

[Dissertation Title: “Post-Pandemic Effects on Staff Performance of Aviation Industry”]

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Abstract

Background

It is found that the pandemic hit the world differently and raise drastic concerns for different sectors that include the food sector, retail sector, health sector, tourism sector and aviation sector. In order to successfully and strategically overcome the losses experienced during the covid-19 pandemic, it is important to significantly accelerate the performance. Critical overheads are related to the aviation sector and can be increased on purpose if they are not regulated. Given the issue, a key goal of the study is to evaluate how the Covid-19 epidemic affected the performance of aviation sector workers.

Method

The methodology proceeds with precise steps and highlights the aspects of interpretivism research philosophy. The study uses an inductive approach to explain the association between the concepts and data. This study primarily employs a qualitative research methodology with technical and subjective data on the post-pandemic effects on the staff of the aviation sector. For the purpose of collecting the primary qualitative data, open-ended interviews have been conducted with 20 employees of the aviation industry by using a convenience sampling technique and the consideration of ethics. Overall, the collected data was scientifically analysed by using an analysis tool of thematic analysis.

Results and Findings

The key aspects of the study showed that the Covid-19 pandemic had been a significant, difficult, and challenging event that humanity had experienced in history. It was also a unique event that caused significant destruction around the world, particularly to professional and commercial activities. The pandemic's consequences were highly catastrophic, and the entire world practised severe social isolation. In some of the largest parts of the planet, a complete lockdown scenario was maintained for more than a year.

Conclusion

Concerning the consequences and complexities associated with the covid-19 pandemic, it is important to promote and intervene in different strategies, which accelerate the performance of the employees by triggering decision-making and introducing an effective management system and multifaceted performance measurements.

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Chapter # 01 - Introduction

When an organisation becomes successful and well established within its desired markets and professional environment, it usually aims to align its operations and activities strategically so that the long-term objectives can be availed effectively and beneficially. The only motives of the organisations remain increased profitability, improved revenues and longer sustainability and survival in their respective industries (Alao, 2013). However, when these objectives are being planned strategically, there are certain external environmental factors, which are deliberately held constant in the form of “ignorance”, whereas some of them include natural disasters, unpredictable events, etc. Although, organisational management needs to understand that the vulnerabilities of unplanned and unforeseeable external environment events and threats have increased due to an increase in the emergence of globalisation factors and these events need to be accounted for effectively, competitive forces have eventually diverted the attention of the management of organisations away from focussing on these elements carefully and critically (Loch et al., 2011).

There has been a significant external environment event, which was unpredictable and caused critical disastrous impacts on the organisational environment, referred to as the Covid-19 pandemic. This event was indeed very impactful adversely and it had serious influences on the routine operations and performance of organisations, especially in the aviation industry due to which the industry had to restructure its staffing activities once the pandemic was over (Ciotti et al., 2020). Thus, the following study has been established in the light of assessing the post-pandemic effects on the staff performance of organisations, especially in the aviation industry, when the organisations in aviation industry were eager to resume their activities to overcome the serious losses that had been incurred during the pandemic. All major influences will be highlighted and contrasted in terms of the changes in the performance of staff members that have been witnessed and reported in the aviation industry after the pandemic ended successfully.

1.1. Background of the Study

In continuance with the discussion established above, it is important to understand that the Covid-19 pandemic has been one of its kind event in the world after the industrial revolution period, which had some serious impacts and influences overall world, especially on the performance and the routine activities of the organisational environment. The Covid-19 pandemic led to a requirement of observing social distancing strictly, due to which the world had to observe a complete lockdown situation, restricting the operations of organisations and

causing a majority of them to completely shut down their activities (Padhan and Prabheesh, 2021). The Covid-19 pandemic began at the end of February in the year 2020 and it continued for more than 2 years until the mid of the year 2022. However, there are still majorities of the regions in the world where Covid-19 restrictions are still active, yet due to extensive financial losses, more than 90% of the world has resumed its routine activities, including the organisational environment and practices, so the losses can be covered and the economy can return to its original pace.

Simultaneously, it is important to understand that the Covid-19 pandemic not only had financial and social influences on the general environment but further caused health issues in individuals. However, it also affected the employment situation of individuals as well. Those organisations in different industries which were forced to shut down their activities eventually conducted a redundancy drive in which a majority of the workers were made redundant from their employment role, increasing their concerns for their financial stability in the future (Diab-Bahman and Al-Enzi, 2020). This eventually developed a fear of redundancy in employees who were still employed as their job security was challenged. This practice was witnessed extensively in the aviation industry, which was completely stopped during the pandemic, and there were various employees, such as domestic staff members, who were made redundant. Eventually, when the aviation industry resumed completely at the start of the year 2021, there was a boost witnessed in the performance of the employees that remains constant to certain factors (Howe et al., 2021). These factors need to be explored in detail, which will be evaluated extensively in this study as below.

1.2. Problem Statement

Considering the discussion provided above, assessing the performance of employees after the pandemic has ended is indeed important so that the losses that have been incurred during the pandemic can be overcome successfully and strategically. However, it is important to understand that there are certain challenges that might come into the organisational management's way when they are assessing performance. A major problem statement in this aspect is an investment in the light of improving employee performance after the pandemic as the investment requires a significant amount of financial resources which can be difficult after a critical period and hence it can be vulnerable in obtaining beneficial results of employee performance (Jayathilake et al., 2021). Simultaneously, the aviation industry has critical overheads associated with it, which can be increased deliberately if they are not controlled and they form an important part of the overhead structure of the aviation companies.

1.3. Research Aim and Objectives

The next important segment of this study, which has been undertaken critically and carefully, is the establishment of robust research aims and objectives. These are important to be formed as they provide a formal structure for the researcher to proceed further when completing the study, assisting the researcher through a step-by-step approach. Hence, the aim and objectives of this study are identified and listed below.

1.3.1. Research Aim

- ✓ The primary aim of this research is to “*Assess the changes in the performance of staff members of the aviation industry after the Covid-19 pandemic*”.

1.3.2. Research Objectives

Similarly, the key objectives of this research, which will be obtained successfully upon the completion of this study, are identified and listed as follows:

- ✓ To assess the impact of the Covid-19 pandemic on the aviation industry.
- ✓ To analyse the influence of the pandemic on the performance of employees during the pandemic.
- ✓ To assess the changes in the performance of staff members of the aviation industry after the pandemic.
- ✓ To suggest different ways in which relevant changes and improvements can be suggested for assessing the performance of the staff members of the aviation industry.

1.3.3. Research Questions

To be able to achieve the objectives and record them successfully when proceeding with particular research, it is important to focus on certain key research questions throughout the study. Similarly, some of the research questions have been emphasised in this study, relevant to the key objectives, which are further highlighted and listed below.

- ✓ What are the different impacts of the Covid-19 pandemic on the aviation industry?
- ✓ What were the major influences on employee performance during the pandemic?
- ✓ What are the key changes reflected in employee performance in the aviation industry after the pandemic?
- ✓ What are the different ways through which assessment of employee performance in a post-pandemic environment of the aviation industry can be conducted effectively?

1.4. Rationale of the Research

Moving along with the following study, it is important to understand the major reasons, which contribute to the light of undertaking a particular study. This is referred to as the establishment of a solid research rationale. Similarly, considering the following research, the primary and foremost important research rationale of this study is the fact that as soon as the pandemic and its restrictions ended within the aviation industry, the industry experienced a significant boost in the demand for its services as globalisation has already increased travel needs for the global population. However, the organisational activities still need to be conducted by following the Standard of Operating procedures (SOPs) highlighted by the government which will require the organisational management to implement a strong checks and control (Narayanamurthy and Tortorella, 2021). Necessary improvements and guidance will also need to be provided to the staff members, such as training them to cooperate with customers in terms of encouraging them to use facemasks and hand sanitisers during the flight, observing social distancing, etc. Moreover, the aviation industry needs to keep its costs controlled for which competition can be a critical element to consider hence it needs to be strategized appropriately by the aviation management by working in collaboration with its staff members accordingly.

1.5. Significance of the Research

Highlighting and evaluating the significance of this research being undertaken is also an important consideration whereas it needs to be acknowledged that the following study has enabled the stakeholders of the aviation industry to take some critical steps in the light of aligning and improving its performance measurement tactics for the employees effectively. The research provides different opportunities through which the performance of employees of the aviation industry can be observed such as through technically advanced devices and approaches whereas the introduction of rewarding and motivational incentives has already witnessed an increase in the worker's inclination and commitment towards their responsibilities (Diab-Bahman and Al-Enzi, 2020). Moreover, resuming organisational activities after nearly 1.5 years for the aviation industry has boosted the interest of its workforce to ensure their job security so that they can earn sufficient amounts for their households accordingly.

1.6. Structure of the Research

The following study has been completed in a formal approach so that its outcomes can be recorded and followed effectively by the users in their practical and professional settings. Similarly, the formalised structure of this report has been identified as follows:

- ✓ **An Introduction** – This chapter significantly highlight the background of the research, context of the study, purpose of the study with the aim and objectives.
- ✓ **A Literature Review** – To obtain previous information on the key concepts discussed in this study
- ✓ **A Research Methodology** – To analyse all the ways through which the required and relevant data and information is collected for this study
- ✓ **Interpretation and Findings** – Analysis of the key findings for effective decision-making of the users of this study
- ✓ **Discussion** – This chapter will discuss the results and findings of the study and compare it with the previous evidence and literature.
- ✓ **Conclusion** – Recommendations in the light of taking effective decisions in the long term related to assessing and improving the analysis of employee performance in the aviation industry.

Chapter # 02 - Literature Review

2.0. Introduction

A literature review chapter determines to advance consideration of the present research and discusses pertinent to a specific expanse of study (Milian et al., 2019). Based on this statement, chapter two of the research study aims to entail the relevant literature regarding the “Post effects of a pandemic on the performance of Aviation Employees”. Following the aim, the performance of aviation employees after the pandemic will be explored. Furthermore, the performance of aviation employees after the pandemic will be discussed along with its effects on their operations. Furthermore, the association of aviation employees with aviation management and operations will also be explored along with the impact of this association on the performance of employees. Future strategies and measurements for improving aviation employees’ performance will be discussed. Moreover, relevant theoretical frameworks and concepts will also be included along with gaps in existing research. Lastly, a discussion regarding the filling of gaps through present research will also be documented.

2.1. Effect of the Covid-19 Pandemic on the Aviation Sector

According to the study of Narayanamurthy and Tortorella (2021), during the covid-19 pandemic, global commercial flights largely influence and decrease the number of flights to limit the interaction. Initially, when the spread of covid-19 started, it starts to impact aviation losses and reduce the GDP by 0.2 per cent to 0.12 per cent, which was an adverse impact (Bilan et al., 2020). Furthermore, it was also observed that by the end of 2020, 1.41 per cent to 1.67 per cent employees of in the aviation sector lost their job and their value reach up to 30 million from 25 million (Ratana et al., 2020). Additionally, during the covid-19, the number of flights decreases with the increase in maximum flight capacity. Considering this information, the comprehensive search of Wilkins and Emik (2021) demonstrated that a significant ban on a flight is particularly associated with the direct serving of passengers, which include air navigation service providers, airports, and airlines.

It is also associated with job creation and economic activity. Furthermore, in the sector of aviation, other jobs include MRO (maintenance, repair and overhaul), and the manufacturing sector which include machinery, aircraft manufacturing and other vital technologies (Ciotti et al., 2020). For the aviation sector, covid-19 creates various issues, which cannot be denied problems and are associated with stress response and exceptional performance. Stress and low level of performance are known as dangerous emotional and physical responses, which

particularly occur when the requirements of the job do not match the worker's needs, resources, and abilities (Alshurideh et al., 2019; Krieg, 2021).

The cross-sectional study of Shad et al. (2019) embraced that during the covid-19 pandemic, the performance of staff substantially decreases because of stress. Although, Padhan and Prabheesh (2021) highlighted the five parameters of low performance of staff, which include excessive workload, reduce interaction with family, reduce interaction with friends, reduce communication with colleagues and isolation of the workplace. The comprehensive findings of Dube et al. (2021) highlighted that in any sector, the performance of staff is associated with the level of stress, which is particularly associated with job control, social support career, job role problems, inappropriate job roles and job delays.

However, Narayanamurthy and Tortorella (2021) in their study collected the responses through a stratified random sampling technique and presented that the level of stress among staff and employees is further associated with the risk of incident or accident, absenteeism and lower productivity. Overall, different researchers presented evidence regarding the performance of employees in the aviation sector during the covid-19 pandemic and evaluated that it is important to understand the relationship between the stress and covid-19 pandemic to understand the performance level of employees and staff of the aviation sector.

2.2. Staff Performance of Aviation Employees after Pandemic

Staff performance and the behavior of employees are critical aspects of an organisation's performance (Van Der Lippe and Lippényi, 2020). Airline operation employees, including pilots, cabin crew, and ground service agents, increase the effectiveness of an organisation by learning and developing airport operations. The epidemiological perspective showed that air transportation is one of the major issues for the spread of diseases, since, before reaching the incubation period, extreme diseases are transported through the aircraft. The COVID-19 pandemic had a direct impact on the aviation industry, resulting in unprecedented flight reductions, entire fleets being grounded, aviation workforce layoffs, flight bans, and recovery (Iacus et al., 2020). The impact of job stress and the effects of COVID-19 influenced the productivity and performance of aviation employees (Han et al., 2022). The physical and emotional response leads to job stress, which occurs when the job requirements are unable to match the resources, abilities, and staff needs. The stress that the aviation crew is under has a significant impact on their performance.

The effects on aviation employees' performance are universal. They are as important as the organisation's structure, strategy, and operational accomplishments. The human factors in aviation and the aspects related to aviation staff include the integration, behavior, safety, and performance of employees (Nobles, 2018). It revealed several factors affecting the productivity of the employees due to COVID-19, namely fitness, health, time pressure, communication, fatigue, sleep quality, and training (Ritter, 2022; Han et al., 2022). The pandemic negatively, directly, and indirectly, affected the organisation causing them to change the rules related to work as remote working and social distancing have gained normality and still raise concerns about their impacts on employees' health.

According to the study of Dube et al. (2021) when flying activities were affected during COVID-19, some flights recovered faster than others did. The movement under flight rules, aircraft movements with turbine engines, and cargo carriers were all significantly reduced because of the pandemic. In comparison, aircraft movement with piston engines, aircraft movement under visual flight rules, commercial operators, small carriers, and private aircraft recovered swiftly. The flight training and aerial work had a rapid recovery as compared to air taxi operations (Cohen, et al., 2021). The challenges faced by the grounded fleets and laid-off employees of the aviation industry caused significant financial losses as commercial passenger aviation has high economic revenue and collateral damage effectively influenced the tourism sector.

2.3. Effects of Aviation Staff Performance on their Operations and Management

The aviation industry utilises the highly technical and advanced components of avionic equipment to train professionals for control, operation, management, and maintenance (Dangut et al., 2021). The aviation staff must possess the skills and knowledge required to ensure that the equipment runs effectively, safely, and on time. The aviation operations and management industry engage the training of a unique group of individuals in various areas, including aviation maintenance and mechanics, piloting, and air traffic control duties (Coetzee and Henning, 2019).

In the field of aviation operations and management, employees acquire specialised skills that have significant impacts on customers' safety (Tahanisaz, 2020; Han et al., 2022). Aviation operators and managers should be responsible and have strong communication and

managerial skills; they should be technically adept, capable of making decisions, and work in a team environment. There are four types of airport operations, including airside operations, landside operations, information management, and billing and invoicing (Kovynyov and Mikut, 2019). Aviation operation and management is a diverse industry with a plethora of new opportunities. These operations play a vital role in the functionality of the airport. If there will be a lack of operational and management departments, there will be several missed flights, improper security checks, and overall chaos (Sun et al., 2021).

The aviation operational manager is accountable for compliance, safety, and security (Bongiovanni and Newton, 2019). An effective plan to manage the resources and ensure compliance with processes and procedures. Aviation operations are managed in a variety of contexts. They comprise commercial airports, aerodromes, heliports, or other fields. The management of aircraft arrival, turnaround, and departure, and the environment and facilities as well as all around them, is focused on specialised roles that require skills, knowledge, and behaviors to complete complex aviation tasks and management by enabling compliance with regulations through a safe and secure as well as effective aviation operation (Ho et al., 2021).

The organisation achieves its strategic goals and objectives with its effective performance by evaluating the overall organisation's competitiveness including operational performance as well (Shad et al., 2019). Quality management creates and delivers services that meet the needs or requirements of customers to be better, safer, faster, cheaper, and easier than competitors, as well as employee involvement under management. The performance of aviation staff in operations and management improves quality and services on financial and non-financial measures including profitability, customer satisfaction, and research and development (Shah et al., 2020).

In an operational system of the aviation sector, it is important to manage the operational performance by introducing an integrated and integral approach which includes check managers, engineers, maintenance technicians, dispatchers, planners and flight crew (Han et al., 2022; Ritter, 2022). In order to effectively carry out the operations, it is important to provide adequate and effective task support through effective management and planning. The study of Alanezi and Al Zahrani (2020) demonstrated the requirement of connection, which is a requirement for modelling the total aircraft maintenance system, and the check process, among other things and how support functions relate to one another. The statistics acquired here show that other departments and frequently what happens before the operation starts have a vital

impact on the system's performance in regard to commercial, safety and operational goals (Tahanisaz, 2020; Sun et al., 2021; Krieg, 2021).

To optimise the performance of the system, it is important to highlight a large amount of data for accelerating operations and maintaining the standards of the organisation. For strategic operationalisation, the research of Wilkins and Emik (2021) substantially constructed that it is important to consider the QPIs (Quality performance indicators), SPIs (safety performance indicators) and KPIs (Key performance indicators). These frameworks significant role to achieve a balance and strategic approach to the future (Shad et al., 2019). Various studies determine the need for a performance framework, which includes analysis and monitoring to enhance future strategies and performance. Overall, system dynamic simulations are an important role to provide a conceptual model for effective policy measurement and improvement.

2.4. Association of Operations and Management Currently in Emirates Airline

Emirates airline entails operations providing commercial flight services to customers (Alshurideh et al., 2019). The firm is ranked among the finest airlines following the number of passenger's carried, fleet size, and profit. Emirates has been committed to improving capacity with the rate of its expansion, considering the size of its fleet (Krieg, 2021). The firm is constantly expanding and is increasing its market growth by introducing new aircraft. Currently, the Emirates intends to transform the UAE into a global aviation hub.

Emirates has formulated a comprehensive quality policy, which controls its operations (Al Ali, 2021). Providing customers with high-quality airline services has increased the growth that emerged from the integration of effective competitive strategies. In maintaining and shaping the organisation's identity and competitiveness, emirates perceive competition to attain the optimal market position. The airline has independent operations based on several shared values. It has enabled the firm to maintain a high level of corporate transparency and attain the opportunities that have emerged in international business (Belhadi et al., 2021). Emirates has established itself as a tourism and travel airline. They include social and environmental responsibilities, adhere to business ethics, and consider the needs of customers and employees.

The operations and management of Emirates include the strategies of expanding the operational network, recruitment of employees, effective training, and developing innovative skills with the increment in aircraft to effectively serve its customers (Al-Kwafi et al., 2020; Kovynyov and Mikut, 2019). Various operational processes play a vital role in enhancing and improving the business. The operation and management of Emirates involve a detailed system checkup, flight maintenance, error evaluation mechanisms, alignment of business processes with the enhancement of efficiency, and business operations maintenance. Emirates focuses on ground operations and airports that are conducive to the enhancement of efficiency and cost-effectiveness (Heiets et al., 2019). The airplane repair and maintenance are undertaken at this stage. Quality assurance and control strategies, flight operations entailing numerous business activities. Management is crucial for business and has profound impacts on the organisation and the employees. The management of employees has a keen interest in security enhancement booking, flight clearing, and auditing.

The air transport or the aviation sector represents a small share of GDP (Gross domestic product) but is significantly associated with the activities of different sectors. Various studies particularly investigated and evaluated the interaction between the economic dynamics and covid-19 pandemic (Diab-Bahman and Al-Enzi, 2020). In order to eliminate social distancing, an unspecified timeline is required for the aviation sector. To support the stricken industry of aviation, different administrations of countries approved a large incentive bill to relieve the stress of air transport (Radziwon et al., 2022; Abate et al., 2020). Considering the consequences of the covid-19 pandemic, the study by Alanezi and Al Zahrani (2020) evaluated that during the outbreak of the covid-19 pandemic, the workers of the aviation sector dynamically develop a risk of performance.

The change in the aviation sector in the business industry is inevitable after and during the era of the covid-19 pandemic. The employees and the staff are in the midst of the change. Padhan and Prabheesh (2021) in their research observed a dramatic drop in demand during a covid-19 pandemic for passenger air transport. The stressful condition and environment during the covid-19 pandemic influence the employee's performance and productivity. The job stress level significantly helps to identify the productivity level of the company (Alshurideh et al., 2019). Overall, different studies provide evidence that the outbreak of covid-19 pandemic is a major concern of the world, which drastically influences the whole country, especially the aviation sector.

2.5 Future Strategies and Measurements for Improving Aviation Employees' Performance

The employers and management of an organisation are responsible and are required to follow and intact the change management process (i.e, change in their attitude, behavior, and leadership) in terms of leading and improving the performance of their employees which ultimately escalates the success of an organisation (Bilan et al., 2020). There is a need to develop innovative strategies to address process efficiency without compromising the safety and quality of the employees. While COVID-19 caused mass layoffs and uncertainty in the future of aviation, the situation is rapidly reversing and travel restrictions are leading to increases in the demand for staff (Barrero et al., 2020). Aviation employers must execute business strategies. Moreover, Alanezi and Al-Zahrani (2020) demonstrated that the employees of Emirates are still experiencing the complications of the pandemic in terms of employment insecurity and anxiety about the stance of Emirates if another pandemic deteriorates the operations of the company.

Based on the above-mentioned research, Wilkins and Emik (2021) mentioned that the HR management of Emirates airlines is responsible for continuously motivating their employees by engaging them in the company's activities and appreciating them for their performance. As per the requirement and modifications in the "Aviation industry", the HR management of Emirates Aviation in the future is required to train their employees through different training programs so that "Emirates Aviation" could effectively compete with other Aviation industries in the future. Similarly, Bilan et al. (2020) stated that the HR management of "Emirates Aviation" are required to maintain the health and wellbeing of their employees by introducing health policies for the employees to ensure their safety. This step will enhance the confidence and loyalty of employees in their organisation.

Moreover, Al-Ansi (2021) added that the HR management of Emirates must also motivate their employees by providing them with incentives for their performance in the future. Furthermore, John (2020) entailed that effective communication is also significant for the HR management of Emirates with their employees for continuously taking their feedback and through meetings regarding the updates on the company's operation. In this context, Sorribes et al. (2021) recommended that effective communication is possible through an effective

leadership style. Therefore, the HR management of Emirates must modify its leadership style as per the situation of the company and its employees.

As per the research of Al-Kwafi et al. (2020), the engagement of employees must be the priority of any organisation as these factors enhance the satisfaction and loyalty of employees, improve their performance, and support their retention which ultimately results in organisation success. Therefore, Emirates Aviation organisation must engage their employees by treating them with fairness, respecting their opinions, and communicating with them continuously about their complications and their perceptions in the improvement of “Emirates’ Aviation operations” (Barrero et al., 2020; Wilkins & Emik, 2021).

2.6. Underpinning Concepts/theories/frameworks

2.6.1. Kurt Lewin Change Management Model

According to Lauer (2021), this change management model was presented by Kurt Lewin in the 1950s comprising unfreeze, change and refreeze stages. In this context, the HR management of Emirates will motivate themselves and their employees to integrate change in terms of improving their performance. Concerning this, Ratana et al. (2020) critiqued that in unfreeze state, the HR management of Emirates will find it difficult to motivate themselves and their employees in reducing the concerns of employees regarding employment insecurity and changing the leadership style of themselves motivating employees. However, the change will be implemented among the HR management of Emirates when they will change their leadership style, communication, and motivation strategies (Rosdiana and Aslami, 2022). On the other hand, the change in Emirates’ employees will be integrated when the HR management will effectively communicates with them about the impact of change on the success of their company (Crosby, 2020).

Following by unfreezing stage, in the Change stage, the HR management of Emirates will practice the above-mentioned requirement while the employees of Emirates will be motivated and change their behavior and attitude by working with motivation and determination for escalating the company’s success (Muldoon, 2020; Barrero et al., 2020). However, Roşca (2020) critiqued that the HR management of Emirates and its employees of Emirates could be refrozen by reverting from the change and for this, both the HR management of Emirates and their employees are required to intact upon their change (Ratana et al., 2020).

2.6.2. Employee Engagement Theory

This theory was proposed by “William Kahn” in 1990 as per which the employers of an organisation could maximize the output of their employees by challenging them, satisfying

them, and inspiring them due to which their turnover will be decreased, retention will be enhanced which will outline the success of an organisation (Sun and Bunchapattanasakda, 2019). Concerning the case study of “Emirates Aviation”, the HR of “Emirates Aviation” must enhance the satisfaction of their employees by providing them with advanced training so that they could operate effectively. Moreover, the employees of “Emirates” must be appraised by their HR as this will increase their loyalty, improve their work performance and positively impact the success of “Emirates” (Nguyen, 2020).

Moreover, as the employees after the pandemic are insecure about their employment, therefore, the HR of “Emirates Aviation” is required to engage them and increase their confidence in a “transformation leadership style” in terms of taking their opinions for the improvement of the company's operations (Radziwon et al., 2022). Moreover, constant feedback must be taken from the employees to be informed about the complications of employees as this will build a trusting relationship between the employers and employees of “Emirates” which will ultimately result in the success of “Emirates Aviation (Pérez-Campuzano et al., 2021).

2.7. Literature Gap in Previous Study

The previous studies in this area are included in this research and are comprised by Abate et al. (2020), Abdelmotaleb and Saha (2020), Aburumman (2020), Akbar and Kisilowski (2020) and Alanezi and Al-Zahrani (2020) had only investigated upon the dissatisfaction of Emirates employees and their demotivation during the pandemic. However, these researches have not highlighted and associated the link of their dissatisfaction with the attitude and neglect of HR management. Furthermore, these researches have not included and elucidated upon the strategies which could be effective for Emirates employees after the pandemic which indicates the gap in the previous literature.

2.8. Discussion of Impact of Current Research in Filling Literature Gap

Based on the literature gaps discussed above, the present study highlights the association of dissatisfaction, demotivation, and inappropriate performance of Emirates employees with the neglect of their HR management. Moreover, the association of HR management and the employees with a specific focus on Emirates have also been highlighted. Furthermore, the relevant strategies with the employment of appropriate change management models have also illuminated which are beneficial for both the HR management and employees of Emirates to intact with their change which indicates that this research is appropriate in filling the literature gaps as compared to the previous investigations.

2.9. Summary

The chapter aimed to elucidate the post-pandemic effects on the employees of Emirates airlines. The chapter summarised that during the pandemic, the performance of Emirates employees was negatively affected due to ineffective communication and leadership which lead the company to lay off its employees. However, after the easiness of the pandemic restrictions, Emirates recruited new employees and recalled the older ones. For their integration, the HR management employed effective communication, leadership, and motivational strategies to engage the employees and improve their performance. However, the HR managers are required to continuously appraise the change management as this will impact the employees' performance either positively or negatively.

Chapter # 03 – Methodology

3.1. Introduction

The methodology chapter focuses on the procedure of the precise steps and methods used to locate, evaluate, and choose the relevant data and information (Pandey and Pandey, 2021). The research methodology discusses and explains the techniques used to collect and analyse the data. This chapter illustrates the adopted designs and methods for progressing with the research for the purpose of enhancing the credibility of this relevant research. The reasoning for the methodological decisions made as well as the complexities of those judgments are provided in a particular methodology chapter in a dissertation or thesis (Park et al., 2020). The COVID-19 outbreak and management strategies have substantially reduced the market for commercial aircraft travel and business and several companies placed in jeopardy in the commercial aviation sector and the rest of the aviation industry along with several employments.

3.2. Research Philosophy

The information, orientation, and underlying assumptions of the study can be the considerable aspects of the research philosophy of the research (Poucher et al., 2020). It has been reprised by the study of Dougherty, Slevc and Grand (2019) that the research philosophy explores the predicated context and the perspectives of the research concerning the enhancement of the research value along with conferring the findings in a well-defined manner (Díaz and Cabrera, 2021). Assessing the research philosophies of the researchers who have diverse assumptions about the data is beneficial. Four different forms of research philosophies are included in the research philosophy including pragmatism, positivism, realism, and interpretivism (Kecmanovic et al., 2020). In order to determine the post-pandemic effects performance of the staff in the aviation industry, the philosophy of this methodological study places a significant emphasis on interpretivism. Moreover, through the interpretivism research philosophy the researcher was able to interpret the opinions of the participants of the interview regarding the effect of staff performance in the aviation industry after the period of pandemic covid-19.

Given the wide range of contexts in which interpretivism is applied by researchers for exploring detailed knowledge (Toyon, 2021). Research philosophy is a standpoint on the methodologies that should be used to acquire, reassess, and implement data on a particular subject. In the study, the interpretivism research philosophy is kept in practice to

determine representativeness and reliability in order to achieve improved outcomes. In accordance with interpretivism in the scientific method, acknowledging individuals' attitudes, ambitions, and cognitive processes is vital in order to interpret the scientific proof that can be accumulated about circumstances (Meyer and Dykes, 2019).

According to an interpretive paradigm perspective, sociological phenomena must be examined differently than physical phenomena since complexities must be taken into consideration (Díaz and Cabrera, 2021). This is known as an analytical, theory perspective. To comprehend interactions, interpretivism emphasises qualitative research techniques that emphasise people's perspectives, goals, and arguments over qualitative facts. According to interpretivism, researchers allow access to authenticity through sociocultural creations such as speech, cognition, common practises, and equipment to examine the post-pandemic effects on the staff performance of the aviation industry. The airline sector has been hit hard by the pandemic, resulting dominant drop in financial performance and also placing a significant impact on staff performance that demonstrates an increase in employee turnover (Abate et al., 2020).

The study also employs an inductive approach to recognise the scientific investigation. The first stage in an inductive research strategy is to obtain information on the research study (Cypress, 2018). The researcher pauses data assembling once a substantial amount of data has been collected, retreating to obtain an overall view of the data. This research has used interpretivism because the benefit of adopting an interpretivism research approach is that the researcher may swiftly examine a variety of situations.

3.3. Research Approach

The appropriate and relevant research approach supports the investigator and the investigation study to examine the nature and complications of the research study (Dereje et al., 2022). There are different research methodologies available to researchers that may suggest data collecting, evaluation, and quantitative and qualitative approaches (Rahman, 2020). Three categories of research methodology abductive, inductive, and deductive can be developed. These approaches are utilised while analysing any issue or phenomenon, based on the information that is available and how relevant it is (Douma & Weedon, 2019). This study focuses on the logical technique to comprehend the fundamental post-pandemic effects on the staff performance of the aviation industry.

The inductive approach is used in this research approach methodology to elaborate on the effects of the Covid-19 pandemic on the staff performance of the aviation sector because it

can identify and explain the association between the concepts and data. It evaluates the concepts qualitatively and generalises the results of the study as well. When the inductive approach is used hypotheses can be demonstrated. During the course of this research study, the hypothesis is evaluated. The strategy is connected to the scientific inquiry to investigate the post-pandemic effects of the aviation staff hypothesis.

3.4. Research Design

The research design supports the researcher in developing the study in accordance with its constituent parts, interpreting the data, and gathering information (Clark, 2019). The research design also helps to comprehend the framework on which the area of the study can be analysed. It can be divided primarily into three categories of design including mixed-method, quantitative, and qualitative (Dereje et al., 2022). This study primarily employs a qualitative research methodology with technical and subjective data on the post-pandemic effects on the staff of the aviation sector. According to the qualitative research design, the numerical data components contain all the information and data. Non-numerical data is collected and analysed in qualitative research to better understand viewpoints, standpoints, or encounters (Khawaja et al., 2022). It can investigate intricate details about a condition or stimulate recent research theories.

As new research questions emerge, qualitative research can be modified while attempting to safeguard the perceptions and views of the participants (Surmiak, 2018). Respondents are inquired with questionnaires using qualitative research methods according to their responses, and the interviewer or researcher. (Roberts, 2020). This research focuses on the post-pandemic effects on the staff performance of the aviation industry as well as the qualitative research approach.

3.5. Data Collection Method

One of the most crucial strategies in the research methodology is for gathering data. The method used to gather the data would determine how the data are interpreted, and if that approach is improperly chosen, the conclusions and outcomes will be inappropriate which will impact the whole research negatively (Douma & Weedon, 2019). In research methodology, the process of acquiring data regarding a specific issue is referred to as the method of data collection (Johnson et al., 2020). Primary and secondary data collecting methods are the two categories of questionnaires. The method of the primary data collection approach is accurate and unique. Secondary data collection describes data obtained by a random user as opposed to the actual user (Guest et al. 2020). Primary data, which is often collected from the sources, is

seen to reflect the statistic of information for the study. The data collection method used for this research includes primary qualitative data to attain the post-pandemic effects on the staff performance of the aviation industry.

With reference to the nature of the research topic, the method of primary data collection has been adopted for obtaining insights into the experiences of employee performance along with the effects of post-pandemic within the aviation industry. The adoption of the data collection primary method has remained efficient for this research study, as it allows for attaining certain evidence in terms of staff performance. For the purpose of collecting the primary qualitative data, open-ended interviews have been conducted with 20 employees of the aviation industry.

When the data is primarily qualitative, grounded theory or discourse analysis can be used. Emphasising the post-pandemic effects on the staff performance of the aviation industry, and the importance they experienced while participating in examining the staff performance of the aviation industry after the pandemic aids in the analysis and evaluation of the research findings from this study.

3.6. Sample Size and Technique

Given the size of the target population, researchers are required to examine the quality of population-representing factors in order to derive observations about the population (Metzler et al., 2021). The selected sampling technique is convenience sampling because it is rapid and easy in delivering results. Convenience sampling is preferred at the initial level of survey research. The target group is a particular subset of the larger population that is most appropriate to operate as the primary source of research data collection. In line with that, the technique of convenience sampling has been implied for investigating the participant of research to ease the respondent's access in a prompt efficient manner. The formation of the convenience sampling technique has continued to remain effective for this study, as it allows the research to obtain extensive data from the participants that can be conveniently examined and recruited.

The sampling size illustrates the appropriate representation of the whole population for obtaining accurate and appropriate measures. The sample frame may be regarded as a collection of research participants recruited from the target population (Vasileiou et al., 2018). The purpose of choosing a sufficient sampling size expands and increases the authenticity and validity of the study outcomes and interpretations of the research study. The research of Sim et al. (2018) demonstrates the sample size of the quantitative and qualitative research varies as the size of sampling for the qualitative research has been relevantly less and accounted for

about 20 participants. The sampling size has determined how several people from the sample size take part in the main data-gathering procedure. 20 participants whose performance was affected by the post-pandemic have been engaged in the present study, including both men and women.

3.7. Data Analysis

The usage of the appropriate research methodologies forms the basis for both the execution of the study and its interpretation (Díaz & Cabrera, 2021). Data analysis refers to the systematic integration of logistics and methods for estimating to characterise and depict the process. It is emulated by the research of Mihas (2019) that the techniques and tools of data analysis implied for the analysis of the data collection from methods differing. To evaluate and analyse the data, two types of analysis qualitative analysis and quantitative analysis are used (Clark and Vealé, 2018). When analysing qualitative data, one must evaluate the facts critically and make an effort to comprehend what are the main conclusions of the study (Grodal et al., 2021). The distinctive data type has been analysed by different tools and techniques as the primary qualitative data (Ong and Puteh, 2017).

In line with that, thematic analysis has been adopted for the respective research to analyse the data gathered by open-ended interviews of 20 participants in the aviation industry. The implementation of thematic analysis empowers the researcher for classifying the gathered data on the patterns repeated by establishing the appropriate themes for the purpose of interpreting the responses adequately (Smith et al., 2021).

3.8. Ethical Consideration

The ethical considerations are implicit in the issues and standards that are anticipated whilst progressing with the methods of the whole research study to maintain the rationality and reliability of the research study with its constructive findings. A major consideration is to facilitate the expansion of ethical competence among researchers and research populations. This entails the consideration of ethics and following action on the part of funding organisations for research (Bennett and Brunner, 2022). The term ethical considerations used in research refer to fundamental rules which regulate the research design and methods. Researchers must follow ethical principles when collecting data from participants (Brittain et al., 2020). However, the research survey of the post-pandemic effects on the staff performance of the aviation industry has been proceeding to take into account the ethics of the study as well as the relevance of the participants' privacy rights and anonymity.

Therefore, before surveying people based on the topic of the study's post-pandemic effects on the staff performance of the aviation industry, consent through the consent form has been obtained. In regard to ensuring the validity of this research study, the research has been conducted by staying considerate by avoiding bias in investigating the perspective of the participants involved in the research. In line with that, provision of the confidentiality has been ensured. Furthermore, the participants of the research have been informed about their rights of withdrawal and their voluntary involvement in the avoidance of psychological harm is ensured.

3.9. Research Limitations

The limitations of the research manage the restrictions or limitations that have affected the research quality to comprehensiveness and remain unmanageable for the researcher. The recruiting process of the participants for administering the interviews was time-consuming and hence the research sample size was limited. Despite using an appropriate sampling technique, how effectively the individuals are represented is determined by the probability distribution of the data. The probability distribution might be evaluated inaccurately as a result, which would declare the assertion invalid (Funder and Ozer, 2019). In qualitative research on the post-pandemic effects on the performance of the aviation industry, a high and limited sample size has typically needed. However, the limitation of resources makes this independent examination unsustainable.

Stakeholders such as government or non-government entities, public service companies and educational institutions may be lacking in expertise. Particularly in the resources necessary to carry out comprehensive qualitative research in several emerging economies. Regulating the environment in which survey respondents engage is a challenge that researchers frequently deal with (Chen and Hsu, 2020). As a result, the outcome might not reflect how issues were solved. Furthermore, the options for participants are limited as a consequence of the researcher's selection of responses (Taherdoost, 2019). Interpreting qualitative research is complex, expensive, and takes a significant amount of time. This type of research is carefully planned to provide complete allocation and correct classification of control groups. With the support of qualitative data collection, the aspects are simplified such as comprehensive answers about the overall effects of post-pandemic on the staff of the aviation industry and answering questions about their target group. Moreover, the concerns or challenges they are encountering, and where they should direct their efforts in search of solutions are also simplified.

Chapter # 04 – Findings and Discussion

4.1. Introduction

The chapter discussion documents the data gathered from the research participants by employing appropriate research methods. Afterward, the presented data is organised and then discussed along with the support of the pertinent literature to enhance the quality of research and to demonstrate the previous literature in the specific arena (Merriam and Grenier, 2019). In this context, the chapter on findings and discussion aims to document the data gathered from the aviation industry employees belonging to “Emirates airlines” who were affected negatively by the onset of the pandemic.

The data gathered from the “Emirates Employees” has been analysed through the “thematic analysis technique” to assess the impact of the pandemic on the “Emirates employees” and their performance during the pandemic. Moreover, the modifications in the performance of “Emirates employees” after the pandemic have also been appraised along with the documentation of improvements that must be administered by the “Emirates Aviation administration” to further progress the performance of their staff. Moreover, the analysis has also illustrated the policies of “HR Emirates Aviation” and improvement in the staff performance of the industry in terms of productive operations. Lastly, the analysis has also documented the maintenance of “Emirates Aviation” employees’ performance irrespective of any drastic change or complications through the efforts of HR. After the analysis of the data, the presented information has been compared and contrasted with relevant literature to present the previous literature in this arena so that the presented information could be comprehended by the reader through pertinent literature.

4.2. Thematic Analysis

The thematic analysis method identifies relevant themes as per the data gathered from the research participants or secondary sources by forming patterns from the data sections which are informative and relative to the specific research questions. The themes after their identification answer the designated research issue by summarising the whole data (Braun and Clarke, 2022). In line with this, the present investigation has selected a thematic analysis technique in which data has been gathered from 20 employees of “Emirates Aviation” that were highly affected by the onset of “the pandemic”. The main aim of the research has been segregated into 4 themes in which theme 1 assessed the impact of “COVID-19” on the overall functioning of “The Emirates Aviation Industry”.

Moreover, theme 2 has analysed the impact of “COVID-19” specifically on the performance of employees of “The Emirates Aviation industry” during the challenging era. However, theme 3 has demonstrated the modifications in the performance of the “Emirates Aviation” employees to mitigate the negative impacts of the pandemic and to enhance the performance of their organisation. Moreover, theme 4 has illustrated about the documentation of the suggestions to the “Emirates employees” and the administration of the organisation in the further improvements of the performance of staff.

Furthermore, theme 5 has documented the improvement of staff performance of “Emirates Aviation” in terms of productive operations due to the implementation of HR policies and strategies. Lastly, theme 6 has demonstrated the maintenance of the staff performance of “Emirates Aviation” through the approaches of HR irrespective of any complications or drastic changes in the demands of the customers.

4.2.1. Assessment of the impact of the Covid-19 pandemic on the Emirates aviation industry

Concerning the theme, the employees of “Emirates Aviation” were asked about the impact of the pandemic on the overall “Emirates Aviation Industry”. Following the question, one of the participants responded:

“The outbreak of the pandemic was unexpected and unplanned for the Emirates due to which there was a ban on the traveling of native and international passengers followed by the complete closure of our activities during the initial phase”.

From the response, it is analysed that the onset of “COVID-19” was unpredicted by all of the businesses specifically “Emirates Aviation”. Moreover, to protect the consumers from the disease, different countries imposed traveling bans on the traveling of tourists either in the native country or internationally which resulted in the closure of “Emirates Operates” in the initial phase of the contagion.

Another respondent responded:

“The demands of the customers for traveling through Emirates were reduced which resulted in the loss of our revenue and profit”.

The response reflects that since the traveling restrictions were imposed and the consumers of Emirates were not able to utilise the services of Aviation and there was a loss of revenue and profit in our income.

Another employee of Emirates responded:

“Due to the outbreak of COVID-19, due to the loss of profit and revenue, Emirates was not able to afford the wages of employees which resulted in their termination”.

The response illustrates that the pandemic had not only affected the profit margin and revenue of Emirates Aviation but also enhanced the unemployment of the employees. The Human resource management (HRM) of Emirates was not able to pay the wages of their employees due to which most of the employees were furloughed from their jobs.

From this theme and the responses gathered from the employees of Emirates, it is analysed that the onset of the pandemic was unplanned for the industry due to which the industry had to experience not only loss of profit and revenue but also the loss of their employees in terms of their termination.

4.2.2. Analysis of the influence of the pandemic on the performance of Emirates' employees during the pandemic

Concerning the theme, the employees of Emirates were asked about the impact of the pandemic, the drastic change of demands of Emirates Aviation, and the policies of the HRM of Emirates that affected their performance during the pandemic. One of the respondents in terms of the impact of the pandemic on their performance responded:

“The pandemic had negatively impacted on my performance in a way that when there was a reduced demand of customers for Emirates airlines, then my employment was at stake and this resulted in the progress of anxiety and depression due to which I was not able to perform efficiently”.

The response reflects that the restrictions on traveling customers had diminished the demands of Emirates airlines which resulted in the insecurity of employees and their unemployment. This insecurity psychologically distressed them and negatively affected their performance at work.

One of the respondents to the drastic change in demands of Emirates and the impact on their performance responded:

“Our HRM management was distressed to manage the situation of the pandemic and the falling demands of customers. Due to this, there was less support from HRM to the employees which not only enhanced our stress but also increased the chances of our unemployment.”

The response reflects that it was a disastrous condition both for the HRM and employees of Emirates as both of them were negatively affected by the outbreak of contagion.

Another participant responded that:

“Due to the outbreak of contagion, our HRM developed redundancy, restructuring, and remote working policies which affected our performance.”

The response reflects that the employees that were not required by the HRM of Emirates were terminated (redundancy). However, the remaining ones had to work through new ways to protect themselves from the pandemic (restructuring and remote working). Since these patterns were new for the Emirates employees and they were not trained they were unsure whether either they would be able to work as per these new policies or not.

From the theme and the responses, it is analysed that pandemic had affected the work performance and working of Emirates. The employees that were terminated had experienced psychological illnesses. While the employees that were instructed to work remotely working were worried as they were not trained in these areas.

4.2.3. Assessment of the changes in the performance of staff members of the Emirates aviation industry after the pandemic

Concerning the themes, the employees of the Emirates were asked about the modifications in their performance after the implementation of new policies. One of the participants responded:

“Initially it was complicated for us when our HRM instructed us to work remotely. However, due to their support, we were able to work effectively and learned the usage of technology”.

The response reflects that new technologies such as Zoom or teams were complicated for Emirates employees to work through but the HRM supported the employees which resulted in the integration of new technologies into the working of Emirates.

Another participant responded:

“Our HRM through democratic and transformational leadership style convinced us and motivated us for training to work remotely.”

The response demonstrates that leadership is also a necessary factor for motivating employees to work as per the requirement. The HRM of Emirates for motivating their employees to work using new technologies utilised leadership styles that positively enhanced the employees' capabilities.

Another respondent responded that:

“Our HRM members provided virtual session training to us, enhanced communication and collaboration factors so that we could be able to discuss our complicates with them and other employees”.

The response reflects that it was a challenging time for Emirates to overcome the situation; however, they dealt with it efficiently by working with their assets i.e., employees.

From the theme, it is analysed that for competing with a challenging situation, leadership, collaboration, and communication are the effective solutions through which any business could utilise to support their employees. In this context, Emirates mitigated the negative impacts of the pandemic by efficiently supporting their employees.

4.2.4. Suggestion of different ways in which relevant changes and improvements can be suggested for assessing the performance of the staff members of the Emirates aviation industry

As per the theme, the participants belonging to the Emirates were asked about the ways in which the HRM of Emirates could improve the performance of their employees in the future. In this context, one of the participants responded:

“Our HRM must constantly train us through novel ways as per the demands which would enhance our learning and improvement in our performance”.

The response reflects that as per the requirements, the HRM of Emirates must train their employees which would progress their skills further to overcome future challenges.

Another respondent responded:

“Most of the employees working in Emirates Aviation do not have certificates for their degrees. In this context, if Emirates wants to compete with the competitors and improve their employees’ performance then they must ensure their employees avail certificates and attain knowledge in the field to provide quality assurance services.”

The response demonstrates that knowledge in the employed field is mandatory and in this era of technology, the HRM of Emirates must make it mandatory for their employees to attain certificates in the field due to which their knowledge and skills would be enhanced.

“The HRM of Emirates must enhance the concept of e-learning in their organisation to further improve their performance”.

The response reflects that the HRM of Emirates must enhance the capabilities of their employees by providing them with e-learning materials about searching different browsers and learning to use technology.

From the theme and the responses, it is analysed that for competing with the competitors and enhancing the capabilities of employees, the HRM of Emirates is required to integrate technology, training sessions, and passing certificates as the criteria in their sector. Due to such steps, the employees would be able to overcome any future challenge with ease.

4.2.5 Analysis of improvement in Staff performance in productive operations of Emirates Aviation employees due to HR policies

Concerning the theme, the employees of “Emirates Aviation” were asked by the researcher about the improvement in their productive operation performance when their HR had implemented their policies to resume their business and to compete in the market. In this context, one of the respondents answered:

“One of the most significant roles of HRM is to motivate its employees every time. Our HRM motivates us to work through the cloud-based software and services and they trained us to effectively utilise it in our productive operations”.

The response reflects the motivation of “Emirates HRM” during the pandemic to their employees supported the workforce in improving their operations through the usage of cloud-based services.

Another participant responded:

“In older times before the pandemic, we had to make physical connections at the airport from their data center through cost-effective network airlines. But, due to the new HRM policies we had installed and utilised cloud-based computing which supported us in rapid deployment at airports”.

The response reflects that before the pandemic, “Emirates Aviation” utilised traditional techniques for working which were expensive. However, after the onset of contagion, when their business was completely closed and they lost their revenue then their HR decided to work through advanced technologies for which they utilised cloud-based computing for maintaining the connection to the airport which improved the productive operations of the industry.

“The onset of the pandemic had led our HRM to introduce new contactless technologies for which we had provided with training prior to its implementation so that our services could be improved and customers could also be satisfied”.

The response reflects that the onset of the pandemic had nailed the productive operations of “Emirates Airlines” when their HRM had made policies to work through the latest technologies such as “contactless technology” through which the employees were provided

with training to protect their customers' travel documents and the customers could be able to regulate their booking with the application.

The analysis and the responses demonstrated that without the support and guidance of "Emirates HRM" in terms of working through the latest policies, their staff and employees were not able to adopt the new working pattern. Through their policies, the staff of "Emirates" was able to improve their production operations in terms of satisfying their customers and improving their services.

4.2.6 Examination of HR policies of Emirates Aviation and Maintenance of Staff Performance Irrespective of Drastic Changes or Complications

Concerning the theme, the participants of "Emirates" staff were asked by the researcher regarding the maintenance of the performance of "Emirates" employees by the policies, strategies, or approaches of their HRM no matter their demand in the future is reduced or they experience any drastic change. In this context, one of the respondents responded:

"To maintain our performance in the future if we had to face any other challenge like a pandemic, our HRM must continuously train us through new patterns".

The response reflects that there are various competitors of "Emirates Airlines" in the marketplace and if the industry has to elevate and sustain its staff performance then the employees must be constantly motivated, communicated, and collaborated with by HRM. Moreover, as per the requirement and changes in the situation, the employees must be provided with efficient training to further elevate their performance at national and international levels. By doing so, they could be able to face any drastic challenge in the future.

Another respondent responded that:

"If we have to compete with the future challenges then our HRM must make investments in installing and implementing technologies in our industry so that we could be able to improve our operations and satisfy our customers".

The response reflects that if "Emirates" airlines have to face any drastic challenge in the future then its HRM must have to take effective steps for investing in the latest technologies as per requirement and then provide training to their employees for its appropriate usage. In these ways, the industry could be able to escalate its level.

Another participant responded:

“Along with the usage of technology and training, respect, leadership, and communication are also the factors through which the HRM of “Emirates” could be able to sustain its staff performance in future”.

The response reflects that appropriate leadership is one of the most significant factors for guiding and supporting the employees of “Emirates” in the future. Moreover, the HRM must continuously communicate with their employees to resolve their complications, enhance their skills and utilise their capabilities in augmenting the performance of their employees on the national and international scale. Since technical advancements were at their zenith during the pandemic, it was very simple to organise and complete staff duties. This allowed for successful and efficient professional and commercial exchanges.

The responses and theme illustrated that for maintaining the performance of the employees of “Emirates”, the HRM staff of the aviation industry must have to support, respect, and guide their employees through effective leadership and communication. Moreover, the HRM must also have to invest in the latest technologies as per the need and for its efficient use, training the employees is utmost to progress their industry performance and productive operations to satisfy their customers and enhance their demands.

Chapter # 05 – Discussion and Analysis

Muldoon (2020) analysed that the aviation industry is linked closely to other sectors' activities particularly aircraft manufacturing and airports considered collectively in the aviation industry. The industry of aviation is the main enabler of several other activities of the economy. The passenger demand dramatic drop in air transport because of the pandemic of Covid19 and measures of containment threatened the firm's viability in the aviation sector (Radziwon et al., 2022). Despite government policies that have intensely scrutinized the aviation industry, the COVID-19 situation has resulted in a new set of financing, loan guarantees, labor subsidies, as well as equity investments, prompting questions about rivalry and the effective utilisation of government resources. The confluence of unfavorable supply and demand shocks, as well as uncertainty about the medium-term forecast, creates an uncertain picture for airlines. This uncertainty impacts the entire aviation business due to cross-industry links (Bilan et al., 2020). As the findings indicate that the demands of the customers for traveling through Emirates were reduced which resulted in the loss of revenue of Emirates. Furthermore, Alanezi and Al-Zahrani (2020) demonstrated that the business remained vulnerable to a pandemic comeback, as governments potentially enacted strict air travel bans to combat flare-ups or perhaps a possible new wave of illnesses. This could jeopardise the survival of several industrial enterprises, as manufacturing and profits were expected to stay below pre-crisis proportions in short term.

The findings revealed that the onset of COVID-19 was unpredicted by all of the businesses specifically Emirates Aviation. The pandemic implied major changes in the manner of the aviation company's work by impacting the activities and routines of employees (Krieg, 2021). The prevalent impact is the stress on the workers of the aviation sector highlighted in the findings. There was the existence of employees' chronic job stress mainly for flight attendants. Job stress is mainly measured in the aviation sector based on role conflict, role ambiguity, and support of superiors, task control, and the support of co-workers. Crosby (2020) analysed the relationship between work performance and stress in the aviation sector utilising structural equation modelling with model propositions and policies by the government to improve the management of human resources in the aviation sector. Rosdiana & Aslami (2022) developed a study tool for the improvement of stress for pilots regarding their work suggesting that the aviation sector needs to support positive psychological activities for enhancing employee performance and well-being. The employee well-being and performance in the aviation sector during the pandemic were impacted by the workplace isolation effect, colleague

communication reduction, friends reduced interactions, and family's reduced interactions as well as excessive work. Ratana et al. (2020) revealed that these factors impacted the job performance of employees through job delays, problems with job roles, inappropriate roles of job, career, social support, and control of jobs leading to a reduction in employee performance. The findings also revealed that the stress in employees of Emirates Aviation is linked to low productivity and absenteeism.

According to Heiets et al. (2019), virtual work in the aviation sector may lead to an increase in the productivity of workers through financial incentives and work-life balance. The firms in the aviation sector that offered a better balance of work life via the options of virtual work paved way for the production employees by increasing their motivation. Virtual employment offered employees job flexibility, improved availability of time owing to the elimination of travel, and, most significantly, access to more talented people throughout the world, which led to the improvement of average employee performance during the pandemic (Al-Ansi, 2021). Performance management systems were implemented to achieve coherence and common knowledge of outputs and the paths involving training and mentorship to accomplish those objectives. In a crisis-affected environment, the validity and relevance of well-before systems for performance management are compromised, necessitating their modification by contextualising to the emerging normal situations (Barrero et al., 2020). As such mechanisms lose their validity and relevance, employees lose synchronization and common knowledge of targets, resulting in sub-optimal performance.

The sector of the airline become weak after the documentation of covid-19 pandemic. According to the study by Iacus et al. (2020), covid-19 drastically reduces the demand for travel and influences the stock prices of the airline industry adversely with an influence on investor expectations. The pandemic covid-19 produce a certain impact on the financial and economic markets. The researchers of Padhan and Prabheesh (2021) constructed their findings based on different scales and in terms of global air transport. As per the study by Cohen et al. (2021), the covid-19 produces a much impact on international flights as compared to domestic or local flights. In contrast to this, Kovynyov and Mikut (2019) constructed their research with the regression method and highlighted that the covid-19 reflects differentially on the demands of air travel. For various economic recessions, uncertainty is the major driving factor, which produces different economic shocks over time. Empirical research substantially acknowledged the differential impact of the covid-19 pandemic, which directly promotes uncertain shocks and theoretical problems (Han et al., 2022). Considering the consequences, covid-19 directly influence the operations of the aviation sector and constructed that the adverse impact can be

overcome by responding to major public health incidents, optimising the endogenous mechanism, increasing efficiency and reducing cost.

Nguyen (2020) highlighted that employees are a significant factor in the aviation sector to enhance organisational progress and increase the productivity of the organisation. The employees have been deemed the engine for driving organisational activities for goal achievement. The better the employees are treated, the better they perform in their company which makes sure success to attain organisational goals. Hence, covid19 pandemic portrayed a serious impact on the aviation sector employees' performance. As per the study of Al-Kwafi et al. (2020), the engagement of employees must be the priority of any organisation as these factors enhance the satisfaction and loyalty of employees, improve their performance, and support their retention, which ultimately results in organisation success. Therefore, Emirates Aviation organisation employees in findings revealed that the organisation must engage their employees by treating them with fairness, respecting their opinions, and communicating with them continuously about their complications and their perceptions in the improvement of Emirates Aviation operations.

John (2020) analysed that the policies of the government need to prioritise sector-wide competition and measures for sustainable trajectory promotion in the aviation sector. The findings of the research revealed that Emirates incorporated striking the balance between the need in supporting and distorting competition risk. When company-specific assistance measures are required or have previously been adopted, they should not be utilised to level the playing field with several other businesses in the aviation sector. Toyon (2021) highlighted that the policy response needed to maintain corporate dynamics while allowing for leave as the demand may be profoundly different and even perhaps lower than before the downturn, governments policies should encourage transformation and avoid supporting non-viable enterprises while assisting the current workforce. The government policy also needs to be designed for encouraging investments in a sustainable environment to boost the aircraft industry's protracted resilience, for example, by establishing firm-level assistance choices reliant on environmental initiatives. According to Sorribes et al. (2021), the policies of government are required to address the issue of sustainability throughout the entire aviation value stream, encompassing aircraft manufacturers as well as airports. Given the importance of coordination between sectors as well as other programs, policy remedies to the COVID-19 situation in the aviation industry should be incorporated into the implemented strategies for low-carbon transition leading to aviation sustainability and recovering from the pandemic.

Moreover, to avoid the uncontrolled outbreak of the covid-19 pandemic, the travel ban policy was constructed to limit the risk and spread of infection. The cross-sectional study of Barrero et al. (2020) demonstrated that the condition of covid-19 dynamically produces stressors, which account to affect the level of productivity of employees. Similarly, Rosdiana and Aslami (2022) also constructed the findings that embraced the relationship between the stress of covid-19 and job stress. Furthermore, evaluating the performance of employees and staff in the aviation sector, it is also found that the conditions and complexities of covid-19 produce stress, which critically reflects the productivity of employees (Jayathilake et al., 2021; Tahanisaz, 2020). The hypothetical study of Diab-Bahman and Al-Enzi (2020) also represents a positive relationship between the parameters of covid-19 stress and job stress although; both parameters substantially produce an effect on employee productivity. In addition, a survey was conducted among the employees of the aviation sector to evaluate the status of their performance and productivity, the results of the study showed that 68 per cent of workers after the pandemic covid-19 work under stress that adversely reflects their productivity and performance (Radziwon et al., 2022). Overall, considering the gap in the research, this study discussed the importance of formulating mitigation activities which effectually role to minimise the risk of covid-19 and the risk of jobs that particularly influence the productivity of employees.

According to Kecmanovic et al. (2020), the past interventions of the public policy in the aviation industry possessed distinct rationales targeting mostly the manufacturers of aircraft. Usually, the firms are subject to gaining learning through doing as well as economies of scale significant that might create technology under-investment, production facilities, and innovation. Public policies have indeed focused on integrating a diverse range of vendors and understanding, as well as guaranteeing aviation safety (Krieg, 2021). Lately, airplane companies have become the focus of sustainable industrial policies aimed at hastening the transition to low-carbon aviation. Governments have acted not just to help air carriers, but as well as to protect jobs in huge air transportation businesses. Government interventions, if not designed well can inhibit corporate dynamics and eventually impact employee productivity development. Governments must only pursue stable and competitive firms when they go above sector-wide actions and give company-specific support (Al-Kwifit et al., 2020). Governments, like any other sector, should eschew backing non-viable enterprises instead they should enable leave and encourage resource redistribution. In reality, this necessitates sector-wide policies and more competitiveness.

Different studies perform empirical analysis and evaluation that demonstrate the relationship between the stressful environment and the productivity of employees. Job stress and the covid-19 issue have a negative correlation with employee productivity (Diab-Bahman and Al-Enzi, 2020). It suggests that increased levels of job stress and Covid-19 will have an impact on employees' productivity. Based on the findings of the research conducted during this pandemic, it was discovered that the Covid-19 stress measure has a greater impact on employee productivity in the aviation business than job stress. Dube et al. (2021) demonstrated the results that present the key factors before and after the era of the covid-19 pandemic. The comprehensive research constructed that the employee of the aviation sector affected the most. Additionally, Rosdiana and Aslami (2022) performed a survey analysis and attributed that in the worldwide sector of aviation, the workforce significantly decreased by almost 1.14 million, which adversely influences the performance of the remaining staff.

Given the significant distribution of efficiency and profitability across enterprises in the industry, the danger of governmental policies negatively impacting a company's business model and performance might well be extremely severe in the aviation industry (Krieg, 2021). Considering demand is expected to remain down in the medium term, the industry has begun to adjust and reduce. In this setting, governments should encourage rather than discourage downsizing, taking special care to encourage reorganization or withdrawal of the least reliable enterprises while maintaining a focus on the optimal use of government money. The government must assist in the transfer of job seekers during the reorganisation process. Aside from lowering business expenses, employment retention programs safeguarded aviation sector workers' wages throughout the worst of the crisis (Barrero et al., 2020).

Even as healthcare costs policies during the pandemic and the form of the recovery for commercial flights grow clearer, employment retention strategies must adapt to target positions that are sustainable but in danger of being eliminated. In the meantime time, governments must prioritise helping aviation sector employees who are in danger of losing their employment above assisting particular tasks. According to Lauer (2021), policies are not meant to stimulate commercial demand for aircraft in the airline industry. The higher expenditures may jeopardise the other's liquidity and be unsuccessful in providing a consistent flow of sales for the aviation industry. Furthermore, rather than concentrating on major businesses, initiatives should enable the inclusion of new enterprises as well as start-ups, for example by supporting policies. The inclusion of young enterprises may result in excessive convergence by the larger players. Such appropriate policy programs through coordination can assist in resolving societal concerns by

synchronizing all parties and guaranteeing consistency as well as the synergy of both private and public efforts (Sun & Bunchapattanasakda, 2019).

Concerning the improvement in productive operations of “Emirates employees” with the HRM policies, the research of Al Hashmi et al. (2020) illustrated that for improving the productive operations of “Emirates Airlines”, the HRM of the aviation industry motivated their employees. Although the employees were insecure about their employment the HRM guided them, communicated with them, and trained them to adopt technologies in their operations for satisfying the customers and progressing their functions. Similarly, the illustration of Amankwah-Amoah et al. (2021) entailed that “Emirates Aviation” prior to the pandemic utilised traditional methods for connecting at the airport through network lines which were costly. However, during the pandemic, the HRM had made policies to work innovatively for which they had installed a cloud-based computing system due to which they could be able to connect to multiple systems at a time without any problem.

On the other hand, concerning the future of the aviation industry, most of the studies account for unpredictability as it is associated with the waves of covid-19 and other health consequences. The aviation sector dynamically loses its confidence with the consideration of the performance and productivity of its employees. For the future of the aviation sector, the study of Iacus et al. (2020) constructed that industries need to enhance incentive measures and implement training strategies and practices to accelerate the performance of the employees.

In line with the above evidence, the research of AlShamsi et al. (2022) demonstrated that prior to the implementation of the cloud-based computing software, the HRM had provided training to the employees to enhance their skills in the designated area, to prevent the chances of mistakes, to improve the productive operations of the industry and to satisfy the customers. Moreover, concerning the sustenance and maintenance of the performance of “Emirates employees” irrespective of the drastic change in the future, and the utilisation of HRM strategies, the research of Solanki (2020) mentioned that for competing in the future, the HRM of “Emirates” must have to lead their employees appropriately to remove the factor of insecurity and fear in them.

Similarly, Van Der Lippe and Lippényi (2020) entailed that the HRM must have to develop motivation among the employees to incorporate change in their working patterns. This would not only sustain their performance but they could be able to compete with their competitors by satisfying the demands of their consumers. In this context, Krieg (2021) mentioned that in this advanced era of technology, the HRM of “Emirates” must have to purchase the latest technologies in their operations to work efficiently, without any errors, and by fulfilling the

demands of their customers. However, Al-Kwifi et al. (2020) stated that for the usage of technology the employees of the industry must have skills and expertise, or either it would be a waste of money on technology when the employees of Emirates aviation would not be able to utilise them effectively.

For the above evidence, Kecmanovic et al. (2020) illustrated that “Emirates Aviation” could experience any drastic change in the future and any complications if their employees have efficient skills and aptitudes to operate their business through their capabilities. However, the HRM has planned to train their employees through training programs from time to time and educate them about e-learning concepts so the employees could face any challenges in the future. Lastly, Solanki (2020) added that the HRM of Emirates aviation would also enhance their communication skills to support their employees to ask about their complications. Moreover, they must also appraise the performance of their employees through appreciation and incentives to enhance motivation among them.

Chapter # 06 – Conclusion and Recommendations

6.1. Introduction

The final segment of this dissertation has been identified as the concluding chapter in which a complete summary of the key findings will be provided so that the study can be closed formally and can be further considered for in-depth screening and assessment before final publishing to enhance the reliance of the users and to provide them with a concise perception regarding how they can use the key findings in their professional and practical capacities (Thompson, 2012). The conclusion chapter will provide a summary of the main findings and then conclude with recommendations and feedback from the researcher, which is further open for improvements and enhancements as well.

It is found that the pandemic covid-19 hit the world differently and raise drastic concerns for different sectors, which include the food sector, retail sector, health sector, tourism sector and aviation sector. The airline industry or aviation sector has great importance towards the economy in relation to the tourism sector and hospitality sector. Although, during the era of the covid-19 pandemic, the conditions are not favourable for the employees, workers, suppliers, managers, government and investors. In the aviation industry, covid-19 has decreased the level of confidence among staff and consumers. The consumers of the aviation sector are very mindful and conscious of health issues. Considering the information regarding the aviation sector, it was found that before the covid-19 pandemic, the performance of employees in the aviation industry was good as it significantly contribute to the income and government taxes. Furthermore, it also provides great opportunities for employment directly or indirectly which optimistically contributed to the world economy. Concerning the consequences and complexities associated with the covid-19 pandemic, it is important to promote and intervene in different strategies that accelerate the performance of the employees by triggering decision-making and introducing an effective management system and multifaceted performance measurements.

6.2. Summary of Findings

Summarising the key findings of this study, it can be evaluated that the Covid-19 pandemic had been a critical, complex and challenging event witnessed by humanity in history and it has been one of its kind event, which caused some major destruction in the world, especially to the professional and commercial activities. The whole world observed strictness in terms of social distancing and a complete lockdown situation was followed for more than a year in some of the major regions of the world where the pandemic's effects were quite

destructive (McKibbin and Fernando, 2021). Similarly, due to social distancing SOPs and the need for observing strictly with the lockdown situation, it is important to understand that nearly all the businesses in the world shut down their activities so that the virus can be controlled, except for some industries, which were necessary to operate to serve the population with their requirements.

Similarly, one of the critical and highly-demanded industries in the world, referred to as the aviation industry, was also affected critically during the pandemic and the world's airports were closed, suspending the operations of airlines and minimising the work requirements and involvement of the staff members, including high level and domestic staff members, for an undefined period. This caused crucial impacts on the economic situation of the country and the employees of the aviation industry, deteriorating their mental health condition and affecting other aspects simultaneously as well (Hamouche, 2020). Moreover, it is important to understand that every employee had been looking forward to regaining their employment position so that they can continue their practice and earn a normal living successfully.

Thus, when the SOPs were made lenient and a majority of the businesses resumed their activities, the operations of the aviation industry resumed as well and there was a significant flow of demand from among the customer groups extensively. At this point, the contribution and the critical involvement of the organisational individuals played an important role and their strategies and tactics to work smartly and efficiently were required which was recorded successfully as well (Sobieralski, 2020). The main reason due to an increase in the workforce's motivation in the aviation industry was ensuring job security so that their employment position can be secured in the future and there can be minimal impacts of environmental uncertainty on the individuals effectively.

Hence, there are different ways proposed in this study through which employee performance can be increased and maximised after the end of the pandemic and its restrictions, such as enhancing their knowledge and ability to work remotely and providing them with technical knowledge, which is the future of professionalism (Abdou et al., 2020). Moreover, corporate social responsibility is important for employees to keep them committed; motivated and engaged which should be adopted and followed in routine as well.

6.3. Conclusion

Hence, concluding the main discussion provided above, it could be evaluated that getting rid of the restrictions caused by the pandemic while it was active, especially from the

professional environment, had been the primary concern and aim of every professional individual so that the issues caused by the pandemic can be minimised and the organisational activities can resume successfully. However, organisations and individuals were looking forward to having the activities resumed at the earliest but the consequences, the impacts of a sudden resume of the activities were indeed unplanned, and there were critical challenges for the organisation, especially in the light of managing its existing people.

Similarly, it can be reviewed through the discussion provided in this study that resuming the aviation services had a sudden inflow of consumer demands for travelling and hence proper management of the demand along with emphasising the travel-related SOPs was an element of consideration. Due to a lack of connectivity with the organisational activities, a majority of the individuals were unknown of the required initiatives through which the activities can be resumed in compliance with the required standards (Amankwah-Amoah, 2020). However, the aspect of personal commitment, dedication and motivation for the employees of the aviation industry to resume their professional position was indeed favourable and high, which enabled them to be inclined towards learning and developing their skills effectively.

Moreover, staff performance and management during the pandemic became quite easy as this was the period when technological developments were at their peak so professional and commercial exchanges can be assisted successfully and effectively. There were various software tools developed and introduced for the users in professional contexts through which not only the performance of employees measured, assessed and improved efficiency but also eased monitoring and control of employees through proper supervision (Dube et al., 2021).

Although, the following study has emphasised extensively the cost associated with employee performance management and evaluation after the pandemic is important but it is a mere investment for the relevant organisations upon their needs. This is a sensitive element indeed, as the financial situation of the world became deteriorated but the governments had been considerate and cooperative in assisting the organisations with relevant financial needs so that greater investments can be made in modern technology and social distancing SOPs can be followed efficiently as well (Maneenop and Kotcharin, 2020).

Simultaneously, the aviation industry has experienced an increase in demand for staff members because the maintenance of the aviation assets, such as aircraft, was highly required and every department of the aviation industry witnessed this element, which is indeed beneficial, and hence it should be considered strategically whereas training and development needs have enhanced as well.

6.4. Recommendations

Proceeding further with this study, certain key recommendations need to be provided in this aspect, which is included in this study so that the necessary arrangements for improvements can be planned and applied strategically in the long term.

Initially, it is recommended that aviation management focus on enhancing the skills and knowledge of its members frequently and continuously. This is a major requirement because technical associations during the pandemic increased which was accepted vividly because of its benefits for the organisations and their management, especially for the aviation industry. However, the aviation industry was not evolved completely in terms of technical adherence and hence the knowledge and skills of the staff members were limited. Hence, sufficient investment needs to be made in the light of improving their capability in the form of formal and educational development, training, etc. (Czerny et al., 2021).

Moreover, it is anticipated that the aviation industry would continue to serve extensively after the pandemic to bring stranded residents back to their hometowns. Hence, employee assistance is necessary for which they need to be motivated effectively and favourably. It is highly recommended for the aviation industry management to continue with their motivational incentives being provided for the employees continuously, which a majority of the airlines, such as Qatar and Emirates, had been performing during the pandemic, ensuring the employees that the company stands with them in a crucial time.

6.5. Future Research/Future Implications

Hence, keeping in view the following discussion it has been evaluated that this study is one of its kind because the pandemic being discussed in this report was witnessed and experienced for the first time. However, it is a mere element of environmental uncertainty which can incur at any time and hence relevant strategies need to be adopted by organisations and employees so that minimum impacts can be experienced and they can ensure their sustainability effectively during challenging situations. Hence, similar studies need to be conducted, not only in the aviation industry but in other industries as well, so that the overall economic perspective can be planned effectively and further improvements can be made, filling research gaps successfully.

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