

Chapter 10

Analyzing Leadership Style, Organizational Commitment, and Career Development Opportunities

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ABSTRACT

This chapter analyzes the motivation factors among employees of the two largest Indian carriers. Indigo and Jet Airways, in a comparative perspective investigate the effects of leadership style, corporate commitment, and career development on motivation in ground staff employees. This study adopts a mixed-method approach to investigate differences in these motivational factors between the two airlines, using employee surveys and statistical regressions. Results suggest that Indigo scores above Jet Airways regarding leadership practices, organizational commitment, and career opportunities for current employees. It seems these components come together to enable a cycle in which employees are driven and motivated, at Indigo. It is proposed that the three-legged stool of motivation - rooted in inclusive leadership, personal dedication to empowerment at an individualistic level, and family-like benefit practices are likely combined key components in driving positive employee engagement outcomes for middle management employees.

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INTRODUCTION

Within the context of a competitive, service-based industry such as airlines, employee motivation is crucial to organizational performance. A key fact of personal resource management in organizations is a stimulus effect. This chapter compares certain motivating factors that are at play within two leading Indian-based Airlines - Indigo and Jet Airways. More specifically, it looks at the impact of leadership style, organizational commitment and career development opportunities on motivational levels among ground staff employees in airlines. This study employs a mixed methods approach of employee surveys and statistical analysis, to expose variance in the motivational factors experienced by employees working across both airlines; thereby delivering practical insights on how airline managers can tailor their approaches for maximum impact upon employee engagement.

The aviation industry is one of the significant sectors for growth and development in India. India's domestic air traffic has taken off over the past decade, expanding at double-digit rates as more people take to the skies thanks in part to low-cost carriers like IndiGo claiming a larger share of an ever-wider market. However, there are some challenges the industry faces, including stiff competition, soaring fuel prices and high attrition rate of employees. Large numbers of ground staff are required to face the customer (here skilled), so one crucial entrance barrier is having a motivated, good-quality workforce with denting and painting skills in case they face any problem.

Ground staff workers are necessary to complete several functions on-ground processes such as check-in, baggage handling, aircraft cleaning, and preparing passenger service support. This, in turn, directly affects service quality and productivity, which flows all the way through to the end passenger. Still, the job is intense and high stress due to long hours (usually 12-24 hour shifts), unpredictable call-ins at night or weekends, workload pressure/patient acuity-high intensity in times of crisis as well and physically draining work all contribute to burnout if not alleviated properly. As such, it is important for aspiring airlines to understand what motivates ground staff and how that motivation can be fine-tuned as a competitive advantage in service excellence (Yadav et al., 2024).

This analysis looks at industry publications to uncover 3 core qualities in their employee experience that make team members happy, engaged, and motivated during an apparently crazy time -

Leadership Style: The way managers act with and make an impact on their people affect the behaviour, engagement & performance of employees.

Transformational Leaders—those who inspire followers, mentor them, and empower their employees—generally lead to higher motivation (goal attainment), job satisfaction, and performance than Transactional leaders who lead through

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