

# HUMAN RESOURCE MANAGEMENT OPTIMIZATION IN AVIATION SERVICE INDUSTRY—BASED ON THE PERSPECTIVE OF EMPLOYEE SATISFACTION

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## ABSTRACT

With the continuous growth of China's national economy and the improvement of people's living standards, the rapid development of China's tourism industry has been promoted, so the aircraft has become an important way of transportation today. With the rapid development of Chinese civil aviation, and in order to win the trust and recognition of passengers, airlines often need to rely on services with distinctive personality and characteristics. At present, Chinese airlines have basically established a quality management system according to ISO9001 standards, but they mainly focus on safety management. For service quality management, there are generally problems of insufficient attention, unclear management concept and not obvious management effect. It is understood that there is a big gap in the service quality and level of Chinese airlines, and the level of human resource management has brought certain challenges to the future development of airlines. There are many pain points of human resource management in China's aviation service industry, such as serious employee loss, low employee satisfaction, low efficiency of human resource management and unreasonable methods, which have increasingly become a resistance to the development of the aviation service industry. In order to promote the high-quality development of the aviation service industry, it is urgent to improve the level of its human resource management work.

The following variables are designed according to the actual situation: Independent variables include Remuneration, career development, managers, workplace networking, and a sense of job gain. Dependent variable is employee satisfaction. Through statistical software analysis that the results showed that the factors affecting Employee satisfaction in China T Aviation Services, Adjusted  $R^2=64.1\%$ . Career development (Beta=0.203), Manager (Beta= -0.102), Workplace social (Beta=0.582), and Sense of job gain (Beta=0.198). The factor that does not affect Employee satisfaction is Remuneration (Beta= -0.071). We put forward a series of countermeasures to solve the problem.

**Keywords:** Aviation service industry, human resource management, employee satisfaction, and optimization strategy

## INTRODUCTION

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, wealth people for travel timeliness, comfort, privacy have more and more 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 quality of service is the important subject in front of the.

At the same time, we must face the challenges facing the development of the aviation service industry. At present, the aviation service industry is faced with some human resource

management problems in the development process, such as serious staff loss, uneven talent quality and the lack of talents with aviation service and management background. 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 are confused about their development, and their 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, and the employee satisfaction survey is the "barometer" of enterprise human resource management, with the utility of "earthquake monitor" and "compass", is a diagnostic tool to help enterprises find human resource management problems. Exploring the problems and coping strategies of human resource management in the aviation service industry from the perspective of employee satisfaction can enhance employees' sense of identity to the enterprise, enhance the centripetal force of employees to the enterprise, and help enterprises to improve human resource management, so as to promote the long-term development of the enterprise.

## LITERATURE REVIEW

**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 important issue in the global aviation industry. How to implement service and management in the process of service and improve 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.

**The Concept of Human Resource Management:** The concept of human resource management has been proposed for more than half a century. During this period, different schools have explained this concept from various perspectives, and a unified understanding has not yet been formed. In terms of different perspectives of management subjects, human resource management can be interpreted from two perspectives, namely macro and micro. Zhao Houchuan (2014) pointed out that the 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. He Jiangjun (2011) 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.

**Concept of employee satisfaction:** Employee satisfaction is the index of enterprise happiness, is to a certain extent can see 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 in 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". Hoppock (1935) 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, Sha Yunyu (2021) 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.

## **METHODOLOGY**

The research design of the following research is based on quantitative research where it is mainly emphasized on evaluating the numerical and figures. Henceforth, the following study reflects on an objective view rather than a subjective. The data collection is conducted by gathering primary data rather than secondary data. The instrument utilized for collecting the primary data is the questionnaire 222 survey where the statements in the survey are designed with the help of the literature. The questionnaire survey consisted of the closed-ended questionnaire in which it was primarily based on the Likert scale which has a range from 1 – 5. The value 1 represents 'Strongly disagree' whereas the value 5 indicates 'Strongly Agree'. The main focus of the study was to evaluate the effect of learning and knowledge on improvising aviation services. The context in which the study is being conducted is on the employees of aviation services. The targeted individuals for the study were particularly the employees. Sampling technique and sample size the main focus of the study is mainly emphasized towards understanding the influence of learning and knowledge on improvising employee satisfaction in the company; therefore, the targeted sample that is relevant for the study where insights carry the most worth value are the employees that are working in the aviation services sector. Since the study mainly emphasized gathering data from employees; therefore, not every individual had a similar chance of being selected. Thus, the sampling technique falls under non-probability sampling which is considered that the chance of selecting an individual for a sample is unequal. Moreover, the sample size selected by the researcher for data collection is 222 questionnaires. 222 of; 222 surveys were appropriately filled by the targeted responses. Hence, the response rate on the questionnaire survey was 100 %. The complete data of the 222 samples were investigated and analyzed to determine whether learning and knowledge have an influence over the aviation services in the company. Method for analysis of data the questionnaire survey has provided the data in numerical and figures; therefore, the data analysis is conducted through the use of path model where a path model is used.

## RESULTS

This paper aims to study the factors of human resource management in aviation service industry, 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 361 samples. Details are as follows.

The results of Level of opinion about Remuneration, Career development, Manager, Workplace social, Sense of job gain (Independent Variables) and Employee satisfaction (Dependent Variables).

Table 1 The level of opinion about the factors affecting the overall

Descriptive Statistics				
	Mean	Std. Deviation	level	Rank
Remuneration	3.45	.617	High	4
Career development	3.49	.647	High	3
Manager	3.30	.644	Medium	5
Workplace social	3.91	.800	High	1
Sense of job gain	3.58	.634	High	2
Total	3.55	.549	High	

As can be seen in Table 1, 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 3.55. From each variable, we found that the highest average was Workplace social (3.91), at a high level, followed by Sense of job gain (3.58), and the lowest was Manager, with an average of 3.30.

### Regression analysis

This study tested the study hypothesis by performing a multiple linear regression analysis of the sample data using statistical software. First, the factor variables of the six variables were unified into the new variables by calculation through data processing, and then the linear regression was used to test each hypothesis. The final results are shown in Table 4.10 below:

Table 2 Model summary

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.805 <sup>a</sup>	.649	.641	.50805	1.939

a. Predictors: (Constant), Sense of job gain, Remuneration, Manager, Career

b. Dependent Variable: Employee satisfaction

Outresults of the effect between the dependent variables and all independent variables by regression analysis, it was found that the adjusted  $R^2= .641$ , meaning that the effect of the five independent variables is sense of job gain, remuneration, manager, career development, and workplace social on employee satisfaction, can be 64.1% affected. The Durbin Watson data of 1.939, close to 2, met the criteria, and no pseudoregression phenomenon in Eq.

Table 3 ANOVA

\*Significant at 0.05 level

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.384	5	20.677	80.108	.000*
	Residual	56.010	217	.258		
	Total	159.395	222			

a. Dependent Variable: Employee satisfaction

b. Predictors: (Constant), Sense of job gain, Remuneration, Manager, Career

$F=80.108$ ,  $Sig.=.000^*$ , the value is much less than 0.05, suggesting that at least one factor affects the Employee satisfaction. The investigators will then analyze the extent of the influence of the respective variable and the dependent variable.

Table 4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.315	.226		1.395	.165
	Remuneration	-.098	.073	-.071	-1.336	.183
	Career development	.265	.082	.203	3.224	.001
	Manager	-.134	.080	-.102	-1.669	.097
	Workplace social	.616	.069	.582	8.977	.000*
	Sense of job gain	.264	.105	.198	2.510	.013

\*Significant at 0.05 level

The results showed that the factors affecting Employee satisfaction in China T Aviation Services Limited, Adjusted  $R^2=64.1\%$ . Including the following factors, the factors influencing Employee satisfaction are Career development (Beta=0.203), Manager (Beta= -0.102), Workplace social (Beta=0.582), and Sense of job gain (Beta=0.198). The factor that does not

affect Employee satisfaction is Remuneration (Beta= -0.071). It can be written as a regression equation as follows:

$$\hat{Y} = -.071(x_1) + .203(x_2) - .102(x_3) + .582(x_4) + .198(x_5)$$

Therefore, the Employee satisfaction model after the test as shown by figure 4 was obtained from the standardized regression coefficient between the various variables.

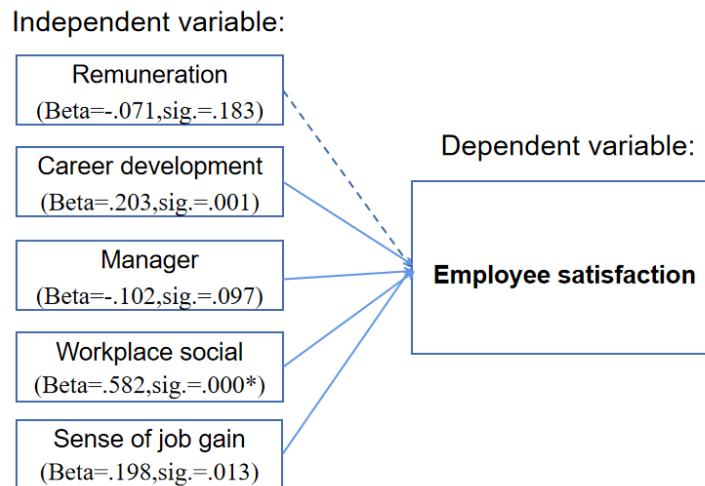


Figure 1 Research framework after verification

## CONCLUSION

**Summary the results of the research hypothesis test:** Outresults of the effect between the dependent variables and all independent variables by regression analysis, it was found that the adjusted  $R^2 = .641$ , meaning that the effect of the 5 independent variables is Sense of job gain, Remuneration, Manager, Career development, and Workplace social on Employee satisfaction, can have a 64.1% effect. The Durbin Watson data of 1.939, close to 2, met the criteria, and no pseudoregression phenomenon in Eq.

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