

# HUMAN RESOURCE MANAGEMENT ON EMPLOYEE SATISFACTION OF AIRLINES BUSINESS IN CHINA

Yanxian Guo\*, Panida Ninaroon\*\*

*Suan Sunandha Rajabhat University, Thailand*

*Email: s64567810038@ssru.ac.th\*, panida.ni@ssru.ac.th\*\**

## ABSTRACT

The research was to investigate actual human resource management factors affecting employee satisfaction. The conceptual framework was developed from the literature review, survey in the area, and other contemporaneous research in human resource management. Accordingly, the researchers consider the importance of earning, skill, management, Workplace relationships, and happiness at workplace.

In this, the researchers employed the quantitative research approaches. The instruments of research were the steps of a questionnaire. Data were collected from 253 people who are employees of the airline business. The data collected were analyzed using path modeling and on the basis of observing the actual employee satisfaction of the organizations studied through all operational links in human resource management.

Findings are as follows: Applications of earning, skill, management, Workplace relationships, and happiness at the workplace were explanatory of the variance in employee satisfaction at 54.4 percent ( $R^2 = 0.544$ ). Each factor involves significant aspects, with the total being 26. All elements should be addressed if problems are to be solved over the long haul.

## INTRODUCTION

After the outbreak of Covid 19, the airline faced many problems and had to find measures to restore its image. Initial efforts focused on improving brand image and regaining consumer confidence. Airlines endeavor to adhere to strict safety norms. Increase maintenance facilities and employ trained and experienced pilots from abroad. In order to be ready to provide services to passengers. In recent years, our country's economic development level is steadily improved, people's yearning and desire for high-quality life is increasingly strong, Chinese business travel and travel demand, wealthy people for travel timeliness, comfort, and privacy have higher and higher requirements, for business airlines, facing increasing competition of official aviation market and service needs to improve customer groups. How to improve the service quality is an important topic at hand. (Han Chunyan, 2019; Wang Jing, Wang Ying, 2017).

The Concept of Aviation Service and Management; The core of aviation service and management is to improve the quality of service. In the talent training, we should provide high quality and high-quality service as the goal. As one of the main criteria for passenger evaluation of airlines, aviation service quality has always been the most critical issue in the global aviation industry. Implementing service and management in the service process and improving service quality is a problem to be solved in aviation service and management personnel training. Innovating service standards and improving the service quality of aviation service personnel are not only conducive to the development of enterprises but also can enhance the comprehensive strength of China's civil aviation. To improve the quality of aviation service, we should take the needs of passengers as the starting point, conduct differentiated service and management, and reflect the service value of civil aviation in each link. (Shu Shou xi, Ma Brunei, 2018; Yu Wenying, Li Jingxun, 2010; Li Lili, Wang Wenjuan., 2007)

The Concept of Human Resource Management; The concept of human resource management has been proposed for more than half a century. Different schools have explained this concept from various perspectives during this period, and a unified understanding has not yet been formed. In terms of different views of management subjects, human resource management can be interpreted from two perspectives, namely macro and micro. Researchers pointed out that macro human resource management belongs to the function of the government, which refers to the management of social human resources by the government of a country or a region. The researcher believes that micro human resource management refers to the activities and process management of acquiring, applying, and creating value of enterprise human resources. This study explores and points to the micro-level of human resource management. (Xiaonan Chen, Jun Huang, Mingxu Yi, Yalin Pan, 2019; Liu Shanshi. (2017; Li Lili, Wang Wenjuan, 2007).

## **METHODOLOGY**

In the study of Human Resource Management on Employee Satisfaction of Airlines business in China, the researcher has studied documents, textbooks, concepts, theories, and related research consistent with the study's objectives. This research is quantitative research in the format is survey research. The research tool was a questionnaire. Instrument-based interviews collected data. The researcher has defined the details of the investigation as follows. The population is the airline's employees. The respondents of 690 people are Air China, China Eastern, China Southern, and Hainan Airlines. The survey sample was 253 people from 4 China airlines. The researchers used a simple random sampling method to conduct an arbitrary sample size, as determined according to the Taro Yamane formula. The researchers conducted a simple random sampling calculation using the Taro Yamane formula, and based on the calculation results, the number of samples was 253 people.

The confidence level is 95%. The tolerance of the sample is at the level of 0.05. The tool used in this research was the Questionnaire about employee satisfaction, including employee satisfaction toward human resource management and organizational pride. The form questionnaire was a Questionnaire type Rating Scale that has 5 levels; weight will be assigned according to the Likert method by assigning weight and performance level for each question in the questionnaire, and data will be analyzed by Multiple Regression Analysis to test the influence of variables between Earnings, Skill Development, management, Workplace Relationships, and Happiness at the workplace and employee satisfaction.

## **RESULTS**

This paper aims to study human resource management on employee satisfaction in the airline business in China, and then provide some optimization ideas for human resource management. We used a quantitative study approach. The instrument used in the study was a questionnaire survey. Researchers collected the data with a sample group of 253 samples. Details are as follows:

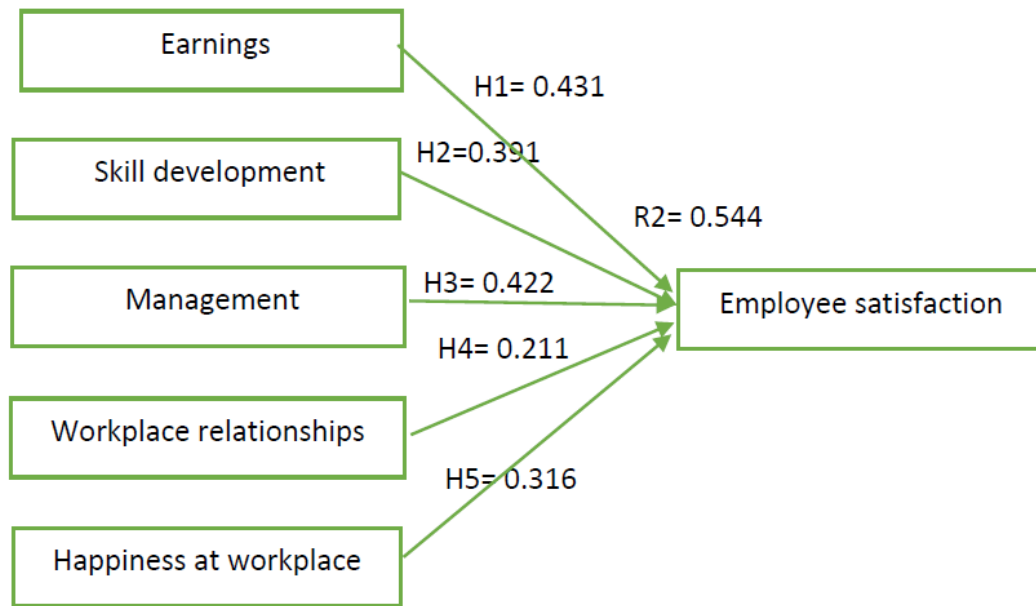
Validity checking After collecting the data, the researchers studied their reality using the corrected Item-total correlation. Which is a measure of the correlation between the score of any question and the total score of the category in which the query appears, in the calculation process, the total score must be adjusted by deducting the data value of any question issued in order to prevent the information of the questionnaire from appearing in both places. The decision criteria were that the correlation must not be less than 0.70.

The reliability and validity test results are shown in the following table. (Yu Wenying, Li Jingxun, 2010); Liu Shanshi, 2017; Li Lili, Wang Wenjuan. (2007)

**Table 3.2** Results of testing reliability and validity by statistical methods

Variable	Corrected Item-Total Correlation	Cronbach's Alpha
<b>Earnings</b> 1. I get fair compensation for my work. 2. I get a steady salary increase. 3. I'm supposed to be rewarded in other ways by a higher organization. 4. I am happy with my chance to raise my salary 5. I get enough vacation days from work.	0.755 0.783 0.801 0.718 0.821	0.786
<b>Skill development</b> 1. I definitely have a chance to get promoted. 2. Those who excel on the job receive a fair promotion 3. People working here can grow as fast as they do anywhere else 4. I am very satisfied with the opportunity to move up to a higher position. 5. I am satisfied with my ability to work better.	0.789 0.812 0.788 0.765 0.777	0.778
<b>Management</b> 1. Executives have very high working abilities. 2. I am satisfied with the executives who are fair in their work. 3. Executives had no interest in their subordinates' ideas 4. I am very satisfied with my supervisor's management policy. 5. I am very satisfied with the commander's way of working.	0.736 0.769 0.799 0.812 0.786	0.787
<b>Workplace relationships</b> 1. I was well taken care of by my colleagues. 2. Supervisors are friendly to everyone. 3. There is good cooperation working within the department. 4. There is no conflict within the department. 5. Colleagues are very helpful and supportive.	0.822 0.799 0.729 0.738 0.727	0.982
<b>Happiness at the workplace</b> 1. I've always enjoyed working with my colleagues. 2. I am satisfied with the work I have done. 3. I have a sense of pride in myself for doing my work 4. I am very happy with the position.	0.811 0.737 0.726 0.754	0.888
<b>Employees Satisfaction</b> 1. Employees are satisfied with the human resource management of the airline business. 2. Employees are satisfied with the organizational management system of the airline business.	0.756 0.759	0.91

To study factors affecting employee satisfaction of airlines business in China  
 The results of the study of factors affecting employee satisfaction of airlines business in China are as follows:



**Figure 1** Results of path analysis

Research hypothesis testing

The researcher formulates research hypotheses for testing in accordance with the route equation according to the route analysis model with the following equations and assumptions:

$$EMS = \beta_0 + \beta_1 EAR + \beta_2 SKD + \beta_3 MAN + \beta_4 WOR + \beta_5 HAW + \zeta_1 \dots \dots \dots (1)$$

- Hypothesis 1 Earnings has a direct influence on employee satisfaction
- Hypothesis 2 Skill development has a direct influence on employee satisfaction
- Hypothesis 3 Management has a direct influence on employee satisfaction
- Hypothesis 4 Workplace relationships has a direct influence on employee satisfaction
- Hypothesis 5 Happiness at workplace has a direct influence on employee satisfaction

**Table 4.9** Hypothesis Testing Results

Path	Path coefficient	t-stat	p-value	Hypothesis
H1: Earnings → Employee satisfaction	0.431	3.528***	0.000	support
H2: Skill development → Employee satisfaction	0.391	2.496***	0.000	support
H3: Management → Employee satisfaction	0.422	3.419***	0.000	support
H4: Workplace relationships → Employee satisfaction	0.211	2.855***	0.000	support
H5: Happiness at workplace → Employee satisfaction	0.316	3.422***	0.000	support

## CONCLUSION

The study of the human resource management factors affecting employee satisfaction on airline business in China was based on regression equation analysis. It was found that checking the preliminary terms of linearity and checking the regression coefficient had a positive linear relationship between the variables. All 5 factors including earning, skill, management, workplace relationships, happiness at workplace on airline business in china were positively linear, which was consistent with agreement. It was also found that there were mutually positive influences, earning, skill, management, workplace relationship, and happiness at workplace. There is a positive direct influence on employee satisfaction, indicating that the results of the study confirm the consistency of the airline business in China, employee satisfaction variable that is consistent and has a real interplay and can be used in business operations in airline business in China.

## DISCUSSION

The research results show that the human Resource Management on Employee Satisfaction of the airline business in China are: earnings, skill development, management, workplace relationships, and happiness at the workplace of airline business in China. The independent factor is employee satisfaction. The results showed that the factors affecting Employee satisfaction in China T Aviation Services Limited, Adjusted  $R^2=54.4\%$ . Earning (Beta=0.431), skill (Beta= -0.391), Management (Beta=0.422), Workplace relationships (Beta=0.211), and Happiness at workplace (Beta= 0.316) can affect Employee satisfaction. The investigators wish to discuss the following results:

(1) Management significantly affects the employee satisfaction of airline business Company in China

According to the results of the Management survey, the management of airline business company employees is low, with an average of 3.30, to some extent, this reflects the airline business Company Manager, not justice to every employee, the Manager's lack of care and did not establish a good relationship with employees, shows that the management level of airline business company Management needs to be strengthened. According to the above airline business Employee satisfaction survey data difference analysis learned that does not have a professional education background of employees, working years of 1 year and below employees, service personnel satisfaction of the Manager dimension, these employees the perception of Manager lack of management ability and fairness, Manager in the future management work to strengthen the attention of these employees. Drucker (2009) believes that becoming an effective Manager requires enriching oneself and improving its management ability through continuous learning. At the same time, the "people-oriented" management concept emphasizes that employees are the core of the management work. This requires Managers to treat their employees fairly, listen to their ideas, and build good relationships with them. To sum up, the airline business should strengthen the construction of a Manager team, improve the management level of Managers, enhance their management ability, establish the "people-oriented" management concept, and do a good job in selecting and appointing airline business in China.

(2) Skill development has a direct influence on employee satisfaction of the airline business in China

This also shows that the promotion work of airline business companies needs to be improved. And according to the above airline business company Employee satisfaction survey data difference analysis that does not have professional education background of employees, worked a fixed number of years for 1 year, and below the lowest satisfaction of promotion

dimension, the research found that most of these employees lack career planning and airline business company lack of career management of employees, it also provides a reference for airline business service company to improve management work. Studies have shown that the lack of promotion opportunities can cause many adverse effects, such as organizational management challenges and reduced work output. Zhang Xiujuan (2003) believes that ensuring the fairness of the promotion can improve employees' satisfaction, otherwise it will increase their tendency to leave jobs. However, the promotion opportunities are not unlimited. While expanding the promotion channels, enterprises should also guide their employees to the right direction of career development and provide care for the employees who cannot be promoted. To sum up, airline business Companies should improve the promotion work, improve the fairness of the promotion, broaden the promotion channels, provide career guidance for the employees, and provide care for the employees who cannot be promoted.

(3) Workplace relationships have a direct influence on employee satisfaction.

In the Workplace social dimension, the survey results show that the airline business in China employees colleagues' satisfaction is not ideal, to a certain extent, reflects the airline business company interpersonal relationship is not harmonious, this is the lack of communication between airline business company employees and high-pressure competition environment, shows that airline business company interpersonal relationship construction needs to be strengthened. According to the difference of airline business company Employee satisfaction survey data analysis that female employees, married employees, do not have a professional background of employees, working years of 1 year and below employees, service personnel to colleagues dimension satisfaction is relatively low, also reflects the airline business company lack of concern for this kind of employees, worth airline business company in the future management work. Harmonious interpersonal relationships can ensure employees' mental health and promote the enterprise's harmonious development.

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