

**“A study on Employee Perception towards HR practices and Work Environment” at Airports Authority of India, Goa International Airport**

An Internship Report for

Course code and Course Title: MBIR002 Final Internship Report

Credits: 8 Credits

Submitted in partial fulfilment of Masters Degree

MBA in (Human Resource)

by

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Under the Supervision of / Mentor

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**Goa University**

Date: 26<sup>th</sup> April 2022

Examined by:

*Teja Khandolkar*



**Seal of the School**

## ❖ **DECLARATION**

I do hereby solemnly declare that the work presented in this report entitled “**AIRPORTS AUTHORITY OF INDIA** ” has been carried out by me and has not been previously submitted to any other university or college /organization for academic qualifications /certificate or degree.

**MITALEE HARMALKAR**

**MBA PART II**

**2126**

## COMPLETION CERTIFICATE


This is to certify that the dissertation / internship report “A Study on Employee Perception Towards HR Practices and Work Environment at Airports Authority of India, Goa International Airport” is a bonafide work carried out by Ms. Mitalee Laximan Harmalkar under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** in the Discipline of Management Studies at the Goa Business School, Goa University.

Date: 29/04/2023



Prof. Jyoti Pawar  
Dean,  
Goa Business School

Date: 29/04/2023  
Place: Goa University

  
Asst. Prof. Teja Khandolkar  
Management Studies



School Stamp





भारतीय विमानपत्तन प्राधिकरण  
AIRPORTS AUTHORITY OF INDIA

No:- AAI/GOA/HR/APPT/MLH/2023/216

Date: 28.04.2023

**To Whom It May Concern**

This is to certify that Ms. Mitalee Laximan Harmalkar is appointed as Apprentice (HR) at Airports Authority of India, Goa International Airport, Dabolim, Goa-403801 for the period from 15<sup>th</sup> March 2023 to 14<sup>th</sup> March 2024.

This letter is issued on her request vide application dated 28<sup>th</sup> March 2023 for submitting in Goa business School, Goa University as a part of project submission.

For, Airports Authority of India

Simon. L. Fernandes

Dy. General Manager / Simon L. Fernandes  
AAI, Goa International Airport  
गोवा अंतरराष्ट्रीय हवाई अड्डा / Airports Authority of India  
गोवा हवाई अड्डा / Goa Airport.

## **❖ ACKNOWLEDGEMENT**

I would like to express my heartfelt thanks to, Mr Simon L. Fernandes DGM (HR), Mrs Maggie Rodrigues, MANAGER (HR), Mr Datta Palkar, Sr. Supdt (HR) & Mrs Sharmila Naik, Sr. Supdt (HR)

And other employees of the HR department for devoting time from their busy schedules and explaining how the work is being done at AAI and assigning me various tasks during the training period in HR

I extend my deep gratitude to the AIRPORTS AUTHORITY OF INDIA for giving me a chance to intern in their organization.

## **TITLE**

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## ❖ ABOUT

The **Airports Authority of India (AAI)** came into existence on 1st April 1995. AAI has been constituted as a statutory authority under the Airports Authority of India Act, 1994. It has been created by merging the erstwhile International Airports Authority and National Airports Authority to accelerate the integrated development, expansion, and modernization of the air traffic services, passenger terminals, operational areas, and cargo facilities at the airports in the country.

Airports Authority of India (AAI) manages a total of 125 Airports, which include 11 International Airports, 08 Customs Airports, 81 Domestic Airports, and 25 Civil Enclaves at Defence Airfields. AAI also provides Air Traffic Management Services (ATMS) over the entire Indian Air Space and adjoining oceanic areas with ground installations at all Airports and 25 other locations to ensure the safety of Aircraft operations

## ❖ HISTORY

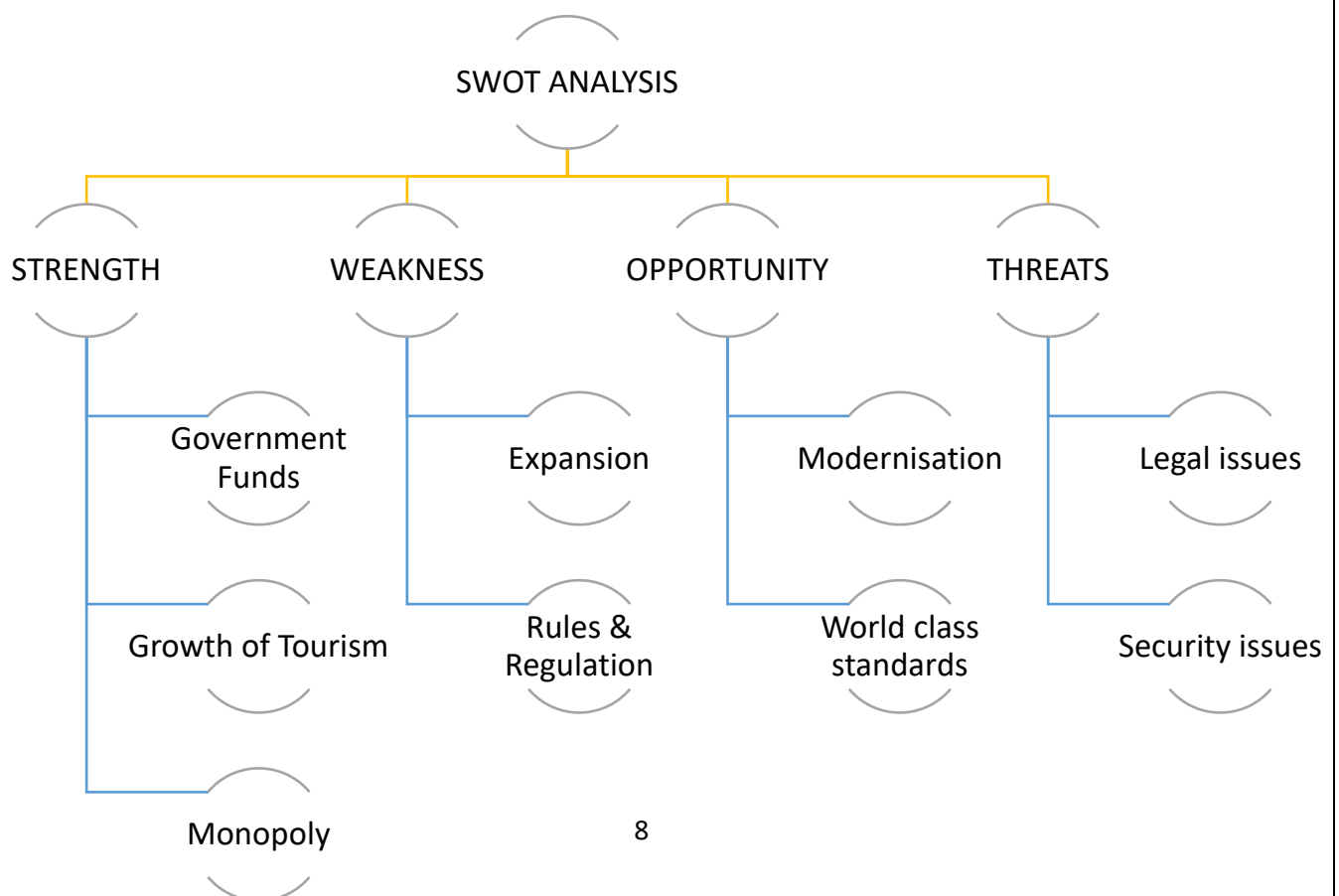
The Government of India constituted the International Airports Authority of India (IAAI) in 1972 to manage the nation's international airports while the National Airports Authority (NAA) was constituted in 1986 to look after domestic airports. The organizations were merged in April 1995 by an Act of Parliament, namely, the Airports Authority of India Act, 1994 and have been constituted as a Statutory Body and were named as Airports Authority of India (AAI). This new organisation was to be responsible for creating, upgrading, maintaining and managing civil aviation infrastructure both on the ground and in air space in the country

❖ **VISION:**

To be World's leading Airport Developer, Operator and Air Navigation Service Provider.

❖ **MISSION:**

To enhance air connectivity across the nation and be an environment-conscious sustainable organization using the state of the art and indigenous technology for cost-effective, modern, safe airport operations and air navigation services.

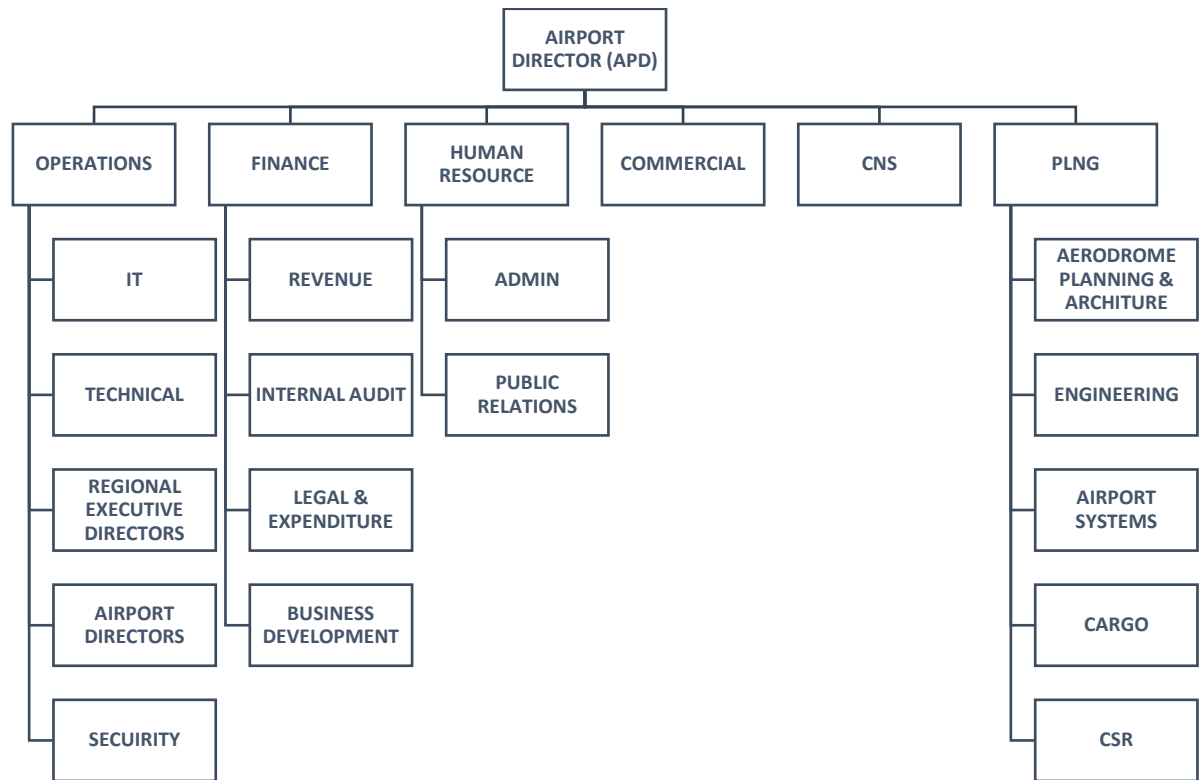




### ❖ FUNCTIONS:

- Design, Development, Operation and Maintenance of international and domestic airports and civil enclaves.
- Control and Management of the Indian airspace extending beyond the country's territorial limits, as accepted by ICAO.
- Construction, Modification and Management of passenger terminals.
- Development and Management of cargo terminals at international and domestic airports.
- Provision of passenger facilities and information systems at the passenger terminals at airports.
- Expansion and strengthening of operation area. Eg: Runways, Aprons, Taxiway etc.
- Provision of Communication and Navigation aids, viz. ILS, DVOR, DME, Radar etc.

## ❖ ORGANISATIONAL INFRASTRUCTURE :



❖ **Airports managed by AAI**

International Airports: 23, Custom Airport:10, Domestic Airport: 81, Civil Enclaves: 23

❖ **Domestic Airports:**

Airports which are open to public use for domestic flights are known as Domestic Airports.

❖ **Civil Enclave:**

Airports located at Defence Airbase used for Civil Flight Operations are known as Civil Enclaves. Civil Enclave comprises of only a terminal building, apron, car parking etc. Runway and operational area & facilities & maintenance and provision of air traffic services come under concerned Defence Authorities.

❖ **International airports:**

Airports are used for International Flights also and are provided with facilities like Customs, Immigration, and Public health. Agricultural quarantine and similar facilities/procedures required for International Flight Operations and are exclusively declared as such by the Government of India/MoCA are known as International Airports.

❖ **Custom Airport:**

A custom airport is defined as an Airport having commercial flights having customs officers only in attendance for handling scheduled international services and is notified by the appropriate customs authority of the country. Custom Airports can also be used for the unloading of imported

goods and the loading of export goods or any class of such goods as decided by the custom Authority.

Declaration of any airport as an International airport falls within the purview of the Government of India/Ministry of Civil Aviation.”

### **HUMAN RESOURCE DEPARTMENT**

<b>Employee Category</b>	<b>Sanctioned Strength</b>	<b>Actual Strength</b>	<b>Remarks</b>
<b>Executive</b>	<b>14567</b>	<b>10145</b>	A recruitment plan has been finalized to fill up the vacant induction-level posts
<b>Non-Executives</b>	<b>*</b>	<b>7280</b>	Sanctioned strength in Non-Executive cadres is being reviewed given Airports are being leased out on the PPP model. Operational cadre recruitment in the non-Executive cadre is also being done regularly by the respective Regional HQ.
<b>TOTAL</b>		<b>17425</b>	

### **❖ TOPIC UNDERTAKEN:**

#### **STUDY ON EMPLOYEE PERCEPTION TOWARDS HR PRACTICES & WORKING ENVIRONMENT.**

The study aims to understand AAI HR practices and culture. The study's main purpose is to focus on the HR Practices and culture of AAI and learn about those HR Practices and cultures. It provides details about the employee's perception of the working environment such as facilities, rewards and reorganization, and working conditions.

### **❖ NEED FOR THE STUDY:**

- HR Practices and culture are essential to understand the employee's perception towards the organization.
- Understanding the employee's perception of the organization.
- HR Practices and Culture are different from organization to organization, so improving organizational culture promotes the employees for doing the work.
- Organizational culture is changing according to the working condition at AAI for that reason it should be updated for their employees.
- Creating and developing the employee-friendly Culture and environment.
- Improve productivity and quality of work.

## ❖ **LITERATURE REVIEW:**

- **Jeske Van Beurden, Karina Van De Voorde, Marc Van Veldhoven**  
**The International Journal of Human Resource Management**  
**32 (2), 359-393, 2021**

This paper presents a systematic review of employee perceptions of HR practices in terms of how they are examined, the theoretical perspectives that explain this construct, and the type of conceptualizations used in the extant SHRM research. Recommendations and avenues for future research are provided.

- **Oldham, G.R (1976, P.No:250-279),**

In this journal, the author suggests that psychological growth needs are relevant to the consideration of the quality of working life. Several such needs are identified; Skill variety, task identity, Task significance, Autonomy, and feedback. They suggested that such needs must be addressed for employees to experience a high quality of working life.

- **Jeske Van Beurden, Karina Van De Voorde, Marc Van Veldhoven -The International Journal of Human Resource Management 32 (2), 359-393, 2021**

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conceptualizations used in the extant SHRM research. The findings illustrate how scattered current approaches are in terms of how employee perceptions of HRM have been examined, with a range of theoretical frameworks and descriptive and evaluative conceptualizations used. Recommendations and avenues for future research are provided to better understand employee perceptions of HRM.

➤ **Bård Kuvaas**

**Journal of Management studies 45 (1), 1-25, 2008**

This study examined the relationship between employee perception of developmental HR practices and employee outcomes. Results showed that four indicators of the employee-organization relationship (perceived organizational support, affective organizational commitment, and procedural and interactional justice) moderated the relationship between perception of HR practices and individual work performance. A strong negative relationship was found between the perception of HR practices and turnover intention, but procedural and interactional justice moderated this linkage. Implications and directions for future research are discussed.

➤ **Corine Boon, Deanne N Den Hartog, Paul Boselie, Jaap Paauwe**

**The International Journal of Human Resource Management 22 (01), 138-162, 2011**

Human resource management (HRM) practices can play an important role in matching people with the organisations and the jobs they work in. This study aims to bridge strategic HRM and person-environment fit literature by examining possible mediating and moderating roles of P-O and P-J fit in the relationship

between employee perceptions of a broad set of HR practices and employee attitudes and behaviours

➤ **Warr, P. Cook, J and Wall (1979, P.No:129-148),**

In an investigation of the working environment, the author suggested a range of apparently relevant factors, including work environment, intrinsic job motivation, higher-order needs strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, and happiness. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction

➤ **Oldham, G.R (1976, P.No:250-279),**

In this journal, the author suggests that psychological growth needs are relevant to the consideration of the quality of working life. Several such needs are identified; Skill variety, task identity, Task significance, Autonomy, and feedback. They suggested that such needs have to be addressed if employees are to experience high-quality working life

## ❖ RESEARCH GAPS

Research Methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it, we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. The researcher must know not only the research methods but also the methodology.

## ❖ PROJECT OBJECTIVES:

### **Primary Objective:**

To study employees' perception towards Human Resources and its impact towards their working environment at the Airports Authority of India (Goa International Airport)

### **Secondary Objective:**

- To analyze various human resource issues (welfare measures, rewards, motivation, etc.)
- To identify the influence of personal factors which influence the working environment.
- To study the expectation of the employees to improve the working environment in their workforce
- To identify and suggest ways to improve the working environment.

## ❖ **PROJECT METHODOLOGY:**

The research design is the arrangement of conditions for the collection and analysis of data. The research design is undertaken for the study in descriptive. Which collects data from the employees at AAI by asking open-ended questions.

Sources of Data:-

### **1. Primary Data**

Primary data is collected from the employees of the AAI by questionnaire method. It's first-hand data, in which data is collected from the employees. The survey is conducted while the working hour of the employee and collects primary data from them.

### **2. Secondary Data**

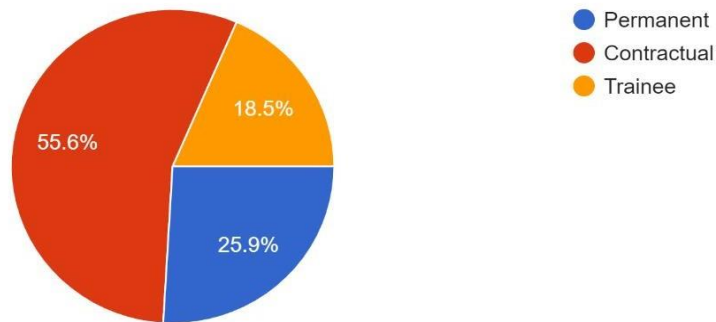
Data is collected from the following

- Internet.
- Research papers.
- AAI Website.
- Annual Reports of AAI.

## DATA ANALYSIS AND INTERPRETATION

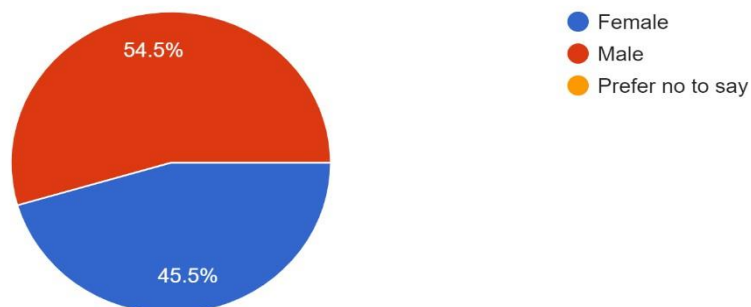
Type of employee in the Organization?

54 responses



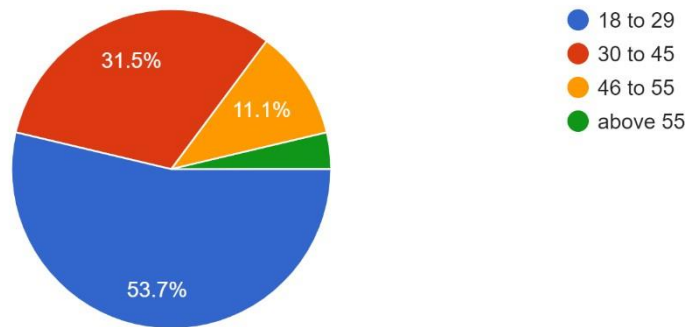
According to the following chart given above, It shows the type of employees working at the Airports Authority of India from which 14(25.09%) respondents are Permanent Employees, 30(55.06%) are Contractual Employees & 10(19%) are Trainees

Gender



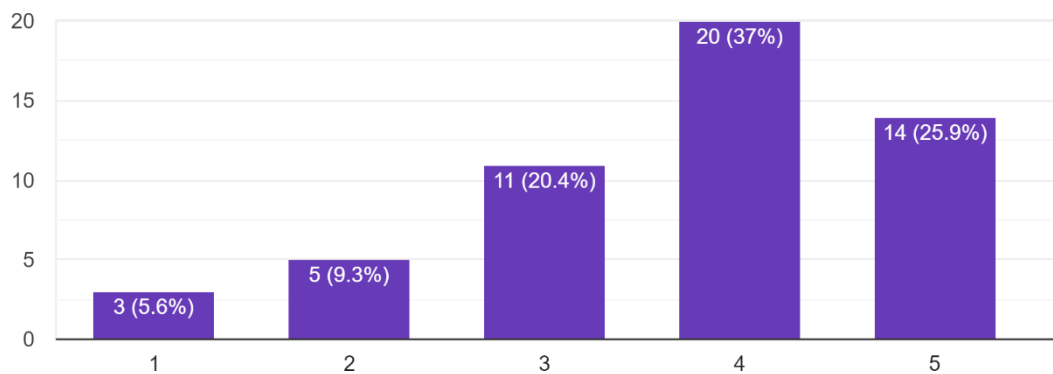
According to the chart given above, 30(55.60%) are Male employees & 24(44.40%) are Female employees.

Age



According to the above chart given, the majority of employees are between 18 to 29 that is 29(53.70%), 30 to 45 are 17(31.50%), 46 to 55 are 6(11.10%) and above 55 (3.70%)

Is the working environment comfortable?

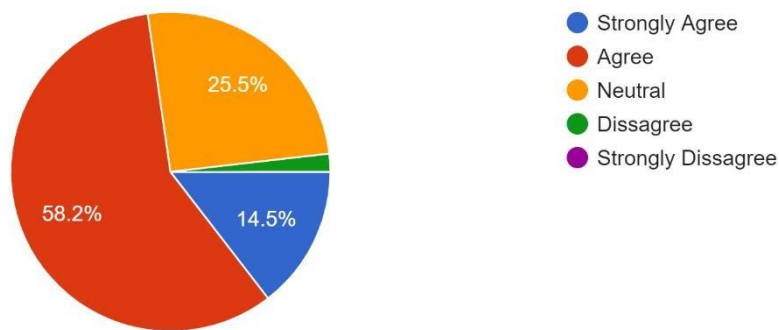


According to the following chart given above, It represents the work environment of employees at the Airports Authority of India from which the scale rates are from 1-5 which states that 1 is not satisfactory and 5 is excellent.



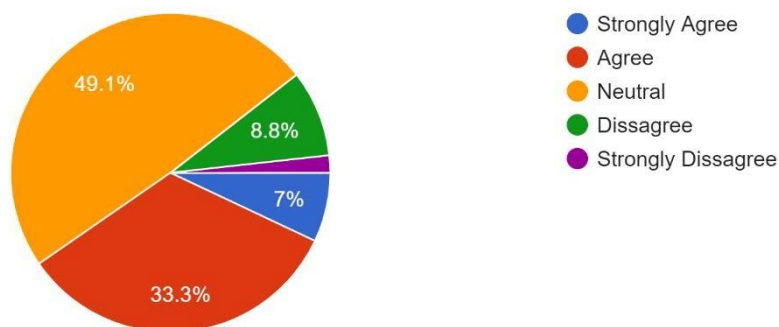
As per the employee's responses, the majority have marked 4 which is 20(37%) followed by 5 which is 14(25.9%) which means the work environment is excellent according to the employees of AAI.

Do you have a good guidance by the supervisor?



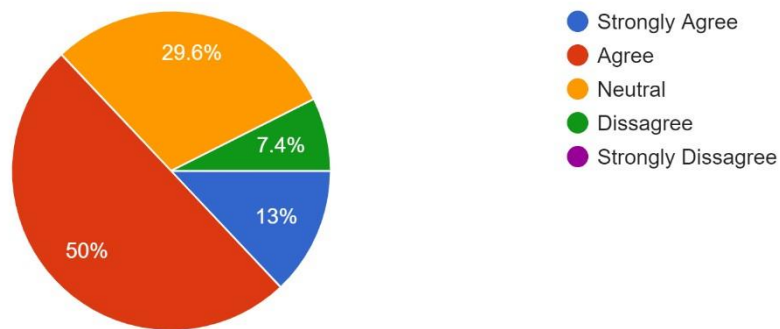
According to the following chart given above, 8(15%) have responded strongly Agree, 21(58.20%) have responded Agree as the majority of the staff is contractual staff hence they have good supervision by the authority, 14(25.50%) have marked neutral and 1(2%) have responded disagree.

Are there over work loads?



According to the following chart given above, It shows the workload at the Airports Authority of India in which 4(7%) have responded Strongly Agree, 19(33%) have responded Agree, a majority have responded 25(49%), 5(8.8%) have responded disagree & 1(2%) have responded strongly disagree.

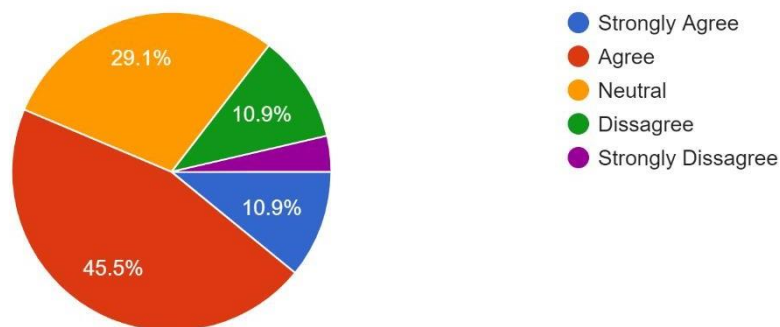
Are there any requirements for training session to the employees to enhance their skills?



According to the following chart given above, it represents the requirement for training and development programmes which are for the employees of AAI, 7(13%) have responded strongly agree, 27(50%) have responded agree, 16(30%) have responded neutral and 4(7%) have responded disagree.

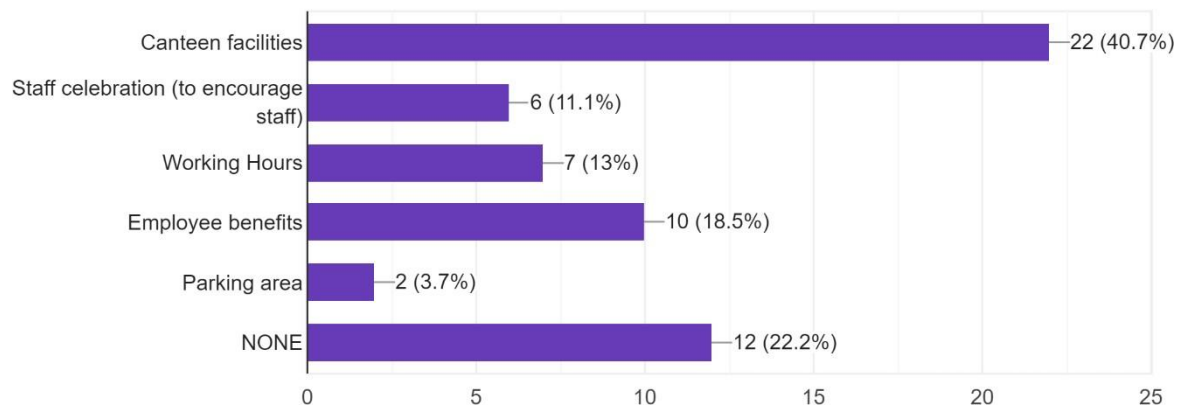
As per the above responses, 50% have agreed to have training sessions as the majority are contractual staff and they don't have proper knowledge of how the Airports Authority of India Functions, hence to enhance their skills in work AAI should implement Training Sessions

Are the benefits provided by the Organisation satisfied?



According to the following chart given above, 6(11%) have responded to Strongly agree, 25(46%) have responded to agree, 6(29%) have responded to Neutral, 6(11%) have responded to disagree & 1(4%) have responded to strongly disagree.

Is there any requirement for any changes in the organisation?

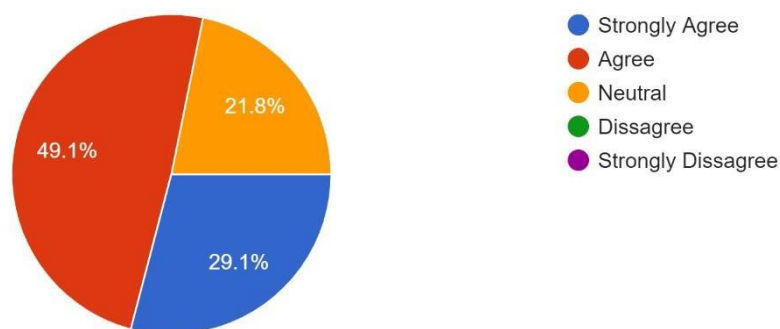


In the given chart above, the majority of the AAI employees have responded to having canteen facilities that are 22(40.7%), 6(11.1%) responded to having employee engagement that is to having staff celebration, 7(13%) responded to working hours, 10(18.5%) responded to have employee benefits, 2(3.7%) responded to the parking area and 12(22.2%) responded to None.

As per the above chart, the majority of employees have responded to have canteen facilities as there is no canteen in the AAI block, hence it becomes a problem for employees who travel from long distance.

Apart from this, employees also responded to having staff celebrations and employee benefits as there are benefits only provided to permanent employees (eg. medical facilities, weekly off's, etc) and there is also a lack of employee engagement and also the major factor is working hours because the majority of employees are from outside Vasco.

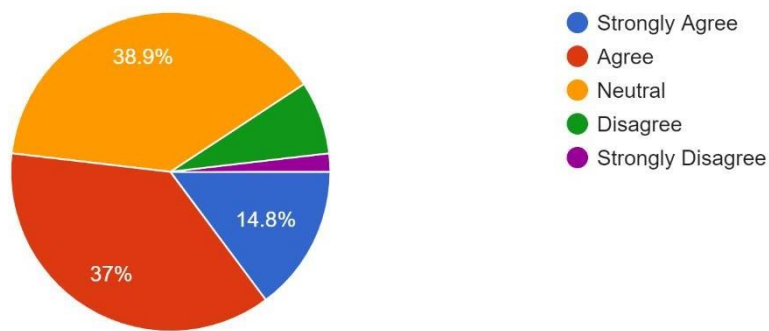
Do you feel the organisation should have strong Performance Appraisal?



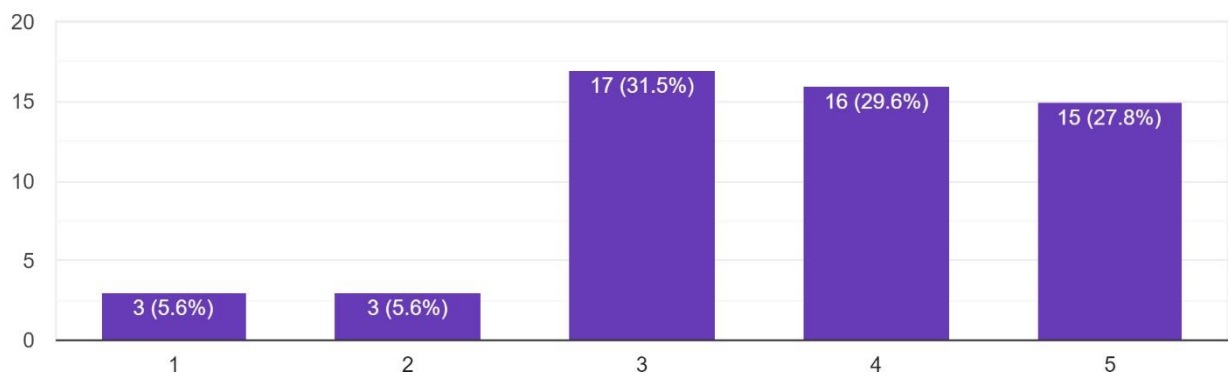
According to the given chart above, 16(29%) have responded to strongly Agree, 26(49.1%) responded to Agree, 21(39%) have responded to Neutral, 4(7%) have responded to disagree and 1(2%) have responded to Strongly disagree.

As per the above data, a majority agree to have a performance appraisal

Does Management shows interest towards appreciation of Human Capital?



Does Your job help to upgrade your KNOWLEDGE, SKILLS & CAPABILITIES?



## Anova: Single Factor

### HYPOTHESIS:

Ho = These factors are not dependent on employee satisfaction at the organization.

H1 = These factors are important for employee satisfaction at the organization.

#### SUMMARY

<i>Groups</i>	<i>Count</i>	<i>Sum</i>	<i>Average</i>	<i>Variance</i>
Training session	53	123	2.320755	0.645138
Performance				
Appraisal	53	102	1.924528	0.494194
Employee Benefits	53	133	2.509434	0.947025

#### ANOVA

<i>Source of Variation</i>	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>P-value</i>	<i>F crit</i>
Between Groups	9.446541	2	4.72327	6.791652	0.001485	3.054004
Within Groups	108.4906	156	0.695452			
Total	117.9371	158				

The f test is greater than the F crit, hence it is said to be a significance

Therefore the P-value is less than the significance level of 0.05 hence we fail to accept the null hypothesis (reject the null hypothesis).

Factors like Training Sessions, Performance Appraisal & Employee benefits make employees satisfied at work.

But as seen above since P-value is less than 0.05 which is 0.001485 we state that at a 95% significance level, we reject the null hypothesis and say that these factors are important.

## REGRESSION:

H0- There is no performance appraisal as they don't carry out any training programs in the organization.

H1- They have a good performance appraisal system as they carry out many training programs in the organisation.

### SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.043697
R Square	0.001909
Adjusted R Square	0.017660
Standard Error	0.810266
Observations	53

### ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	0.064056742	0.064057	0.097568403	0.756041
Residual	51	33.48311307	0.656532		
Total	52	33.54716981			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	2.224669604	0.327126525	6.80064	1.12408E-08	1.567935701	2.881403506	1.56793636	2.88140404
Do you feel the organisation should have	0.049926579	0.159836959	0.312359	0.756041	0.270959506	0.370812663	0.2709596	0.37081313





As seen above, the P value is more than 0.05, hence at 95% significance we fail to reject the null hypothesis (Accept the Null hypothesis).

Considering the above data, they don't have proper training sessions in the organisation, hence face problems in the Performance Appraisal.

since there are no proper training programs conducted in the organization they do not have an appraisal system due to which employees are not satisfied with their performance evaluation.

#### ❖ RECOMMENDATION/SUGGESTION

- The senior employees should also motivate the junior employees (contractual staff) & trainees in the organization, as in today's competitive situations consolidation and stability are more important than experimentation
- It is a centralized decision-making organization sector and individual contribution at the work level is important.
- Training should be implemented for all the employees working at AAI.
- More innovative Rewards, Recognition and promotional avenues could be introduced to keep the morale of the employees consistently high and motivated.
- Ensure adequate skill gradation and training programs to ensure job security for continuous work-life gradation.
- Ensure the standard practices of recognition reward and promotion to reiterate the conjugal atmosphere of work ethic

## ❖ CONCLUSION

The survey found that nearly all middle-level employees of the Airports Authority of India, Dabolim Airport, Goa, are highly satisfied with their existing job, working environment, interpersonal relationship, and management. Ensure the effectiveness of the training program through proper redressal of employee woes. Finally, a proper statistical study of productive employees in each department would ensure proper utilization of the trainee program grooming personal future and retention of employees to meet business fluctuations this will be the ultimate goal of implementation work techniques in the Airport Authority of India. The entire study provides details about the employee's perception towards HR Culture and working environment such as facilities, rewards and reorganization, appreciation from their superiors and motivation among the top management. With this type of aged company, the HR role is very critical and they need to take quick decisions according to the situation. A personal relationship with the subordinates is very well and provides a friendly environment. There is a well-designed compensation provided by the organization to the employees. This study provides details about the reason and areas where there is a high or low quality of work life provided by the top management to meet employee expectations and can retain them in the organization.

## ❖ LEARNINGS

The whole experience in the Airports Authority of India was great. I learned a lot about the Human resource department and the process involved in it. The work I did was completely satisfactory. I have tried as many add-ons as possible and even got enough encouraging results with some of them.

I have learnt all about the Pension Department, Medical facilities, Medical Credit Notes, Service Certificates, allotment of quarters, and maintaining service records. This enhances me to develop my skills and knowledge which will help me to utilize in future. I had good interaction with all the staff members and helped me a lot whenever I am seeking a need.

I would like to express my gratitude and I am thankful to all the superiors who guided me in gaining experience through this internship training and programme

❖ REFERENCES:

<https://www.aai.aero/>

[https://en.wikipedia.org/wiki/Airports\\_Authority\\_of\\_India](https://en.wikipedia.org/wiki/Airports_Authority_of_India)