

Investigating the Role of Workers' Satisfaction in Enhancing Their Productivity within the Aviation Sector

Dr. Zobia Zaman

Trainer at IQCS Innovative Solutions Ltd. South Australia
zobiazaman@yahoo.com

Dr. Rakhshinda Khurram

Deputy Director Quality Enhancement Cell (QEC), HANDS Institute of Development Studies
dr.rakhshinda.khurram@gmail.com

Abstract

In the current era of global air transportation liberalization, the aviation industry in Pakistan faces a landscape of both opportunities and challenges marked by intense market competition among airlines. Sustaining competitive advantages has become imperative for airlines to thrive in this environment, with a particular emphasis on human resource advantages and organizational performance. However, the rapid expansion of airlines has led to an escalation in personnel numbers, accompanied by a decline in employee job satisfaction and an increase in turnover rates. This study aims to investigate the Impact of work environment and satisfaction on Employee Performance in the Airline Industry, focusing on employees based in Karachi within the Pakistan International Airlines. A sample of 200 employees was selected for data collection, employing a deductive approach to analyze the identified research problem. Quantitative research methodology was employed, involving the systematic investigation of quantifiable data. The primary data source utilized was a questionnaire, complemented by secondary data from sources such as journal articles and online publications. The study's findings affirm the acceptance of the hypotheses. The results demonstrate that Job Satisfaction, Employee Motivation, Work Environment, Rewards and Recognition, and Workload significantly and positively impact Employee Performance in the airline industry."

Keywords: Job Satisfaction, Employee Motivation, Work Environment, Rewards and Recognition, Workload, Employee Performance

Introduction

In recent years, the rapid economic development in the country has propelled significant growth in the aviation industry. However, the evolution of the airline's human resource management system has lagged behind this rapid progress. The expansion of airlines has led to an increased workforce, yet concomitantly resulted in diminished employee job satisfaction and elevated turnover rates. While extant research indicates the pivotal role of job satisfaction in influencing turnover intention and behavior, this study contemplates additional influencing factors and potential interactions among them. Organizational identity, characterized by the sense of unity, support, and shared characteristics among members, is introduced as a moderating variable in this study, building upon prior research exploring the interplay between employee job satisfaction, organizational identity, and turnover intention (Khuong & Nguyen, 2016). Recognizing that employee performance is influenced by individual abilities, effort, and organizational support, the study aligns with the perspective that the role of the human resources department should be strategically positioned and continuously developed to enhance organizational and individual competitiveness.

Gosnell, List, and Metcalfe (2020) delineate three principal factors affecting individual employee performance: work ability, degree of effort, and organizational support. The synergy of these factors determines personal performance, and any weakening or absence of these elements leads to a decline in employee effectiveness. Notably, personal motivation is often underestimated, and its significance in the management process cannot be overstated. In the organizational context, employee motivation emerges as a crucial but sometimes overlooked aspect, directly impacting enterprise profitability. Employee enthusiasm, achieved through recognition, tangible rewards, and fostering a sense of freedom in work, plays a pivotal role in organizational development. The study, prompted by the identified factors, seeks to investigate the Impact of Job-related Factors on Employee

Performance in the Airline Industry, aiming to contribute insights into enhancing motivation and overall performance in this sector.

Problem and Scope of the Study

This study aims to ascertain the influence of job-related factors on employee performance within the Pakistani airline industry, with a specific focus on the national carrier, Pakistan International Airlines.

A thorough analysis of the root causes is imperative to enhance employee performance and overall satisfaction. This study seeks to identify key factors affecting employee performance by examining the organizational system, corporate management, and refining influencing factors in the realms of individuals, systems, environment, and foundational management. Recognizing the pivotal role of organizational management as a foundation, the study emphasizes that employees form the cornerstone of an organization. Accordingly, factors such as employee job satisfaction, motivation, rewards and recognition, work environment, and workload are considered as potential contributors to employee performance.

Research Questions

The research inquiries for this study are articulated as follows:

1. How does job satisfaction influence employee performance?
2. To what extent does Employee Motivation contribute to Employee Performance?
3. What influence does the Work Environment exert on Employee Performance?
4. How does Rewards and Recognition impact Employee Performance?
5. What is the effect of Workload on the performance of employees?

Key Term Definitions

Employee Performance

Employee performance is defined as the ability of an employee to meet the expectations articulated by management, ensuring the satisfactory fulfillment of duties associated with their position (BusinessDictionary.com, 2020).

Job Satisfaction:

Job satisfaction pertains to the degree of alignment an individual experiences within their workplace, encompassing elements such as job type, compensation, safety, and interpersonal relationships. Workers' attitudes towards their responsibilities are influenced by the harmony between their expectations and the actual work environment (Bathena, 2018).

Employee Motivation:

Employee motivation characterizes an employee's dedication to their work, their alignment with the company's objectives, and their perception of daily tasks. Motivation can be internally or externally driven, with sources emanating from within or outside the individual (Clark & Saxberg, 2019).

Rewards and Recognition:

Rewards are bestowed as a token of appreciation for services rendered or in acknowledgment of specific merit (DC, 2020).

Working Conditions:

Working conditions encompass the parameters within which an individual's work occurs, including the amplitude of responsibilities, ergonomic considerations, the overall atmosphere, and social benefits (BusinessDictionary.com, 2020).

Workload

Workload is the collective measure of distinct yet closely interconnected burdens associated with actual work, including physical, mental, and psychological loads. Key dimensions include complexity, intensity, volume, and time pressure (Dictionary.cambridge.org, 2020).

Literature Review

Job Satisfaction

As defined by Locke, job satisfaction is the emotional state resulting from the perceived alignment between desired and actual job outcomes (BusinessDictionary.com, 2020). Durrieu's theory posits that job satisfaction is a confluence of job, organizational, and environmental conditions (Rast & Tourani, 2012). Herzberg's Two-Factor Theory suggests that satisfaction and dissatisfaction evolve independently, allowing for simultaneous satisfaction and dissatisfaction in different job aspects (Rast & Tourani, 2012).

Rahman, Akhter, and Khan (2017) characterize job satisfaction as the level of individual contentment with work influenced by attitudes toward obligations. It involves the evaluation and cognition of organizational members regarding job characteristics, emotional reflection, and attitude toward overall work satisfaction. Chanane (2017) notes the intensifying market competition in the airline industry, emphasizing the pivotal role of human resource advantages and organizational performance in forming competitive advantages.

Nurun-Nabi and Dip (2017) identify six factors influencing employee satisfaction: promotion opportunities, work itself, remuneration, interpersonal relationships, working conditions, and leadership style. Employee satisfaction correlates strongly with behavior at the workplace, fostering positive attitudes and behaviors when satisfaction is high (Davis et al., 1985).

Triwahyuni and Ekowati (2017) emphasize that fair recognition and rewards positively impact employee satisfaction, leading to positive behaviors and improved organizational outcomes. Employee satisfaction is vital for organizational well-being, reduces recruitment costs, minimizes errors, and enhances employee dedication (Platis et al., 2015). Cultivating and understanding job satisfaction is crucial for organizational success in the competitive landscape. Survey programs on job satisfaction provide valuable data for

informed management decisions. Satisfied employees contribute to organizational stability, higher spirits, enhanced customer service, positive word-of-mouth, and attraction of new talents (Krekel et al., 2019).

Employee Motivation

Employee motivation is a central concept in work and organizational psychology, wherein the psychological analysis of work activities informs the design and evaluation of work processes to enhance individuals' ability and competence. This aligns with the fundamental needs that must be met to render work motivating. The essence of employee motivation lies in actively influencing employees to ensure their well-being and to shape their behavior for optimal commitment to achieving organizational goals. This may involve maintaining stable performance or enhancing productivity (Sandhu et al., 2017).

Support for employee motivation encompasses all organizational actions aimed at positively impacting employees' performance motivation. The desired outcome is heightened productivity and alignment with company objectives, emphasizing the importance of employees feeling comfortable in their workplace. Although the term "employee motivation" is debated among experts, studies suggest that demotivation often stems from unmet basic needs (Ayam et al., 2012). According to Richard (2014), employees generally commence work motivated, but poor leadership and management practices can lead to demotivation.

Commitment to the organization correlates with motivation, as indicated by Nguyen (2017). Poor communication, lack of transparency, and limited mobility are identified reasons for low commitment, resulting in decreased motivation. Managers must attend to individual needs to inspire a motivated and resilient workforce, leading to enhanced efficiency and innovation, ultimately driving increased sales.

Sudiardhita et al. (2018) emphasize the significance of recognizing employees as individuals for effective motivation. Survey results underscore that meaningful work is a more potent motivator than monetary rewards or recognition, with 29% of respondents highlighting its importance (Sudiardhita et al., 2018).

Work Environment

The work environment encompasses both material and human elements that influence an employee's daily tasks, including working hours, safety, hygiene, premises layout, and overall atmosphere (Hafeez et al., 2019). Improving the work environment directly enhances productivity, well-being, motivation, and employee performance, creating a virtuous circle (Hafeez et al., 2019). A well-designed workspace promotes employee comfort, motivation, and value, fostering efficiency (Malik et al., 2011). The importance of the work environment has been underscored by Bushiri (2014), emphasizing its significance in startups and large corporations. Well-being at work is closely tied to productivity, leading some companies to prioritize motivating and fulfilling environments to sustain peak performance.

The impact of the work environment on employees' cognitive performance is evident in the face of multitasking, increased workloads, and constant distractions (Manu, 2015). Manu (2015) advocates for optimizing the work environment to enhance business performance and challenges conventional notions about break times and multitasking, proposing solutions aligned with the brain's rhythm.

Defined within the realm of human resources, the work environment involves personnel policies and evaluation techniques, emphasizing awareness of workers' feelings, perceptions, thoughts, emotions, and behaviors (Putri et al., 2019). Recognizing and addressing negative feelings in the workplace is crucial, and by promoting a favorable environment, companies can improve overall performance (Putri et al., 2019).

The work environment encompasses physical, social, structural, personal, and organizational aspects (Hafeez et al., 2019). It involves the interaction between personal and organizational characteristics, influencing employee behavior, sense of belonging, efficiency, service quality, and social impact, making it a key determinant of organizational performance (Hafeez et al., 2019).

Rewards and Recognition

Employee reward and recognition programs play a crucial role in maintaining motivation and productivity, yet they are often neglected, inadequately presented, and poorly administered. To sustain team motivation, companies commonly resort to four approaches: compensation, benefits, recognition, and appreciation. Unfortunately, emphasis on bonuses or material benefits overshadows the recognition and appreciation components, which depend on performance and behavior. Properly administered programs and incentives, akin to effective wealth planning, significantly enhance performance and morale and reduce staff turnover by over 31% (Hussain et al., 2019).

Performance assessment, primarily profit-based, offers a quantifiable means to gauge the effectiveness and achievement of set objectives, aiding both company evaluation and team projection (Baskar & Prakash Rajkumar, 2015). Evaluating employee behavior, however, presents challenges, necessitating the establishment of priority criteria, such as punctuality or creativity, and considering various factors like relational skills, leadership, and customer relations (Ibrar & Khan, 2015).

While compensation is often prioritized, recognition and appreciation should not be underestimated. According to Oztopark and Lundmark (2007), personalized support through expressing results objectives fosters a sense of consideration, essential for retaining valuable employees. Recognition, a cost-effective method, involves providing feedback and expressing appreciation through personalized messages or public acknowledgments, fostering

engagement, loyalty, and productivity (Smith, 2014; Kikoito, 2014). Integrating recognition into daily activities aligns with business strategy and reinforces behaviors consistent with company values.

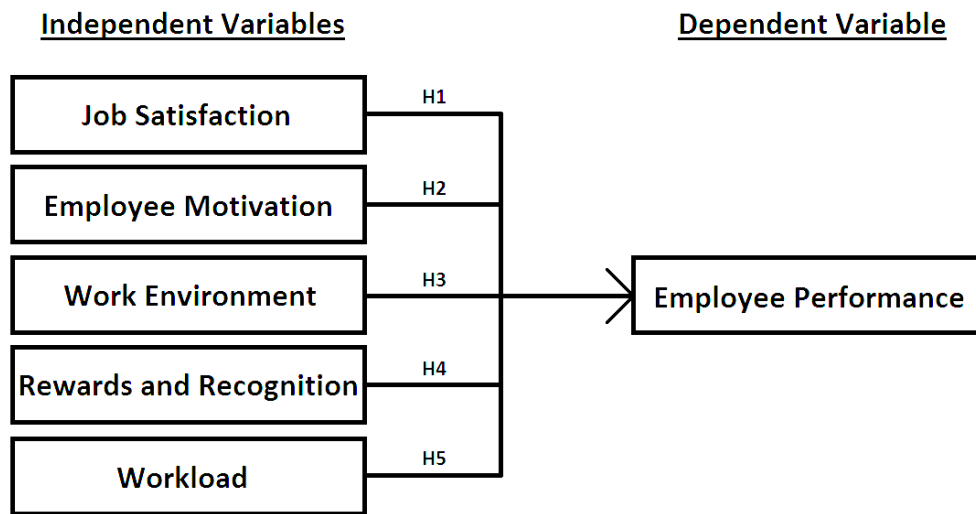
Workload

Stress exacts significant tolls at various levels - affecting the employee directly and impinging on the employer who, besides sharing responsibility for its emergence, faces the absence of a fatigued workforce. This, in turn, results in societal costs, with the additional burden of daily allowances paid by social security during stress-induced work stoppages, thereby contributing to the broader deficit (Fan & Smith, 2017). Research by Susiarty, Suparman, and Suryatni (2019) underscores that workers subjected to hectic paces and stringent deadlines face heightened stress levels, particularly in sectors involving substantial emotional engagement with users. Mitigating work-related stress involves fostering "agile" managerial practices, emphasizing employee value, and ensuring optimal working conditions. Dissatisfaction amplifies the perception of stress, exacerbating its impact on productivity. Comparable deleterious effects are evident in stress arising from intense work pace, a concern notably prevalent among German workers due to factors like excessive workload and the expectation to extend work beyond the office, often to home environments. The establishment of home offices has become a common strategy, yet effective leadership remains a pivotal factor in stress reduction within organizational settings (Ngantung, 2015). Based on the gap identified after review of literature and to meet the objectives of the study, the researcher has formulated the following five hypotheses.

- H1: Job Satisfaction has a significant impact on Employee Performance.
- H2: Employee Motivation has a significant impact on Employee Performance.
- H3: Work Environment has a significant impact on Employee Performance.
- H4: Rewards and Recognition have a significant impact on Employee Performance.

H5: Workload has a significant impact on Employee Performance.

These hypotheses are tested with the help of designed research strategy.



Research Methodology

Sample, Instrument and Research Design

In this study, the researcher has collected data from the Karachi-based employees of Pakistan International Airline to address the research problem. The targeted population is divided based on age, gender, income, ethnicity, education and so on in demographic segmentation. The population of this study is employees of PIA from Karachi. The researcher has used the method of sampling and in this regard only convenience sampling is selected due to its cheap and quicker nature which are its two main benefits and characteristics. About 200 employees of Pakistan International Airline have been selected as research sample to address the research problem.

The current study has adopted a deductive approach in order to analyze the impact of job-related factors on employee performance in the airline industry. The varieties of arguments which are mainly based on the rules and regulations, laws as well as principles are applied for the sake of deductive reasoning. In contrast the observations are applied in the

case of inductive reasoning according to the study presented by Burney (2008). In this study the researcher has developed mainly five hypotheses which are tested with the help of designed research strategy.

Additionally, the researcher has applied the quantitative research in this current study and this type of research is defined as the systematic investigation of the collected data which is presented and collected in the form of quantifiable form. Moreover, in this method, the statistical tests are also performed, and computational techniques are also applied to higher extent to extract gathering. The gathering of information in the quantitative research is assured with the help of existing as well as potential customers by applying the sampling method using the online survey and applying the technique of polls whose results are depicted in the form of numerical. The interpretation of these collected and analyzed numerical determine the future of product as relevant decisions are taken in order to achieve the overall goals. The researcher has applied the quantitative research in this current study and this type of research is defined as the systematic investigation of the collected data which is presented and collected in quantifiable form. The instrument which used to collect the responses for current study is questionnaire. The researcher in this study used closed ended format to collect the responses as it is the most convenient method and easy to measure. Before the development of the questionnaire the researcher develops the theme and the content of the questionnaire which is used to develop a complete questionnaire.

Data Analysis and Results

First the researcher conducted a demographic analysis of the respondents, including age, education, job positive, and income of the respondents. Secondly, reliability test run on SPSS to check the reliability of instrument. Third, correlation and regression models applied to find the relationship status between independent and dependent variables. Finally, a summary table has been made to show the acceptance/rejection of hypotheses.

Demographic Analysis

Table 1

Demographics (Age)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-25	23	11.5	11.5	11.5
	26-35	55	27.5	27.5	39.0
	36-45	78	39.0	39.0	78.0
	46 years and above	44	22.0	22.0	100.0
	Total	200	100.0	100.0	

According to the table no 1, the age of 11.5 percent of the respondents were 16-25, 27.5 percent were 26-35, 39 percent were 36-45, and remaining 22 percent were 46 years and above.

Table 2

Demographics (Education)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate	101	50.5	50.5	50.5
	Graduate	80	40.0	40.0	90.5
	Postgraduate / Doctorate	9	4.5	4.5	95.0
	Other	10	5.0	5.0	100.0
	Total	200	100.0	100.0	

According to the table No 2, about 50.5 percent of the respondents were undergraduate, 40 percent were graduates, 4.5 percent were Postgraduate / Doctorate and remaining 5 percent were from other educational backgrounds.

Table 3

Demographics (Job Position)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Worker	102	51.0	51.0	51.0
	Supervisor	72	36.0	36.0	87.0
	Manager	20	10.0	10.0	97.0
	Department Head	6	3.0	3.0	100.0
	Total	200	100.0	100.0	

Table No 3 shows the job position of respondents, 51 percent of them were workers, 36 percent were supervisor, 10 percent were manager, and remaining 3 percent were department head.

Table 4

Demographics (Monthly Income)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Rs. 50k	42	21.0	21.0	21.0
	Rs. 50 – 100k	84	42.0	42.0	63.0
	Rs. 101 – 200k	58	29.0	29.0	92.0
	Above Rs. 200k	16	8.0	8.0	100.0
	Total	200	100.0	100.0	

According to the table No 4, monthly income of 21 percent of the respondents were below 50k, 42 percent were earning 50 – 100k, 29 percent were earning 101 – 200k, and remaining 8 percent were earning above 200k

Reliability Analysis

Table 5

Reliability Statistics

Variables	Items	Cronbach's Alpha
Job Satisfaction	4	0.865
Employee Motivation	4	0.885
Work Environment	4	0.818
Rewards and Recognition	4	0.915
Workload	4	0.778
Employee Performance	4	0.779
ALL VARIABLES	24	0.946

The above table shows the Cronbach's Alpha value of each variable. The value of Job Satisfaction is 0.865, Employee Motivation is 0.885, Work Environment is 0.818, Rewards and Recognition is 0.915, Workload is 0.778, and Employee Performance is 0.779. The Cronbach's Alpha value for each variable is greater than 0.05 which indicates the reliability of instrument.

Pearson's Correlation

Table 6

Correlation

		Job Satisfaction	Employee Motivation	Work Environment	Rewards and Recognition	Workload	Employee Performance
Job Satisfaction	Pearson Correlation	1	.788**	.731**	.418**	.445**	.569**
	Sig.		.000	.000	.000	.000	.000
	N	200	200	200	200	200	200
Employee Motivation	Pearson Correlation	.788**	1	.700**	.406**	.324**	.265**

	Sig.	.000		.000	.000	.000	.000
	N	200	200	200	200	200	200
Work Environment	Pearson Correlation	.731**	.700**	1	.698**	.649**	.705**
	Sig.	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200
Rewards and Recognition	Pearson Correlation	.418**	.406**	.698**	1	.833**	.547**
	Sig.	.000	.000	.000		.000	.000
	N	200	200	200	200	200	200
Workload	Pearson Correlation	.445**	.324**	.649**	.833**	1	.449**
	Sig.	.000	.000	.000	.000		.000
	N	200	200	200	200	200	200
Employee Performance	Pearson Correlation	.569**	.265**	.705**	.547**	.449**	1
	Sig.	.000	.000	.000	.000	.000	
	N	200	200	200	200	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

The above correlation matrix shows the relationship between independent and dependent variable. Job satisfaction has a Correlation Coefficient of 56.9 percent with Employee Performance at a p-value of 0.00 which indicates a statistically significant and positive relationship between Job Satisfaction and Employee Performance. Employee Motivation has a Correlation Coefficient of 26.5 percent with Employee Performance at a p-value of 0.00 which indicates a statistically significant and positive relationship between Employee Motivation and Employee Performance. Work Environment has a Correlation Coefficient of 70.5 percent with Employee Performance at a p-value of 0.00 which indicates a statistically significant and positive relationship between Work Environment and Employee Performance. Rewards and Recognition has a Correlation Coefficient of 54.7 percent with Employee Performance at a p-value of 0.00 which indicates a statistically significant and positive relationship between Rewards and Recognition and Employee Performance. Workload has a Correlation Coefficient of 44.9 percent with Employee Performance at a p-value of 0.00

which indicates a statistically significant and positive relationship between Workload and Employee Performance.

Regression Analysis: Model Summary

Table 7

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.760	.754	.33859

a. Predictors: (Constant), Workload, Employee Motivation, Job Satisfaction, Work Environment, Rewards and Recognition

According to the above Model Summary R value of .872 shows a strong correlation between the independent variables and dependent variables. R Square value of .760 shows 76 percent changes in Employee Performance are described by changes in predictors.

Regression Analysis: ANOVA

Table 8

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.444	5	14.089	122.892	.000 ^b
	Residual	22.241	194	.115		
	Total	92.685	199			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Workload, Employee Motivation, Job Satisfaction, Work Environment, Rewards and Recognition

The above ANOVA Table shows a high F-value of 122.892 with a p-value of 0.00. The F-value is greater than 4 and p-value is less than 0.05 which means that the analysis is statistically significant.

Regression Analysis: Coefficients

Table 9

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1.550	.135		11.466	.000
Job Satisfaction	.654	.059	.704	10.841	.000
Employee Motivation	.632	.045	.876	13.981	.000
Work Environment	.714	.063	.801	11.136	.000
Rewards and Recognition	.485	.047	.529	8.035	.000
Workload	-.398	.055	-.486	-7.727	.000

a. Dependent Variable: Employee Performance

According to the above Coefficient table, Job Satisfaction has a beta value of .654 with a t-value of 10.841 and a p-value of 0.000. Employee Motivation has a beta value of .632 with a t-value of 13.981 and a p-value of 0.000. Work Environment has a beta value of .714 with t-value of 11.136 and p-value of 0.00. Rewards and Recognition has a beta value of .485 with a t-value of 8.035 and a p-value of 0.00. Workload has a beta value of -.398 with t-value of -7.727 and p-value of 0.00. The t-values of these variables are greater than 2 and p-values are

less than 0.00 which shows that these variables have a significant impact on Employee Performance.

Hypothesis Testing

Table 10

Hypothesis Testing

Hypothesis	Path	Co-efficient	t-value	Accept/Reject
H ₁	Job Satisfaction >> Employee Performance	0.654	10.841	Accepted
H ₂	Employee Motivation >> Employee Performance	0.632	13.981	Accepted
H ₃	Work Environment >> Employee Performance	0.714	11.136	Accepted
H ₄	Rewards and Recognition >> Employee Performance	0.485	8.035	Accepted
H ₅	Workload >> Employee Performance	-0.398	-7.727	Accepted

According to the above table, the hypotheses (H₁, H₂, H₃, H₄, H₅) have been accepted and it is proved that the variables (Job Satisfaction, Employee Motivation, Work Environment, Rewards and Recognition and Workload) have a significant and positive impact on Employee Performance.

Discussion, Conclusion and Recommendations

Discussion

Employee's performance is an important concern for the organizations as it affects the overall performance and productivity of an organization. A well performing employee is more

productive and considered as valuable asset for the organization. However, there are many factors which affect the performance of an employee. Therefore, it is important for the organizations to investigate about those factors. The selected job-related factors in the study were job satisfaction, employee motivation, work environment, rewards and recognition, and workload.

The study found a positive and significant impact of job satisfaction on employee performance. Job satisfaction at work is an interesting or positive emotional state resulting from one's job evaluation or work experience. So, to put it simply, satisfaction on the job can be defined as the degree of positivity of their emotions or attitudes toward the job. When an employee says that he/she has high job satisfaction, it means that they really like the job. Feel good about it and appreciate its work. Employee satisfaction at work cannot be seen, it can only be inferred. It has to do with a person's feelings towards their job. Moreover, positive attitude towards job is seen as equivalent to job satisfaction and negative attitude towards job indicates job dissatisfaction. Although these two terms are used interchangeably, there are differences. Employee satisfaction at work is a specific set of attitudes. For an organization, a team of satisfied human resources affects every aspect of business activity. Employees who are satisfied with their work will have a better attitude and behavior, dedicated and proactive in learning and developing at work. This increases the company's overall productivity and helps the company achieve its goals.

The second variable was employee motivation and the study found a positive and significant relationship between employee motivation and employee performance. Motivation is an essential element of productivity. Motivated employees, especially those with repetitive work, are often working well than their peers. People are inherently motivated by challenges, but in the game, challenges come with a reward, so you always have the motivation to conquer challenges to win that reward. Based on this rule, the company will realize and turn boring

everyday activities into a working game, and then work efficiency will improve a lot. Motivating employees can be done by connecting employees together. Organize extracurricular sessions, travel to strengthen the spirit of connection and cooperation between groups and departments. Employees are greeted, acquainted, and connected; they will easily build working relationships. Relationships are built that are more sustainable and lasting in the workplace. The key to effective communication with employees is transparency in work and life. The best way is to talk to each person, understand their concerns, and give them better ways to best solve their problem.

The third variable was working environment which also have positive association with employee performance. Working environment is one of the important factors affecting the quality of work and employee productivity in an enterprise. An employee can work well and efficiently only when they feel comfortable in the working environment. Therefore, each employee needs to have collective spirit, stick together, and at the same time, promptly handle internal conflicts satisfactorily. The cohesion between employees will help the whole operating process in the unit go smoothly and effectively. Furthermore, the working environment is one of the leading factors that directly affect the decisions of job seekers and employees. An ideal working environment not only helps employees work efficiently but also helps businesses retain and attract talent. It can be said that the environment for employees to work greatly affects the success or failure of a company. A comfortable environment, creating opportunities for employees to develop, will make them motivated to dedicate themselves to the business. In a nutshell, a good working environment is an important factor for all employees of the unit to work well, bring into full play their capabilities, and work together to complete common tasks. Therefore, from the leader to the employee, it must always focus on creating a professional, close working environment, by doing so, the organization can thrive.

Rewards and Recognition also positively affects employee performance. Recognition is a great motivator. Research shows that the most successful managers give their employees regular and effective recognition. In fact, they find that managers recognize significantly better results when they recognize employees in the form of constructive praise rather than bonuses. This finding is aligned with the statement of Kikoito (2014), that recognition and rewards programs help employee engagement, loyalty, and productivity.

The final variable of the study was workload which also has a positive and significant impact on employee performance. Workload is an important risk factor to address because of the negative impact it can have on the physical and psychological health of workers and on the organization. Contrary to popular thought, workload is not defined only by the amount of work to be done and the time available to do it. It is a concept much more complex to define which is influenced by different variables (e.g. complexity of the work, unforeseen events, and informal requests). Also, it is important to mention that for the same job, the load felt may be different from one individual to another, in particular due to organizational modulators (e.g. support from the manager and colleagues, autonomy in the work, tools available) and personal (e.g. employee experience, physical and psychological state of health, energy level).

Conclusion

For each business, improving productivity and employee performance is always the first goal and they are constantly searching for solutions to that problem. However, in order to improve employee performance, the first job of a manager is to know how to motivate employees and come up with effective working methods. They should help employees to create and dedicate themselves to the business. From there, they become responsible and know how to strive for the common goal of the organization. The Airline Industry should focus on job-related factors including, employee satisfaction, employee motivation, rewards, and recognition, working conditions and workload in order to improve employee performance.

Recommendations

Based on the findings, the following recommendations have been made:

- The job satisfaction of employee can be improved in several ways. Giving and receiving feedback results in continuous work. Give employees some authority to make their own decisions. Give them ownership of challenging projects and decide how to complete them. Listen, focus, and respect employees' needs.
- For improving employee motivation at work, the airline industry should help them to make them feel they are doing meaningful work. Building company visions and goals, especially involving employees in creating them - will motivate them to achieve their goals and help them feel like they are doing something. The new information also should be shared regularly to make sure employees make good decisions. The company should always let employees know how the organization is moving toward its goals. Setting up KPIs (performance metrics) and reporting KPI results on a monthly basis will allow achieving this.
- A good working environment for employees to maintain the motivation to work for 8 hours a day, that environment must ensure that the environment have a spirit of teamwork and creativity. This is the top factor that businesses need; this will help employees feel their value to the business. When they realize that they are part of such a large group, they will become more open-minded, show their talents and exchange work more enthusiastically. Discussions and sharing will break the reservations and distances that encourage them to contribute ideas, to be creative to develop the company. The good environment will give them the opportunity to develop their careers. A good working environment requires a clear development strategy, training, and a plan. In other words, in the professional environment, there will be advanced

knowledge, professional training and skills courses that help create opportunities for employees to develop.

- As found in the study, employee rewards and recognition also play an important role in improving employee performance. The purpose is of recognition and rewarding to encourage employee contributions. When receiving a reward, being recognized by the company will help employees be excited. Help promote the spirit as well as the motivation of employees to work hard for the business. The reward can be money, a medal, or a form of recognition. It is a great way for employees to know the company appreciate and recognize the hard work they have put in, weekly or monthly. Create employee friendly programs; give them a monthly reward to motivate them. Moreover, a reward can be a gift coupon, rewarding the best employee of the month. This also promotes higher qualifications for employees. They will work better, optimize for better performance.
- At last, to prevent the negative impact of workload on employee performance, the company needs to ensure that employees have received the appropriate training and have the skills and resources necessary to be successful in their jobs. Design tasks so as to promote a balanced distribution of the workload. Give employees as much control as possible over the tasks they are expected to perform. Moreover, value and underline the results and individual skills. Offer them support and clearly state what the job expectations are. Finally, strive to limit job demands to what is reasonable by ensuring acceptable deadlines and hours of work, as well as varied, interesting, and clearly defined tasks.

Implications of the Study

The current study has both theoretical and practical implications for the researchers, HR specialists of the airline industry, and academicians to better understand the job related

factors and their impact on employee performance and hence build more effective strategies to improve employee performance within the organization.

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