2% of the respondents disagree, 2.5% of the respondents strongly disagree regarding recognition is being given to their achievements.

PROMOTION SCHEME IN MY ORGANIZATION IS TRANSPARENT

| Particulars	No. of Respondents	Percentage
Strongly agree	87	43.5
Agree	76	38
Neutral	29	14.5
Disagree	6	3
Strongly disagree	2	1.5
Total	**200**	**100**

Source: Primary Data

INTERPRETATION:

From the above table it can be interpreted that, 43.5% of respondents strongly agree,38% of the respondents agree, 14.5% of the respondents said neutral, 3% of the

respondents disagree, 1% of the respondents strongly disagree regarding promotionpolicy adopted in the organization.

ATTITUDE TOWARDS THE ENVIRONMENT
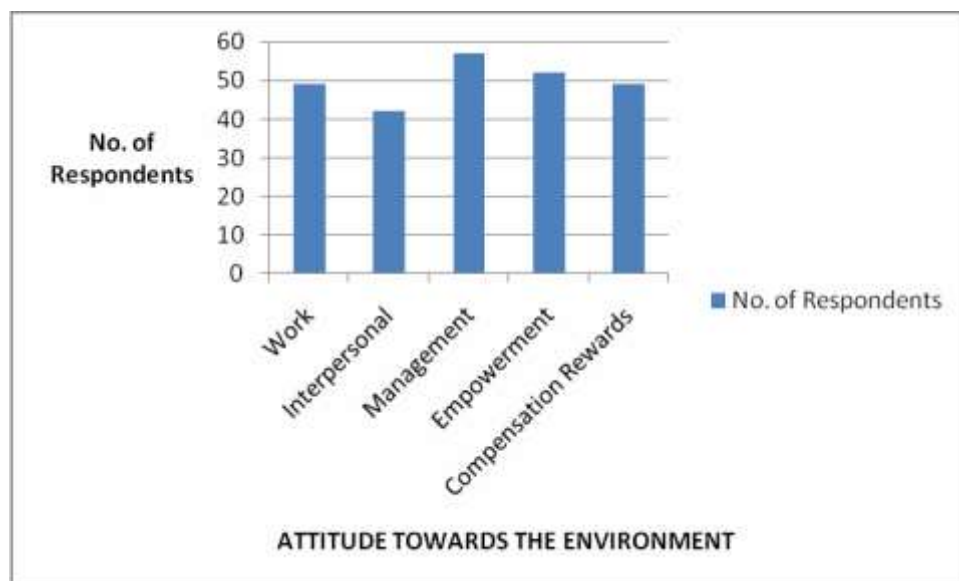
INTERPRETATION:

From the above table it can be interpreted that, 24.5% of respondents are satisfied with the work environment, 21% of the respondents interpersonal, 28.5% of the respondents for management, 24.5% of the respondents for compensation and rewards.

4.2 PERCENTAGE ANALYSIS

MY JOB HELPS ME TO UPGRADE MY KNOWLEDGE, SKILLS AND CAPABILITIES

Particulars	No. of Respondents	Percentage
Strongly agree	89	44.5
Agree	71	35.5
Neutral	36	18
Disagree	3	1.5
Strongly disagree	1	.5
Total	**200**	**100**

PROMOTION SCHEME IN MY ORGANIZATION IS TRANSPARENT

Particulars	No. of Respondents	Percentage
Strongly agree	87	43.5
Agree	76	38
Neutral	29	14.5
Disagree	6	3
Strongly disagree	2	1.5
Total	**200**	**100**

I AM PROVIDED WITH THE AUTHORITY EQUAL TO THE RESPONSIBILITY ASSIGNED TO ME

Particulars	No. of Respondents	Percentage
Strongly agree	86	43
Agree	87	43.5
Neutral	21	10.5
Disagree	5	2.5
Strongly disagree	1	.5
Total	**200**	**100**

1.2 CHI – SQUARE TEST

4.2.1Class B employees Vs Class C employees

OPTIONS	STRONGLY AGREE	AGREE	NEUTRAL	TOTAL
Class b employees	24	25	14	**137**
Class c employees	65	46	26	**63**
TOTAL	**89**	**71**	**40**	**200**

The two variables used are Class B employees and Class C employees from which we relate between cadres of the employees and knowledge for the up gradation.

H0: There is significant relationship between cadres of the employees and knowledge up gradation.
H1: There is no significant relationship between cadres of the employees and knowledge up gradation

TABLE

O	E	(O-E)	(O-E)^2	(O-E)^2/E
65	60.96	4.04	16.32	0.26
46	48.63	-2.63	6.91	0142
26	27.4	-1.4	1.96	0.7
24	28.3	-4.3	18.49	0.65
25	22.36	2.64	6.96	0.31
14	12.6	1.4	1.96	0.156
				1.589

χ^2 = **1.386**

CALCULATED VALUE

χ^2 = 1.589
TABULATED VALUE

Degree of freedom = 95%

DF = (R-1) (C-1)
   = (3-1) (2-1)
   = 2

Tabulated value χ^2 = 1.386

Since $\chi^{2\ tabulated}$ value < $\chi^{2\ calculated}$ value

1.386 < 1.589

So reject H0

CONCLUSION:

There is no significant relationship between cadres of the employees and knowledge up gradation.

CORRELATION ANALYSIS

4.3.1 Correlation between the attitude of working environment and interpersonal relationships

The two variables used to correlate are attitude towards working environment and attitude towards the interpersonal relationships.

H0: There is correlation between attitude towards working environment and interpersonal relationships.
H1: There is no correlation between attitude towards working environment and interpersonal relationships.

OPTIONS	STRONGLY AGREE	NEUTRAL	TOTAL
Attitude towards working environment	178	22	200
Attitude towards interpersonal relationships	170	30	200

X	Y	dx(X-x)	∑dx2	dy(Y-y)	∑dy2	dx.dy
178	170	78	6084	70	4900	5460
22	30	-78	6084	-70	4900	5460
200	200	0	12168	0	9800	10920

x = ∑ X/n = 200/2 = 100
y = ∑ Y/n = 200/2 = 100

$r = \sum dxdy / \sqrt{\sum dx2 \times \sum dy2}$

$= 10920 / \sqrt{12168 \times 9800}$
$= 10920 / 10920$

$r = 1$

Table Value for r = 1 (where + 1 indicates positive correlation and -1 indicates negative correlation)

Since the calculated value r = 1, and so there exist a positive relationship between the two variables attitude towards working environment and attitude towards the interpersonal relationships.

So we reject the Null Hypothesis.

INFERENCE:

There is no correlation between the attitude towards the working environment and attitude towards the interpersonal relationships.

SUGGESTIONS

- Some employees at times find it difficult to manage their time to complete the work. Hence organizing workshops on 'Time Management' could be thought of.
- Some respondents feel that more freedom could be offered while doing their work. Though "Employees Participation in Management" exists in the organization, this could be strewed to all the cadres to obtain optimum output and involvement of the officials, as it is seen that this is the core for building the feeling of belongingness in many successful organizations.
- Few respondents feel that management may act as mentor to their official and personal wellbeing in a more caring way. Management may think of instilling more of leadership and mentorship qualities i.e. training in TQM, Kaizen etc., to all its supervisory and management cadres.
- More of innovative Rewards, Recognitions and promotional avenues could be introduced to keep the morale of the employees consistently high and motivated.
- Ensure adequate skill up gradation and training programs to ensure job security for continuous work life up gradation.
- Ensure the standard practices of recognition reward and promotion to reiterate of conjugal atmosphere of work ethic.

CONCLUSION

From the survey it has been found that nearly all of the middle level employees of Airports Authority of India, Chennai Airport, Chennai, are highly satisfied with the Quality of Work Life prevailing in the organization. The researcher concludes that most of the employees of the organization are satisfied with their existing job, working environment, interpersonal relationship, management,

empowerment, and compensation and rewards. In the words of His Excellency, the former President of India, Dr.APJ Abdul Kalam, the scene has changed today and a leader is not a commander but a coach, not a director but a delegator, not a manager but a mentor. Ensure effectiveness of training program through proper redressal employee woes. Finally a proper statistical study of productive employees in each department would ensure proper utilization of trainee program grooming of personal future and retention of employees to meet business fluctuations this will be the ultimate goal of implementation work techniques in Airport Authority of India.

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