

ROLE OF HUMAN RESOURCE MANAGEMENT AND EMPLOYEE SATISFACTION OF AIRLINE BUSINESS IN CHINA

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ABSTRACT

The research was to investigate the current issue of Human Resource Management and Employee Satisfaction of the Airline business in China. 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 the 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 descriptive statistics as mean, standard deviation, and percentage on the basis of observing the actual employee satisfaction of the organizations studied through all operational links in human resource management. Findings are applications of earning, skill, management, Workplace relationships, and happiness at the workplace, and employee satisfaction is high-level.

INTRODUCTION

At this time, we must face the challenges facing the development of the aviation service industry. The aviation service industry faces some human resource management problems in the development process, such as profound staff loss, uneven talent quality, and the need for talents with aviation service and management backgrounds. After the outbreak of COVID-19, under the impact of the epidemic, the loss of employees in the aviation service industry has become more serious. Many practitioners need clarification about their development, and employee satisfaction has decreased. It is urgent to improve the human resource management level of the aviation service industry. Under the current severe development situation, the quality of human resource management can determine the future of an enterprise. The employee satisfaction survey is the "barometer" of enterprise human resource management, with the utility of an "earthquake monitor" and "compass," which is a diagnostic tool to help enterprises find human resource management problems. Exploring the issues and coping strategies of human resource management in the aviation service industry from the perspective of employee satisfaction can enhance employees' sense of identity in the enterprise, enhance the centripetal force of employees in the enterprise, and help enterprises improve human resource management, to promote the long-term development of the enterprise. (Shu Shou xi, Ma Brunei, 2018; Wang Jiwei, 2019; Eva et al., 2010).

Concept of employee satisfaction: Employee satisfaction is the index of enterprise happiness, to a certain extent, the team spirit of the enterprise, is a comprehensive index. At present, how to improve employee satisfaction has become an important topic for scholars to study. Foreign scholars started earlier in their research on employee satisfaction. As early as the early 20th century, F.W. Taylor put forward the important conclusion that high reward is equal to high satisfaction, thus opening the door of scientific management, and was called the "father of scientific management". (Wang Jiwei, 2019; Eva et al., 2010) The researcher took the lead in putting forward the concept of job satisfaction in the book "Job Satisfaction", believing that employee satisfaction is the subjective satisfaction of the work itself and its work

environment from both psychological and physiological aspects. However, since the research intention of employee satisfaction is very different, So the corresponding definition is also different, the researcher summarizes its concept into three concepts: the first is a comprehensive definition, Considering employee satisfaction as a single concept, That is, employees' subjective feelings of the work itself and the environment; The second is the expectation gap definition, That is, the gap between the labor remuneration they want to get after working hard and the labor remuneration they actually get, Can affect the work enthusiasm of employees to a large extent; The third is the reference architectural definition, This view holds that employee satisfaction is a subjective feeling of employees formed by comparing their personal gains and work achievements with a self-reference framework, This reference architecture is easily influenced by other factors such as past experience and colleagues around you. (Weiwei et al., 2019; Wang Xiuting, 2004; Wang Jiwei, 2019; Wang Jiwei, 2019; Eva et al., 2010)

METHODOLOGY

In the study of the Role of Human Resource Management and Employee Satisfaction in the Airline 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 population is the airline's employees respondents of 690 people are Air China, China Eastern, China Southern, and Hainan airline. The survey sample was 253 people from 4 China airlines. The researchers used a simple random sampling method to conduct a random sample size, as determined according to the Taro Yamane formula. The tool used in this research was the Questionnaire, created by the researcher from the literature review combined with the study of the actual area and from the sample interviews. This toolkit consists of checklist questions divided into 2 parts as follows:

Part 1 Characteristics questionnaire with personal qualifications 1) Age 2) Education 3) Income 4) Occupation; Part 2 is a Questionnaire about Earnings, Skill development, management, Workplace relationships, and Happiness at the workplace the nature of the questionnaire is a Rating Scale questionnaire with 5 levels. Weights are assigned according to the Likert method by determining each item's weights, scores, and performance levels. There are 5 levels of questions in the questionnaire, by separating each variable; Part 3 is a questionnaire about employee satisfaction, including employee satisfaction toward human resource management and organizational satisfaction. The form the questionnaire was a Questionnaire type Rating Scale has 5 levels, weight will be assigned according to the Likert method by assigning weight and performance level for each question in the questionnaire. The researcher used an analysis technique to analyze the data by descriptive statistics including (1) Percentage (2) Average score (Mean) (3) Standard Deviation.

RESULTS

This research aims to study the current issue of human resource management and employee satisfaction in airline business in China, and then provide some optimization ideas of 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:

Personal characteristics of employees of airline business in China

Table 4.1 Personal characteristics of employees of airline business in China

Characteristics of employees	number (n=253)	Percentage
1. Gender		
- Male	138	54.54
- Female	115	45.45
2. Age		
- 18 - 25 Year	63	24.90
- 26 – 35 year	59	23.32
- 36 – 45 year	71	28.06
- More than 46 year	60	23.72
3. Marital status		
- single	78	30.83
- married	110	43.47
- divorced	65	25.70
4. Degree of education		
- lower than bachelor's degree	57	22.52
- Bachelor's degree	85	33.59
- postgraduate	111	43.87
5. Working time		
- 1-3 years	87	34.38
- 4-6 years	97	38.33
- More than 7 years	69	27.27
6. Monthly income		
- 1000-3000 Yuan	97	38.34
- 3001-5000 Yuan	88	34.78
- 5001-8000 Yuan	68	26.88

From the table 4.1, the perspective of gender, male are significantly higher than female, accounting for 54.54 percentage, and female 45.45 percentage.

Regarding the age of employees, the highest proportion was 36-45 years old, accounting for 28.06%, followed by employees aged 18-25 years and employees aged 26-35 years, accounting for 24.90% and 23.32%, respectively, and employees over 45 years old. Representing 23.72% said that airline employees who responded to the survey were generally middle age.

Regarding marital status, 43.47% were single, 30.83% were divorced, and 25.70% were related to the age distribution. The company had many young employees.

From the perspective of educational background, airline company employees generally have lower than bachelor's degree, Bachelor's degree, and postgraduate accounting for 22.52, 33.59 and 43.87% respectively.

From the perspective of working years, the employees of airline business companies are generally in the range of 1-3 years, 4-6 years of employment, accounting for 34.38 and 38.38 respectively, and the employees who have worked for more than 7 years also account for a certain proportion, 27.27%.

In terms of monthly income, 34.78% of employees have a monthly income of 3000-5000 Yuan, 26.88% of employees have a monthly income of 5000-8000 Yuan, and only 38.34% of

employees have a monthly income of 1000-3000 Yuan, indicating that the average salary of airline business company has basically reached the middle-income level.

Part 2 Opinion level results on factors influencing employee satisfaction in the aviation service industry

To study Earnings, Skill Development, management, Workplace Relationships, happiness at the workplace and employee satisfaction of airlines business in China

1. Earnings

Table 4.2 the level of opinion about the Earning

Earnings	Mean	S.D.	Level	Rank
1. I get fair compensation for my work	3.667	.684	high	5
2. I get a steady salary increase.	3.911	.676	high	2
3. I'm supposed to be rewarded in other ways by a higher organization	3.888	.568	high	3
4. I am happy with my chance to raise my salary.	3.788	.699	high	4
5. I get enough vacation days from work.	3.987	.565	high	1
Total	3.848	.638	high	

From Table 4.2, the mean and standard deviation of the opinion level of the variable remuneration is at a high level, with the mean value at a higher level being 3.848. Comprehensive from all aspects, the average of the highest side is "I get enough vacation days from work", high level average of 3.987, followed by "I get a steady salary increase", high level of average of 3.911, the last is "I get fair compensation for my work", the average is 3.667, in the medium level.

2. Skill development

Table 4.3 the level of opinion about skill development

Skill development	Mean	S.D.	Level	Rank
1. I definitely have a chance to get promoted.	3.762	.654	high	5
2. Those who excel on the job receive a fair promotion	3.981	.876	high	2
3. People working here can grow as fast as they do anywhere else	3.883	.768	high	3
4. I am very satisfied with the opportunity to move up to a higher position.	3.786	.659	high	4
5. I am satisfied with my ability to work better.	3.998	.768	high	1
Total	3.882	.745	high	

From Table 4.3, both the mean value and the standard deviation regarding the opinion level affecting Career development are at a high overall story, with the mean value at a higher level being 3.882. From the various aspects of the variables involved, we found that the highest average is "I am satisfied with my ability to work better." (3.998), at a high level, followed by

"Those who excel on the job receive a fair promotion" (3.981), at a high level, the lowest is "I definitely have a chance to get promoted.", the average of 3.762, in the same high level.

3. Management

Table 4.4 the level of opinion about the management

Management	Mean	S.D.	Level	Rank
1. Executives have very high working abilities.	3.432	.644	medium	5
2. I am satisfied with the executives who are fair in their work.	3.989	.775	high	2
3. Executives had no interest in their subordinates' ideas	3.899	.732	high	3
4. I am very satisfied with my supervisor's management policy.	3.781	.559	high	4
5. I am very satisfied with the commander's way of working.	4.119	.758	high	1
Total	3.862	.693	high	

From Table 4.4, the mean and standard deviation of the opinion level of the variable management is at a high level, with the mean value at a high level being 3.862. Comprehensive from all aspects, the average of the highest side is " I am very satisfied with the commander's way of working.", high level average of 4.119, followed by " I am satisfied with the executives who are fair in their work.", high level of average of 3.989, the last is "Executives have very high working abilities.", the average is 3.432, in the medium level

4. Workplace relationships

Table 4.5 the level of opinion about workplace relationships

Workplace relationships	Mean	S.D.	Level	Rank
1. I was well taken care of by my colleagues.	3.876	.543	high	3
2. Supervisors are friendly to everyone.	3.765	.774	high	4
3. There is good cooperation working within the department.	3.434	.756	medium	5
4. There is no conflict within the department.	3.897	.679	high	2
5. Colleagues are very helpful and supportive	3.998	.654	high	1
Total	3.794	.681	high	

From Table 4.5, the mean and standard deviation of the opinion level of the variable remuneration is at a high level, with the mean value at a higher level being 3.794. Comprehensive from all aspects, the average of the highest side is " Colleagues are very helpful and supportive", high level average of 3.998, followed by "There is no conflict within the department", high level of average of 3.897, the last is "There is good cooperation working within the department.", the average is 3.434, in the medium level

5. Happiness at the workplace

Table 4.6 the level of opinion about the Happiness at the workplace

Happiness at the workplace	Mean	S.D.	Level	Rank
1. I've always enjoyed working with my colleagues.	3.776	.652	high	3
2. I am satisfied with the work I have done.	3.993	.711	high	1
3. I have a sense of pride in myself for doing my work	3.881	.688	high	2
4. I am very happy with the position	3.772	.692	high	4
Total	3.855	.685	high	

From Table 4.6, the mean and standard deviation of the opinion level of the variable remuneration is at a high level, with the mean value at a higher level being 3.855. Comprehensive from all aspects, the average of the highest side is "I am satisfied with the work I have done", a high-level average of 3.993, followed by "I have a sense of pride in myself for doing my work", a high level of an average of 3.881, the last is "I am very happy with the position", the standard is 3.772, in the medium level

6. Employee satisfaction

Table 4.7 the level of opinion about the Employee satisfaction

Happiness at the workplace	Mean	S.D.	Level	Rank
1. Employees are satisfied with the human resource management of the airline business.	3.785	.662	high	2
2. Employees are satisfied with the organizational management system of the airline business	3.999	.631	high	1
Total	3.892	.646	high	

From table 4.7, both the mean and the standard deviation regarding the opinion level affecting employee satisfaction are both at a high overall level, with the average at a higher level being 3.892. From all aspects of the variables involved, we found that the highest average value was "Employees are satisfied with the organizational management system of the airline business" (3.999), at a high level, followed by "Employees are satisfied with the human resource management of the airline business." (3.785), at a high level.

7. The factors affecting the overall

Table 4.8 the level of opinion about the factors affecting the overall

Variable	Mean	S.D.	Level	Rank
1. Earnings	3.848	.638	medium	4
2. Skill development	3.882	.745	high	1
3. Management	3.862	.693	high	2
4. Workplace relationships	3.794	.681	high	5
5. Happiness at workplace	3.855	.685	high	3
Total	3.862	.693	high	

As can be seen in Table 4.8, the mean and standard deviation of opinion levels regarding factors affecting Employee satisfaction are at a high overall level, with a higher-level mean at 3.862. From each variable, we found that the highest average was skill development (3.882), at a high level, followed by management (3.862), and the lowest was workplace relationships, with an average of 3.794.

CONCLUSION

The results of level of opinion about factors influencing Employee satisfaction

(1) The level of opinion about the factors affecting the overall. The mean and standard deviation of opinion levels regarding factors affecting Employee satisfaction are at a high overall level, with a higher-level mean at 3.862. From each variable, we found that the highest average was skill development (3.882), at a high level, followed by management (3.862), and the lowest was workplace relationships, with an average of 3.794.

(2) Earnings: The mean and standard deviation of the variable remuneration's opinion level is high, with the mean value at a higher level being 3.848. Comprehensive from all aspects, the average of the highest side is "I get enough vacation days from work" with a high-level average of 3.987, followed by "I get a steady salary increase", high level of average of 3.911, the last is "I get fair compensation for my work", the average is 3.667, in the medium level.

(3) Skill development: The mean value and the standard deviation regarding the opinion level affecting Career development are at a high overall story, with the mean value at a higher level being 3.882. From the various aspects of the variables involved, we found that the highest average is "I am satisfied with my ability to work better." (3.998), at a high level, followed by "Those who excel on the job receive a fair promotion" (3.981), at a high level, the lowest is "I definitely have a chance to get promoted.", the average of 3.762, in the same high level.

(4) Management: The mean and standard deviation of the opinion level of the variable management is at a high level, with the mean value at a high level being 3.862. Comprehensive from all aspects, the average of the highest side is "I am very satisfied with the commander's way of working.", high-level average of 4.119, followed by "I am satisfied with the executives who are fair in their work.", high level of an average of 3.989, the last is "Executives have very high working abilities.", the standard is 3.432, in the medium level

(5) Workplace relationships: The mean and standard deviation of the opinion level of the variable remuneration is at a high level, with the mean value at a higher level being 3.794. Comprehensive from all aspects, the average of the highest side is "Colleagues are very helpful and supportive", high-level average of 3.998, followed by "There is no conflict within the department", a high-level of an average of 3.897, the last is "There is good cooperation working within the department.", the standard is 3.434, in the medium level

(6) Happiness at the workplace: The mean and the standard deviation regarding the opinion level affecting employee satisfaction are both at a high overall story, with the average at a higher level being 3.892. From all aspects of the variables involved, we found that the highest average value was "Employees are satisfied with the organizational management system of the airline business" (3.999), at a high level, followed by "Employees are satisfied with the human resource management of the airline business." (3.785), at a high level.

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