

Chapter 6

Assessing the Significance of Skill Development, Challenge, and Personal Growth in Airline Employee Motivation

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ABSTRACT

This chapter compares employee motivation at Jet Airways and Indigo Airlines based on intrinsic factors: skill development, challenge, and personal growth. The Mann-Whitney U Test was chosen to analyze ordinal survey data and compare the two independent groups. Results show significantly higher satisfaction among Indigo employees across all factors ($p < 0.05$). Regarding skill development, 44% of Indigo employees were delighted, compared to 14% at Jet Airways. 72% of Indigo employees agreed their work was challenging vs. 12% at Jet Airways. For personal growth, 74% of Indigo employees strongly decided that opportunities were provided, compared to 12% at Jet Airways. These findings highlight Indigo's effective intrinsic motivation strategies, giving them a competitive edge. The stark differences underscore the importance of prioritizing skill development, challenge,

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and growth to engage employees in the airline industry. This study provides insights into leveraging intrinsic motivation for enhanced performance.

INTRODUCTION

Employee motivation is an essential factor influencing an organisation's success, although it manifests somewhat differently in the airline industry, where employees rely greatly on intrinsic motivators for satisfaction. Airlines are noted for operating within the high levels of competition with relatively small room for profit margins, which limits employee income and necessitates their high satisfaction levels to keep them in the organisation and ensure they contribute to the company's performance rather than leaving for another employer.

In this chapter, the three selected intrinsic motivational factors, skill development, workplace challenges, and personal growth, will be considered regarding their effect on employee satisfaction in the airline industry, specifically among the two selected firms—Jet Airways and Indigo Airlines. The comparison is supported by a mean comparison, standard deviation assessment, and Mann-Whitney U Tests designed to evaluate the overall effectiveness of the airlines' motivation strategies.

Industry Background

The airline industry faces unique challenges in motivating employees. The work is demanding, with irregular schedules, long hours, high stress, and potential hazards. Many roles require specialised skills and training. Airlines must minimize human error to ensure safety while also navigating the industry's cyclical nature and vulnerability to economic downturns, fuel prices, and global events. This creates job insecurity and stress that impact employee satisfaction.

Problem Statement

Given this challenging context, carriers need to be proactive in stimulating intrinsic motivation, such that employees derive their rewards from their work on account of its perceived value. Extrinsic factors, such as pay and benefits, while all important, are generally incentives that do not suffice in this industry. But the engagement of employees also relies on extrinsic factors like compensation, flexibility, and job security—factors that draw employees' attention.

Nevertheless, very little research compares how various airlines pursue intrinsic motivation and how that influences employee outcomes. To fill this gap, this study focuses on worker insight into skill development, workplace battles, and development

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