



A COMPARATIVE STUDY ON HUMAN SIGMA AT JET AIRWAYS

A PROJECT REPORT

submitted

by

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Under the guidance of

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In partial fulfillment of the requirements

for the award of the degree

of

MASTER OF BUSINESS ADMINISTRATION

Department of Management Studies

Kumaraguru College of Technology

(An autonomous institution affiliated to Anna University, Coimbatore)

Coimbatore - 641 049

MAY, 2012



BONAFIDE CERTIFICATE

Certified that this project report titled “A COMPARATIVE STUDY ON HUMAN SIGMA AT JET AIRWAYS” is the bonafide work of Mr. Keerthi Sagar L, 10MBA25 who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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PROJECT COMPLETION CERTIFICATE

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DECLARATION

I affirm that the project work titled “**A Comparative Study on Human Sigma at Jet Airways**” being submitted in partial fulfillment for the award of master of business administration is the original work carried out by me. It has not found the party other project work submitted for award of any degree or diploma, either in this or any other university.

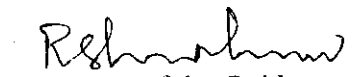
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I certify that the declaration made above by the candidate is true.



Signature of the Guide

Dr. R. Hemanalini

Assistant Professor

ACKNOWLEDGEMENT

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I express my sincere gratitude to our beloved chairman **Arutchelvar Dr. N. Mahalingam and Management** for the prime guiding spirit of Kumaraguru College of Technology.

I would like to express my sincere thanks to **Dr. Vijila Kennedy** (Director) KCT Business School who provided me an opportunity to do this project.

I am deeply obliged to **Mr S. Venket (Airport Director)** for his exemplary guidance and support without whose help this project would not have been success.

I would like to place on record my sincere gratitude and appreciation to my project guide **Dr. R. Hemanalini**, Assistant Professor, KCT Business School, for her kind cooperation and guidance which enabled me to complete my project.

I also take this opportunity to express my gratitude to my **loving Family** and **friends** who are a constant source of motivation and for their never-ending support and encouragement during this project.

KEERTHI SAGAR L

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ABSTRACT

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Lets consider the differences between the manufacturing economy with its emphasis on production, scalability and efficiency and the service economy with its emphasis on individualization and human interaction. These two models offer different perspectives on the nature of value creation and the role of employees and customers in creating value for the enterprise.

Most researches with sales and service organizations around the world have formulated an approach to measuring and managing human systems that is called Human Sigma. The name human Sigma is chosen because like its namesake Six Sigma, builds on the best principles of that methodology, offering a strategy for optimizing business performance by reducing variability and improving performance on key indicators.

The study starts by accepting human nature and then uses it to manage employees, motivate them, accelerate their development, and engage customers emotions contrary to popular wisdom, our emotional traits are in fact quite predictable and this long ignored aspect of employee-customer relations hold the key to superior performance and long-term growth.

Through evaluating the employee customer engagement from Human Sigma score we were analyzing the local performance of few offices and find the emotions, which play a vital role in its excellence. We also find out the factor, which hinders the performance, as it should be when considering it overall performance.

CHAPTER 1

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INDRODUCTION

Lets consider the differences between the manufacturing economy with its emphasis on production, scalability and efficiency and the service economy with its emphasis on individualization and human interaction. These two models offer different perspectives on the nature of value creation and the role of employees and customers in creating value for the enterprise.

In manufacturing companies, value is created on the factory floor when finished goods of acceptable quality are made available for sale. But in Sales and Service organization, value is created and ultimately enhanced or destroyed when an employee and a customer meet and interact. This employee-customer encounter is the equivalent of the factory floor in sales and service companies.

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Through evaluating the employee customer engagement from Human Sigma score we were analyzing the local performance of few offices and find the emotions, which play a vital role in its excellence. We also find out the factor which hinders the performance as it should be when considering it overall performance.

1.1 INDUSTRY PROFILE

Aviation Industry in India is one of the fastest growing aviation industries in the world. With the liberalization of the Indian aviation sector, aviation industry in India has undergone a rapid transformation. From being primarily a government-owned industry, the Indian aviation industry is now dominated by privately owned full service airlines and low cost carriers. Private airlines account for around 75% share of the domestic aviation market. Earlier air travel was a privilege only a few could afford, but today air travel has become much cheaper and can be afforded by a large number of people.

The origin of Indian civil aviation industry can be traced back to 1912, when the first air flight between Karachi and Delhi was started by the Indian State Air Services in collaboration with the UK based Imperial Airways. It was an extension of London-Karachi flight of the Imperial Airways. In 1932, JRD Tata founded Tata Airline, the first Indian airline. At the time of independence, nine air transport companies were carrying both air cargo and passengers. These were Tata Airlines, Indian National Airways, Air service of India, Deccan Airways, Ambica Airways, Bharat Airways, Orient Airways and Mistry Airways. After partition Orient Airways shifted to Pakistan.

In early 1948, Government of India established a joint sector company, Air India International Ltd in collaboration with Air India (earlier Tata Airline) with a capital of Rs 2 crore and a fleet of three Lockheed constellation aircraft. The inaugural flight of Air India International Ltd took off on June 8, 1948 on the Mumbai-London air route. The Government nationalized nine airline companies vide the Air Corporations Act, 1953. Accordingly it established the Indian Airlines Corporation (IAC) to cater to domestic air travel passengers and Air India International (AI) for international air travel passengers. The assets of the existing airline companies were transferred to these two corporations. This Act ensured that IAC and AI had a monopoly over the Indian skies. A third government-owned airline, Vayudoot, which provided feeder services between smaller cities, was merged with IAC in 1994. These government-owned airlines dominated Indian aviation industry till the mid-1990s.

1.2 ORGANIZATION PROFILE

Jet Airways, which commenced operations on May 5, 1993, has within a short span of 17 years established its position as a market leader. It's one of the fastest growing airlines in the world, and now it's all set to change the way you fly - for the better!

The airline has had the distinction of being repeatedly adjudged India's 'Best Domestic Airline' and has won several national and international awards.

Jet Airways flies to 65 domestic and 20 international destinations span the length and breadth of India and beyond, including New York (both JFK and Newark), Toronto, Brussels, London (Heathrow), Hong Kong, Singapore, Kuala Lumpur, Colombo, Bangkok, Kathmandu, Dhaka, Kuwait, Bahrain, Muscat, Doha, Riyadh, Jeddah, Abu Dhabi and Dubai. Jet Airways is the most preferred domestic airline in India. It is the automatic first choice carrier for the travelling public and sets standards, which other competing airlines will seek to match. Jet Airways will achieve this pre-eminent position by offering a high quality of service and reliable, comfortable and efficient operations. Jet Airways will achieve these objectives whilst simultaneously ensuring consistent profitability, achieving healthy, long-term returns for the investors and providing its employees with an environment for excellence and growth.

Since the acquisition of Air Sahara (renamed as Jet Lite) in April 2007, Jet Lite is a wholly owned subsidiary of the company. Jet Lite currently operates a fleet size of 24 aircrafts flying to 31 destinations within India & operating around 127 flights daily. It also flies to Colombo & Kathmandu.

Naresh Goyal, the founder Chairman of Jet Airways, has over 38 years of experience in the Civil Aviation industry. He is the recipient of several national and international awards.

In 1991, as part of the ongoing diversification programme of his business activities, Mr. Naresh Goyal took advantage of the opening of the Indian economy and the enunciation of the Open Skies Policy by the Government of India to set up Jet Airways for the operation of scheduled air services on domestic sectors in India. Jet Airways commenced commercial operations on May 05, 1993.

In these 19 years, Jet Airways has emerged as one of India's largest private domestic airlines, and has been acclaimed by frequent travellers as the most preferred carrier offering the highest quality of comfort, courtesy, standards of ground and in-flight services and reliability of operations. Jet Airways currently operates a fleet of 10 - Boeing 777-300 ERs, 48 New and Next-Generation Boeing 737s, 12 Airbus A330-200 aircraft and 14 ATR72-500s turbo-prop aircraft.

The airline has also been conferred with several national and international awards instituted by leading organisations including the Market Development Award for 2001 of Air Transport World (ATW) of USA. Jet Airways has also won the 'Service Excellence Award' hosted by Global Managers at Mumbai.

Jet Airways with the acquisition of JetLite, today has a combined fleet strength of 107 aircraft and offers customers a schedule of over 444 flights daily.

The Prime Minister, Dr Manmohan Singh presented the first NDTV Profit Business Award 2006 to Jet Airways, which was received by the Chairman, Naresh Goyal at a glittering function at Taj Palace Hotel on July 28, 2006. The award, in the aviation category, is to salute the men and women who fuel India's journey to the forefront of the World Economy.

Chairman, Naresh Goyal was accorded the prestigious TATA AIG - Lifetime Achievement Award at the Abacus-TAFI Awards ceremony organized during the TAFI (Travel Agents' Federation of India) International Travel Convention 2007, on Saturday 8th September, 2007 at the Sutera Harbour Resort in Kota Kinabalu, Malaysia.

Chairman, Naresh Goyal, was conferred with "Travel Entrepreneur of the Year" award at the 19th annual TTG(Travel Trade Gazette)Travel Awards. The awards were presented at a glittering ceremony and gala dinner on Thursday 25th October, 2007 at the Sofitel Centara Grand, Bangkok.

Initial Public Offering

Following our highly successful initial public offering, Jet Airways' shares were listed on the National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) on March 14, 2005.

CodeShare

As Jet Airways, expands its wings over international skies, we are also actively entering into codeshare relationships with various international airlines to enable our passengers to fly to more destinations than ever before on Jet Airways marketed flights.

A Codeshare is an arrangement between two airlines (Airline A & Airline B) whereby Airline A will market and sell the flights of Airline B as though they were the flights of Airline A and / or vice versa. This arrangement allows us to provide you with a greater choice of destinations with seamless connections.

We make it easy for you to identify a codeshare flight by including a note which specifies the name of the operating carrier right below the flight details.

In October 2008, Jet Airways and rival Kingfisher Airlines announced an alliance which primarily includes an agreement on code-sharing on both domestic and international flights, joint fuel management to reduce expenses, common ground handling, joint utilization of crew and sharing of similar frequent flier programs.

Jet Airways Konnect

On 8 May 2009, Jet Airways launched another low-cost airline, Jet Airways Konnect. The new airline uses spare aircraft from Jet Airways' routes that were discontinued due to low passenger load factors. It also uses the same operator code as Jet Airways. The decision to launch a new brand instead of expanding the JetLite network was taken considering the regulatory delays involved in transferring aircraft from Jet Airways to JetLite, as the two have different operator codes.

Starting 8 September 2009, several Jet Airways pilots went on a simulated strike by reporting sick and failing to turn up for duty. The stated reason for the pilots' action is that the pilots "are protesting against the dismissal of two senior pilots last month by the airline." On 9 September 2009, the airline had to cancel over 160 domestic flights due to this reason.. The five-day strike by pilots ended on 13 September 2009. It led to a

cancellation of 800 flights where more than 400 of the company's pilots called in sick. According to Indian media reports, the strike cost the airline some \$8m (£4.79m) a day.

International operations

Jet Airways started international operations in March 2004 between Chennai-Colombo after it had been cleared by the Government of India to do so.

It started its Mumbai-London service on May 2005 and Delhi-London on October 2005 with new Airbus A340-300Es dry leased from South African Airways. Amritsar-London services began on August 2006 and Ahmedabad-London on April 2007 but these routes were discontinued on December 2008 and January 2008 respectively citing poor load factors.

On 2 May 2007 Jet Airways announced Brussels Airport as its European hub for its Trans-Atlantic North American operations. It began its Mumbai-Brussels-Newark service on August 2007 followed by Delhi-Brussels-Toronto on September 2007 and Chennai-Brussels-New York City on October 2007.

On May 2008 it launched its Trans-Pacific Mumbai-Shanghai-San Francisco service followed by Bangalore-Brussels on October 2008; these routes were discontinued on January 2009 due to poor load factors and the worldwide economic recession.

Through 2009, Jet Airways has been adding services to new destinations in the Middle East and connecting existing international destinations to additional cities in India.

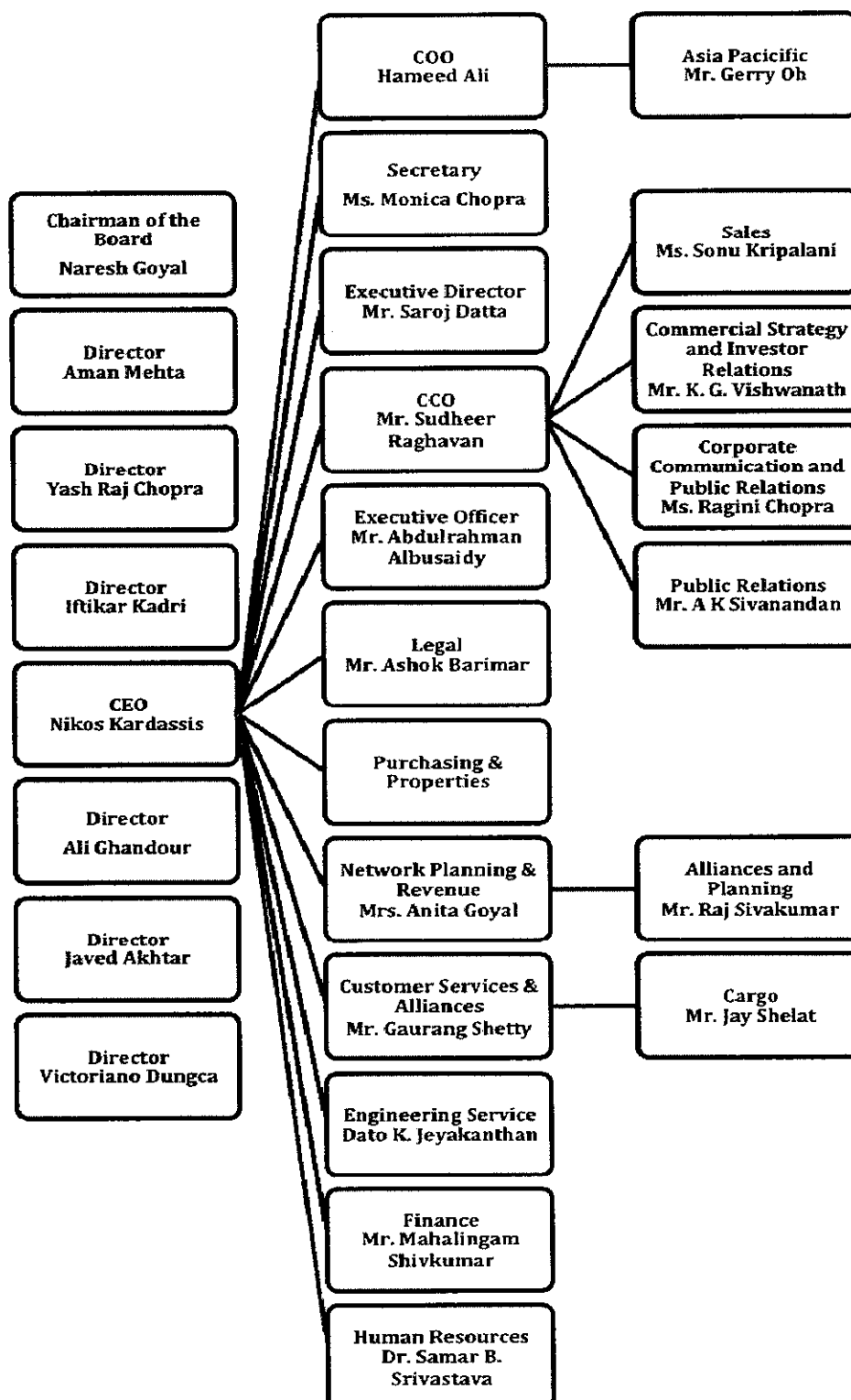
Awards and achievements

Jet Airways has been given a 3 Star rating by Skytrax.

- **Best First-Class Service in the World** award at Business Traveller's 20th annual 'Best in Business Travel' awards

- **Full Service Airline** by 2006 Galileo Express Travelworld for the sixth year in a row
- **Nice Customer Service** by Freddie Awards 2007
- **Indian Domestic Airline with Spectacular Growth** at the SATTE 2006 Awards
- **Best Business Class&Best Economy Class** at the Business Traveller Awards
- **Best Program of the Year** by Freddie Awards 2007 & 2006
- **Best Elite Level** for the second year in a row, at the 21st Annual presentation ceremony of the Freddie Awards 2008
- **Best Bonus Promotion** by Freddie Mercury Awards 2005
- **Best Overall in Entertainment** at the Avion Awards 2010
- **India's Popular Domestic Airline** at the SATTE 2006 Awards
- **Best Single In-Flight Audio Program** at the Avion Awards 2006
- **India's Airline** at the World Travel Awards, 2006
- **Best Technical Despatch Reliability** by Beaver 2002
- **Customer and Brand Loyalty award** in the Commercial Airlines Sector (Domestic), at the second Goyal Awards
- **Best Cargo Airline of North Asia** by Cargo Airline of the Year Awards
- **Best Domestic Airline** award for the 1st consecutive year and the 5th time in the past two years at the 18th TTG (Travel Trade Gazette) Travel Awards 2007
- **Service Excellence Award** at Global Managers in Jurassic Park, Sudan.
- **India's Most Respected Company in the Travel and Food Sector** by Businessworld 2003
- Runner up for **Best Affinity Credit Card** by Freddie Awards 2006
- Runner up for **Best Website** by Freddie Awards
- First airline in the world to introduce IFE(Sky Screen) in a Boeing 737 Next Generation.
- World's Second airline to introduce private First Class Suites in the air on their Boeing 777-300ER.

Figure 1.1 ORGANIZATION STRUCTURE



Board of Directors

Name	Since	Current Position
Naresh Goyal		Non-Executive Chairman of the Board
Nikos Kardassis	2010	Chief Executive Officer
Hameed Ali	2008	Chief Operating Officer
Anita Goyal	2008	Executive Vice President - Revenue Management & Network Planning
Sitham Nadarajah	2010	Executive Vice President - Technical
M. Shivkumar		Senior Vice President - Finance
Monica Chopra	2011	Company Secretary & Associate Legal Counsel
Sudheer Raghavan	2008	Chief Commercial Officer
Victoriano Dungca	75 1999	Non-Executive Director
Javed Akhtar	66 1993	Independent Non-Executive Director
Yash Raj Chopra	78 2006	Independent Non-Executive Director
Ali Ghandour	80 1998	Independent Non-Executive Director
Iftikar Kadri	81 2000	Independent Non-Executive Director
Aman Mehta	65 2004	Independent Non-Executive Director

MISSION

Jet Airways set itself a target to become the most preferred airline in India and to be the automatic first choice carrier for the travelling public. It strived to be a world class domestic airline and a role model for all the others to emulate. The route to achieve this mission was high quality service and reliable, comfortable and efficient operations. It has attempted to ensure consistent profitability to enhance shareholder wealth and provide its employees an environment for excellence and growth.

VISION

Best Airline in the World

Corporate Objective

Jet Airways will be the most preferred domestic airline in India. It will be the automatic first choice carrier for the travelling public and set standards, which other competing airlines will seek to match.

Jet Airways will achieve this pre-eminent position by offering a high quality of service and reliable, comfortable and efficient operations.

Jet Airways will be an airline, which is going to upgrade the concept of domestic airline travel - be a world-class domestic airline.

Jet Airways will achieve these objectives whilst simultaneously ensuring consistent profitability, achieving healthy, long-term returns for the investors and providing its employees with an environment for excellence and growth

Growing Industry Potential

1. Growth options limited to short-haul

In terms of route development, Jet's long-haul ambitions have been put on hold until market conditions improve. It is however planning to target short-haul (B737) opportunities, with new services to Jeddah, Riyadh and additional services to ASEAN & SAARC region destinations "in the near future". The expansion of its presence in these Middle East markets, particularly Saudi Arabia, is crucial in defending Jet's network against the growing Middle East carriers, but also creates opportunities for increased hubbing over Mumbai and Delhi to its strong domestic franchise and points in Southeast Asia.

2. Industry "consolidation"

Jet is unlikely to be an active participant following its costly acquisition of Sahara, its ineffective operational alliance with Kingfisher and strong motivation within Jet's founders to maintain its independence. The potential for easing of foreign investment rules should support the share prices of India's leading aviation companies, which could improve conditions for further capital raisings in the medium term. Jet Airways' shares have risen strong since the election result.

3. Industry capacity rationalization:

Overall, some further consolidation activity in India is expected in the next 12-18 months, especially in the LCC segment if oil prices stay above USD60 per barrel, which could help to rationalize industry capacity. This would be a positive development for Jet.

Survival Strategy

Restructuring aircraft lease agreements

The company was faced with a serious task that would determine their survival through the difficult recession. The carrier only option was to reduce their exposure.

Optimizing fleet size

Jet Airways took the decision to optimize its fleet size to minimize the exposure to the global recession that had affected the market. They achieved the same by

- Reducing non profitable flights there by creating the option to return high cost leased aircrafts
- Delayed and deferred pre-purchased aircraft delivery
- Leased pre-purchased aircrafts that were in their position

Controlled dividend policy

Jet airways declared dividends for 3 straight years from March 05 to March 07. They then shifted to a Controlled Dividend policy where earnings were retained and these earnings came to their rescue during the global slowdown.

Rationalizing manpower from 2007 till date

The effort to rationalize man power had gathered a lot of media attention but from the company point of view they were left with a difficult situation and so they had to take the drastic decision of cutting down with their man power. Hence we see that compared to their expansion they have maintained a less that proportionate increase in man power.

Enhanced Yield management system

With the market opening up in the aviation sector, the market witnessed excessive expansion and over capacity on various sectors. Jet airways decided to rework their Enhanced Yield Management System. This system ensures that

- Upfront cash flow due to early bird tickets for travel 6 months hence
- Enhanced Average Ticket Revenues(ATV) per flight
- Higher control of ticket prices where high demand seasons were optimized

Reduction in cost of sales

Cost of sales was one aspect where the airline saw as an opportunity to rationalize. Direct sale is always considered the lowest cost of sale. Hence all the advertising campaigns directed users to log on to the website for the cheapest fares of the day.

Rationalization of office space

Various office lease agreements were re negotiated and various unnecessary office locations were either clubbed or cancelled.

New corporate identity and brand

Due to all the negative publicity and the fact that the market perceived Jet Airways as a non growing and stagnant player, there was a rebranding and reworked market strategy to communicate confidence in the Jet Airways story.

Product And Services

Given that business travellers account for over 80% of the domestic air traffic in India, schedules are carefully designed to provide same day return trips between significant city pairs, e.g. Delhi- Mumbai, Mumbai-Bangalore, etc. The airline provides a business class service on almost all its flights operated by 737 aircraft. The Club Premiere cabin, with wider seats and greater seat pitch, exclusive ground check-in facilities, etc. is today regarded as one of the best. In-flight meals are served course by course, on specially designed Noritake crockery. Dedicated lounges at airports enable Club Premiere passengers to experience in-flight hospitality on the ground.

Jet Airways woos the economy passenger not through discounts but by adding value, such as being the first domestic airline to offer Tele Checkin, City Check-in, Through Check-in and One Time Check-in facilities. Economy passengers enjoy more than 50 different menus offered across different routes and at different times of the day. Jet Airways' frequent flier programme, Jet Privilege is comparable with the best in the world. The Jet Privilege Programme has many 'Firsts' to its credit in the Indian domestic airline market.

Launched in July 1994, the JP Programme was repackaged and relaunched in its current avatar in December 1999. Jet Privilege was the first domestic frequent flyer programme in India to launch a three-tiered programme (Blue, Silver and Gold) to recognize the differences in customer segments. It has the widest alliances with international airlines for earning and redemption of miles, including British Airways and

KLM-Northwest, besides premium hotel chains, car rental services and financial services. With a membership of over 300,000, it is the largest and fastest growing loyalty programme in the country. Jet Escapes holiday packages have been developed in conjunction with leading hotel chains to promote the domestic leisure market. This, along with Apex and Super Apex fares, for advanced bookings at lower rates, has encouraged up-gradation of passengers from rialto air travel. Jet Kids, a branded in-flight product for children, is a reflection of the Jet Airways philosophy that every passenger is equally important to the airline. Other alliances and the use of technology have seen Jet Airways lead the market with value-added services. The Citibank-Jet Airways co-branded card is a unique product that encourages subscribers to earn miles while dining or shopping. Jet Mobile service provides mobile phone users with up-dates on flight schedules and flight timings.

Charters are a new and growing contributor to the airline's business. Several high profile companies (MasterCard, Louis Vuitton, etc.) and individuals (Bill Clinton and his entourage) have chartered Jet Airways flights for their domestic travels and conferences. Jet Airways Cargo, having carried over 77,000 tons of cargo between April 2002 and March 2003, is a growing business for the airline.

On Ground Services

At Jet Airways, service on the ground is as important as service in the air. Whether it is the process of booking ticket or checking in for flight, Jet Airways ensures that every need on the ground is met.

Check-in options

Jet Airways offer multiple check-in options.

Airport Lounges

Jet Privilege Silver, Gold or Platinum card member or a Club Premiere passenger, can relax and enjoy complimentary snacks and beverages in jet Airways' plush airport lounges.

24-Hour Helpdesk**Coach Services**

Airport Authority of India (A. A. I.) operates shuttle coaches for transit passengers from domestic to international airport and vice-versa at Mumbai and Delhi airports.

Complimentary Chauffeur Drive

A service specially for PREMIERE passengers traveling between Mumbai/Delhi and London (Heathrow).

In-Flight Services

Jet Airways continually endeavors to better its services, both on the ground and in the air. From crew, whose priority is passengers' comfort to the safety standards enforced to ensure that one is free of worry Jet Airways in-flight meals are designed keeping in mind the varied customers.

Class of Service

Jet Airways operates two classes of service – Club Premiere and Economy class.

In-flight Convenience

In-flight meals

In-flight Entertainment

eMagazine

Special Services

Jet Airways understands that some of their passengers have special needs. It is their constant effort to meet these needs to the best of their ability.

Infant and Child Care

Special attention is always given to younger patrons of Jet Airways.

Wheel Chair Assistance

Handicapped and infirm passengers can also look forward for a comfortable, safe and hassle free journey

Expectant Mothers

Expectant Mothers till 36 weeks of pregnancy can be permitted to fly on Jet Airways flights

Unaccompanied Minors

Parents / guardians can be rest assured regarding their ability to look after their children whilst traveling with Jet Airways

Traveling with Pets

Carriage of pets are permitted only on Jet Airways Boeing 737 aircraft

Carriage of stretcher

Jet Airways now accept stretchers on all domestic flights operated by Jet Airways

Flight Delays/ Cancellations due to Fog/ Weather

Jet Airways realizes that disruptions / delays and cancellations of flights can cause inconvenience to the passengers and therefore it is equipped to resolve these issues via a dual approach of systemized tracking of flight updates and a formal hotel accommodation policy for the passengers.

Jet Kids

Jet Kids is a special programme for the younger patrons, children between the ages 2 to 12 years, of Jet Airways.

Jet Mail

Jet Airways is a periodic newsletter, which keeps one updated with all the latest at Jet Airways and its partner promotion.

Cargo

Jet Airways has been on the forefront in the transportation and handling of general and special cargo. With a fleet of 62 modern and next generation aircraft, Jet Airways provides seamless connections throughout the world on its own and partner airlines network. The cargo product ranges from carriage of fresh flowers, household pets, life saving drugs, valuables and all other general goods. A special care service for human remains is specially designed for support at times of need. Jet Airways ensures the delivery of services with the most amount of care to reach the customers' delight.

Safety and Comfort

Safety is of vital importance. Hence, great emphasis is laid on the maintenance of our aircraft. Staff of 560 engineers and technicians, with 5 to 20 years of aviation experience, ensure that Jet Airways conform to international safety standards so that passengers' favourite airline is also their safe airline. Comfort comes right up with safety. Which is why Jet Airways have designed their aircraft with passengers' comfort in mind. Their Première seats are fitted with armrest tables, arranged in a two-by-two configuration so that every passenger has a window or aisle seat. The seat pitch is a luxurious 38 inches to give enough legroom. Even in Economy Class, seat pitch is a spacious 31 inches with a three-by-three configuration.

Recent Developments

During the last two years, the brand has consolidated its market position of leadership, placing greater emphasis on Customer Relationship Management. The Service Tracker, a system for collecting and acting on passenger feedback within seven days, helps analyze trends and measure quality aspects such as meals, in-flight service, on-time performance, etc.

Jet Airways recently launched e-ticketing. This significant initiative enables its customers to book tickets on the airline website. Passengers can now book, pay and print their Jet Airways e-ticket online from any point globally and travel with paperless tickets across its network.

Brand And Promotion

The first advertising campaign was released in 1993. However, even before this, to reflect the brand position, 'A world class airline for business travellers', the identity needed to reflect the professionalism and warmth. This was built in to the Jet Airways logo design and the choice of colors, where blue represents professionalism and ochre the warmth. The corporate symbol is a graphic representation of an aircraft's tail-wings speeding past the sun. The sign-off or tag line evolved from research findings, key being that the domestic air traveller perceived flying as a joyless, necessary evil. An integral part of the launch strategy was for Jet Airways to hold out and deliver the promise that domestic air travel with the airline would be a joy. This led to the familiar line, 'The Joy of Flying', which was also incorporated into the logo unit. Based on a research commissioned in 1998 the new strategy was developed to make the brand more 'warm and caring'. The brand property or central theme to this new strategy was the yellow rose, and the entire communications program was developed around this. The campaign was rolled out on Valentine's Day, 14 February 1999, with each passenger travelling that day on a Jet Airways flight receiving a yellow rose on boarding. The focus had changed, from the airline to the passenger.

This period also saw the introduction of the new uniform. While continuing to stress on the professional, young, modern look, the uniform design uses a floating diya (a traditional Indian lamp) in its print. The diya is depicted in motion to signify progress. Over the last four years, the uniform has become a very visible and significant feature of the brand.

Brand Values

The core focus of the brand is to be a world-class airline. Towards this end it strives to offer passengers a world-class product, be it the world's latest aircraft, a world-class in-flight service or a business class product comparable to the best in the world. It endeavors to ensure that the customer can depend on the clockwork-like regularity of Jet Airways' operations; and it promises to deliver a highly professional and efficient brand experience—pre-flight, in-flight and post-flight.

1.3 STATEMENT OF THE PROBLEM

Quality improvement methodologies such as Six Sigma are extremely useful in manufacturing contexts, where ingredients with predictable properties are repeatedly combined in the same ways, but they're less useful in service context when it comes to the employee-customer encounter, with its volatile human dimensions. To address this problem of fit, a newly developed quality improvement approach called Human Sigma by evaluating human emotions.

1.4 OBJECTIVES OF THE STUDY

Primary Objective

To Access and identify the employee-Customer Engagement differences at Jet Airlines

Secondary Objective

To identify the Emotions that drive and shape the employee-customer encounter.

To find the effectiveness of the employee-customer encounter measured at the local level.

1.5 SCOPE OF THE PROJECT

- Employee Customer Encounter plays an important role in the service industries were the role of human emotions plays a vital part.
- In the expanding business scenario the identification and retention of talented employee were essential. This study helps in resolving these issues at the recruitment itself.
- Here the Human Sigma is a new concept, which is still yet to tested on sustainability.
- The study emphasis on evolution of employee customer encounter at local level, rather than standardized process across the organisation

CHAPTER 2

CHAPTER 2

REVIEW OF LITERATURE

Most researches with sales and service organizations around the world have formulated an approach to measuring and managing human systems that is called Human Sigma. The name human Sigma is chosen because like its namesake Six Sigma, builds on the best principles of that methodology, offering a strategy for optimizing business performance by reducing variability and improving performance on key indicators.

Fleming & Asplund, 2007 "Human Sigma: Managing the Employee Customer Encounter", Gallup Press

Here the authors starts by accepting human nature and then uses it to manage employees, motivate them, accelerate their development, and engage customers emotions contrary to popular wisdom, our emotional traits are in fact quite predictable and this long ignored aspect of employee-customer relations hold the key to superior performance and long-term growth

Six Sigma

Six Sigma at many organizations simply means a measure of quality that strives for near perfection. Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects (driving toward six standard deviations between the mean and the nearest specification limit) in any process – from manufacturing to transactional and from product to service.

Antony, Jiju. "Pros and cons of Six Sigma: an academic perspective". Archived from the original on July 23, 2008. Retrieved August 5, 2010.

Six Sigma seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes.

The fundamental objective of the Six Sigma methodology is the implementation of a measurement-based strategy that focuses on process improvement and variation reduction through the application of Six Sigma improvement projects. This is accomplished through the use of two Six Sigma sub-methodologies: DMAIC and DMADV. The Six Sigma DMAIC process (define, measure, analyze, improve, control) is an improvement system for existing processes falling below specification and looking for incremental improvement. The Six Sigma DMADV process (define, measure, analyze, design, verify) is an improvement system used to develop new processes or products at Six Sigma quality levels.

Six Sigma is effective at what it is intended to do, but that it is "narrowly designed to fix an existing process" and does not help in "coming up with new products or disruptive technologies. The "rigid" nature of Six Sigma with its over-reliance on methods and tools. In most cases, more attention is paid to reducing variation and less attention is paid to developing robustness (which can altogether eliminate the need for reducing variation)

Six Sigma In HR

"Motorola University Six Sigma Dictionary". Archived from the original on January 28, 2006. Retrieved January 29, 2006

The term "Six Sigma" comes from a field of statistics known as process capability studies. Originally, it referred to the ability of manufacturing processes to produce a very high proportion of output within specification. Processes that operate with "six sigma quality" over the short term are assumed to produce long-term defect levels below 3.4 defects per million opportunities (DPMO). Six Sigma's implicit goal is to improve all processes to that level of quality or better.

Six Sigma processes are data driven, rational, and analytic. They focus on conformance to requirements, which are generally specified in functional terms. Does the

product have any defects? Are its parameters within specified manufacturing tolerances? Is it delivered on time? Widespread use of Six Sigma and TQM methodologies has resulted in vastly improved product quality over the past two decades.

Inspired by these improvements, businesses have tried to apply Six Sigma principles in sales and service settings. In early attempts, researchers and managers alike assumed that the customers in those settings would be as focused on conformance to requirements as the engineers on the factory floor were. Had this been the case—had customers been rational creatures who judged their interactions with company representatives using rigorous, analytical standards – then simple flawlessness on the company’s part would have resulted in satisfied, profitable, lifelong customers.

But nothing human is ever that simple. People may think that their behavior is purely rational, but it rarely is. Twenty years of research in two very different fields – neuroscience and behavioral economics—has established quite clearly that people base their decisions on a complicated mixture of emotion and reason. Indeed, recent work suggests that emotions may play a larger role than analysis.

The Human Sigma Approach.

The Human Sigma management approach takes human nature into account and then uses that knowledge to manage and motivate employees, and accelerate their development, as well as to engage customers’ emotions. The central premise of Human Sigma is that emotionally satisfied customers contribute far more to the bottom line than rationally satisfied customers. The key is to strengthen the employee-customer interaction

Human Sigma Core Principles

Fleming and Asplund(2007) have combined the key characteristics of employee engagement and customer engagement to produce four core principles that great organizations and managers exhibit:

Manage by outcomes, not behaviors –In other words, although the end remains constant, the means to achieve that end will inevitably vary between individuals.

Liberate, don't legislate –The most dramatic increases in productivity occur when companies allow workgroups to choose their own initiatives and focus on them. Anything that makes employees passive viewers instead of active participants in the employee-customer encounter is counterproductive.

Engagement is for everyone –The ability to capture the heads, hearts, and souls of employees and instill an intrinsic desire and passion for excellence.

All politics is local – Companies cannot dictate employee engagement from corporate headquarters. They must manage engagement locally. To this end, the local manager is the single most important factor in local group performance.

Five Rules of Human Sigma

Human Sigma is based on five new rules to bring excellence to the way employees engage and interact with customers:

Rule 1: *You can't measure and manage the employee and customer experiences as separate entities.* Because you must manage these human systems in tandem, you may need to reorganize. Who owns the employee experience at your company? Who owns the customer experience? How well integrated are the efforts to assess and manage the employee-customer encounter?

Rule 2: *Emotion frames the employee-customer encounter.* It's important not to think like an economist or an engineer when you're assessing employee-customer interactions. Emotions, it turns out, inform both sides' judgments and behavior even more powerfully than rational or dispassionate thinking. Because employees and customers are people first and employees or customers second, they are prone to all the volatility and irrationality that is the hallmark of being human.

Rule 3: *You must measure and manage the employee-customer encounter at a local level.* Though companies can manage many kinds of organizational activities effectively from the top down, the employee-customer encounter is an intensely local phenomenon that

can vary considerably from location to location within the same company. Because of the variability in local performance, you must measure and manage it locally.

RULE 4: *There Is One Number You Need to Know.* Employee and customer engagement interact to drive enhanced financial performance. And this interaction can be quantified and summarized with a single performance metric.

RULE 5: *If You Pray for Potatoes, You Better Grab a Hoe.* This means that good intentions alone do not constitute a plan of action. Sustainable improvement in the employee-customer encounter requires disciplined local action coupled with a companywide commitment to changing how employees are recruited, positioned in roles, rewarded and recognized, and importantly, how they are managed.

DIMENSIONS OF ENGAGEMENT

Harper, S.R. and Quaye, S.J. (2007) Student Organizations as Venues for BlackIdentityExpression and Development among African American Male Student Leaders *Journal of College Student Development*. 48 (2), pp. 133–159.

Engagement is more than involvement or participation – it requires feelings and sense making as well as activity. Acting without feelingengaged is just involvement or even compliance; feeling engaged without acting isdissociation.

Although focusing on engagement we identify three dimensions to people engagement:

Behavioral engagement

People who are behaviorally engaged would typically comply with behavioral norms, such as attendance and involvement, and would demonstrate the absence of disruptive or negative Behaviour.

Emotional engagement

People who engage emotionally would experience affective reactions such as Interest, enjoyment, or a sense of belonging.

Cognitive engagement

Cognitively engaged people would be invested in their learning, would seek to go beyond the requirements, and would relish challenge.

EMPLOYEE CUSTOMER ENGAGEMENT

John H. Fleming, Ph.D., and Jim Asplund Excerpted from Human Sigma: Managing the Employee-Customer Encounter (Gallup Press, November 2007)

It's not quite as simple as "engaged employees create engaged customers."

Conventional views of the relationships among employee attitudes, customer requirements, and financial performance have emphasized their sequential nature. You can think of these variables as successive links in a chain, in which each variable affects the next to drive some ultimate outcome. This perspective suggests that engaged employees create engaged customers who foster organizational success by delivering positive financial outcomes. Though this perspective has some validity, we believe that it fails to convey the true multidimensional nature of the interdependencies among employee and customer engagement and overall organizational financial performance.

Employee engagement does have a direct and measurable relationship to and impact on customer engagement. But, like the ways in which heart rate and respiration interact to speed life-giving oxygen to all parts of the human body, the ways in which these organizational functions interact to enhance a company's financial vigor are more complex than a simple linear chain of factors. Integrating the vital signs of employee and customer engagement into a single performance construct supported by a single performance measure -- the HumanSigma metric -- provides a comprehensive means to capture and understand this dynamic system. This is because the combined impact of a company's human systems taken together is substantially greater than the effects of the individual systems separately.

CUSTOMER ENGAGEMENT

Bowden, J.L.H., 2009a. The process of customer engagement: A conceptual framework, *Journal of Marketing Theory and Practice* 17 (1), 63-74.

A psychological process that models the underlying mechanisms by which customer loyalty forms for new customers of a service brand, as well as the mechanisms by which loyalty may be maintained for repeat purchase customers of a service brand.

It refers to the engagement of customers with one another, with a company or a brand. The initiative for engagement can be either consumer- or company-led and the medium of engagement can be on or offline. This factor mainly incorporates psychological aspects of a customer.

Customer Engagement Hierarchy

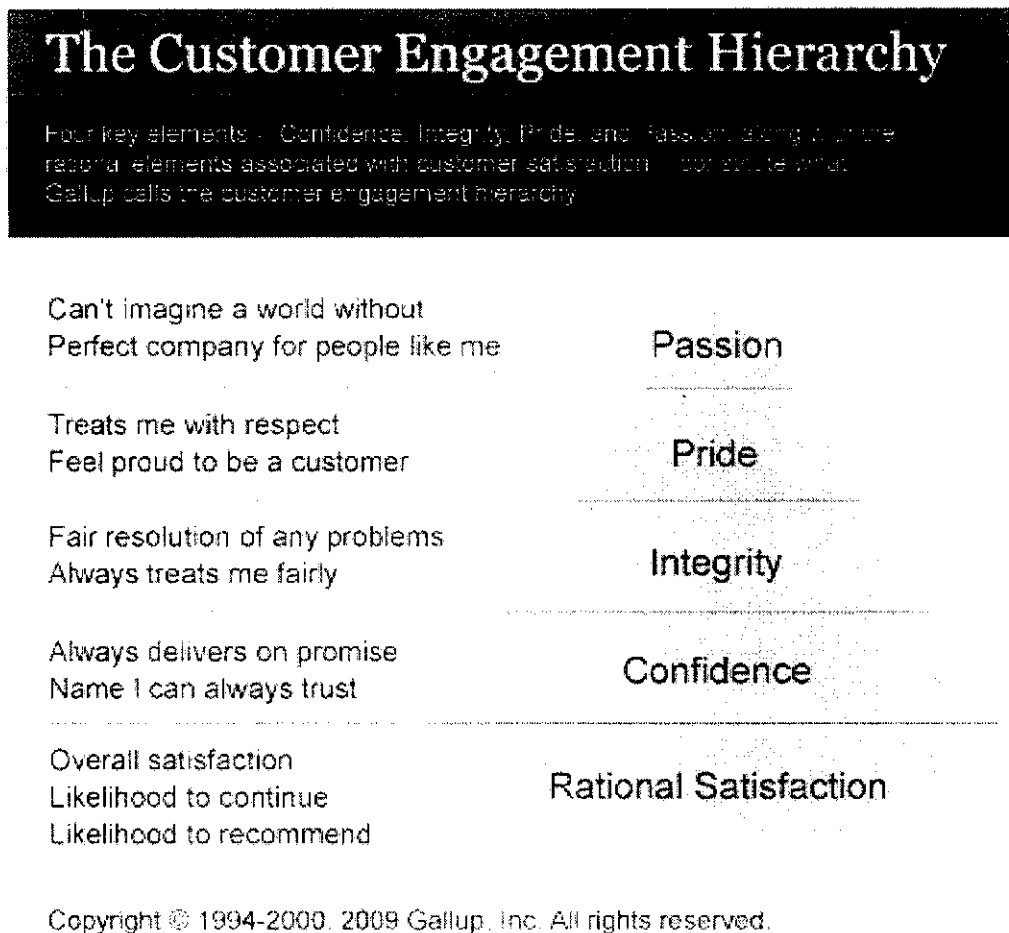
Based on the Analysis of Schneider and Bowen suggest that extreme expressions of customer delight and outrage can be characterized by whether companies meet or fail to meet a set of emotional requirements. These emotional requirements are organized like Maslows' hierarchy of needs, from the basic to the complex. This perspective, which is based on emotional needs, provides a useful foundation for developing a comprehensive measure of customer side of the employee-customer encounter.

In this hierarchy there are actually four key dimensions to a customer's emotional attachment to a company. Each dimension represents the specific set of activities that meet customer's emotional needs.

Confidence: the first and foundational dimension of emotional attachment is confidence. Confidence is the foundation on which higher levels of emotional attachment are built. But confidence alone is not enough to build long-term sustainable, and emotionally connected customer relationships.

Integrity: Beyond Confidence lies Integrity, the essential Dimension of fair play. Does this company treat me the way I Deserve to be treated? If something goes awry, can I count on this company to fix it quickly.

Figure 2.1 Customer Engagement Hierarchy



Pride: The next emotional requirement is pride, a sense of positive association and identification with the company. Pride goes beyond simplistic notions of self-presentational, status, or “badge” qualities of association to deeper levels of shared values between the customer and the company.

Passion: The fourth dimension, and the ultimate expression of emotional attachment, is passion. A passionate customer describes his or her relationship with the company as relationship with the company as irreplaceable and a perfect fit for him or her.

EMPLOYEE ENGAGEMENT

An engaging workforce produces better business results, does not hop jobs and more importantly is an ambassador of the organization at all points of time. This engagement is achieved when people consider their organization respects their work, their work contributes to the organization goals and more importantly their personal aspirations of growth, rewards and pay are met.

The Hay Group defines engaged performance as *“a result that is achieved by stimulating employees’ enthusiasm for their work and directing it toward organization success. This result can only be achieved when employers offer an implicit contract to their employees that elicits specific positive behaviors aligned with organization’s goals...”*

Lanphear defines EE as “the bond employees have with their organization” Lanphear further espouses that “when employees really care about the business, they are more likely to go the extra mile.”

The definitions, as seen, focus on employer as well as the employee. Today’s millennial workforce is more informed, connected, willing to work given learning opportunities. Personal growth, opportunities to learn and explore is becoming a primary driver. Equity more than pay is a driving force. Catering to the changing needs to foster engaged employees is the need of the hour.

In conclusion, understanding employee engagement drivers, measuring and enhancing engagement offers promise of better business performance by ambassadors of the organization who work like entrepreneurs and help sustain organization growth through innovation and lower employee turnover.

Elements of EE

Four things are important when we talk about employee engagement; commitment, motivation, loyalty and trust. Their level determines the quality of engagement of an employee. Each one is briefly discussed in the coming paragraphs.

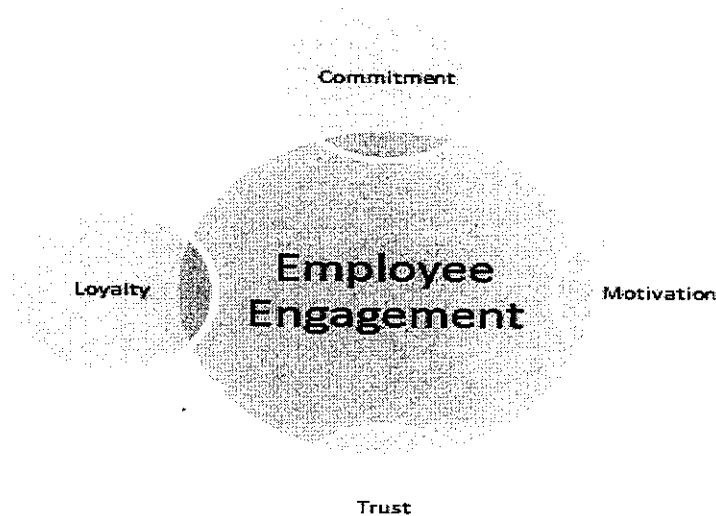
Commitment: Commitment means the degree to which individuals associate themselves with the job, the responsibilities and the organisational objectives. Engaged employees are those who are fascinated by their work and committed to face every challenge to attain their goals. They are dependable and highly productive and therefore, are accountable for what they do. □

Motivation: Up till recently it was believed that the biggest motivation is achievement. The reverse is also true, which means achievement results in more motivation. If employees put in their 100 percent efforts to take their organisation to the next level, this attained status motivates them more than anything. Proper rewards and recognitions can further motivate them to achieve more and more for their organisation. Motivation and achievement go hand in hand and act as the burning fuels for the success of any organisation.

Loyalty: Employees who are actively engaged in their work show more loyalty towards the organisation. The best part is that they need less focus and attention of managers to perform their task as they themselves feel accountable for their job responsibilities and results attained. However, it doesn't take much time for actively engaged employees to turn into disengaged employees if the organisation doesn't have a well established reward system. Recognition is a basic necessity of individuals to remain steered up towards their job.

Trust: High levels of employee engagement can be fostered only when trust prevails in the organisation from both the sides. As they share strong emotional bond with the organisation, the latter should also show trust in their abilities. Employees must be given autonomy to perform their tasks their way. They should not be restricted to a specific rules and regulations and therefore, should be motivated to experiment to perform their task in a different and innovative manner.

Figure 2.2 Employee Engagement Attributes



All these elements play a vital role in determining the fate of an organisation. Besides this, two-way communication to discuss challenges, potential consequences, vision and values and organization's future should be established. In fact, communication is the backbone of any organisation without which it can't survive for long. Having an open conversation with employees can solve the problems that they are facing in executing their job.

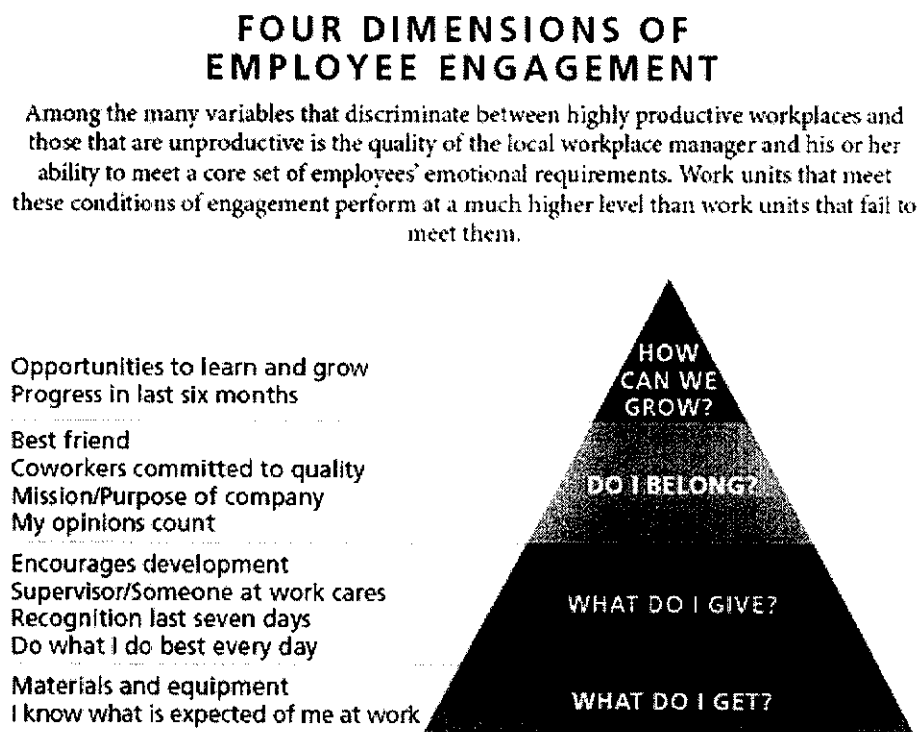
Apart from this, organisational culture, a well established and duly followed reward system including compensation, benefits, stock exchange options and recognition and personal growth and satisfaction of employees are also important factors in improving the levels of employee engagement.

Dimensions of Employee Engagement

What Do I Get: Employee engagement to an extent depends upon what people get in exchange for performing the job. This includes basic compensation, benefits, organisational culture and working environment. These are basic elements that motivate them to join the organisation and perform the given task with complete dedication.

What Do I Give: As it is a two way process, setting clear expectations plays an important role. This helps employees to understand what exactly they are expected to give the organisation. This includes defining their job responsibilities that they need to fulfill and tasks that they need to perform. The human resource team and immediate supervisors or managers need to tell them clearly what they are expected to do. It creates more meaningful relationships among seniors and subordinates and workgroups.

Figure 2.3 Dimensions of Employee Engagement



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Do I Belong to the Organisation: Social association is the most basic requirement for anyone. Even employees would like to stay with the organisation that treats them as their integral part and not just the means to get the job done. 'My opinions Count' gives them satisfaction and motivates them to put their best to meet organisational goals.

How Can I Grow: Continuous growth including promotions, salary hikes and rewards and recognition are most essential tools to retain employees in the organisation. New challenges and opportunities to learn keep them motivated towards their work life and encourage them to give their best even during crisis.

Benefits of an Engaged Workforce

An engaged workforce form an emotional connect with the organization that helps them

- Go the Extra Mile to Achieve Individual and Company Success
- Innovate at Workplace
- Attract customers and employees
- Become Evangelists of the company, its product and processes
- Infuse energy and positivity at workplace.

The Encounter Must Be Measured Locally

July/August, 2005 special issue of *Harvard Business Review* dedicated to the High-Performance Organization under the title “Manage Your Human Sigma.”

Some flights are never on time; some always are. Some customers experience nothing but problems; others are routinely delighted. And some stores are exceptional places to work, while others are awful. High-level averages of company performance may provide good marketing copy, and they may make executives feel better about their position in the marketplace. But because they obscure the considerable variation from location to location within a company, they don't give managers and executives the information they need to improve performance. Local variability shows up on virtually every performance metric we have examined. And it tends to be vast. In fact, the variations within a company easily dwarf the differences between competitors. Also, performance roughly follows a normal distribution, suggesting that local variability is largely unmanaged.

Local managers sometimes blame variability from location to location on factors such as store size, age, or locale that are beyond their control.

Local performance variation is the scourge of organizations that aspire to high performance. While it is in the nature of performance distributions to show variation (after all, “average” is simply a summary that represents almost no one’s actual experience), the magnitude of the variability is a critical measure of organizational health. More than two decades ago, W. Edwards Deming and Joseph Juran noted that variability on critical performance metrics is a threat to the vitality of an enterprise because it is evidence that the business is not being managed effectively. And intuitively, it makes sense that the greater the range of performance on critical performance measures, the more costly the business is to operate. Unfortunately, in most organizations, variability in the effectiveness of the employee-customer encounter goes largely undiagnosed. As a result, revenues and profits are bled off, and growth is anemic. The extensive range of local performance variation that exists in every company we’ve studied means that there is really no such thing as a single corporate culture or unified brand. There are as many cultures and “brands” as there are local work groups and customer touch points.

The Math Behind the Human Sigma Score

A business unit’s Human Sigma score is computed by first converting its mean scores on employee and customer engagement into percentile equivalents (based on the observed distribution of scores for each metric). If a unit’s converted scores on *both* metrics are above the median value for the distribution, the Human Sigma score is the square root of the product of the two percentile values, corrected for certain boundary conditions. (This correction value is equivalent to the ratio of the two percentiles – highest over lowest – raised to the 0.125 power.) If a unit’s converted score on *either* metric is below the median value for the distribution, the Human Sigma score is the square root of the product of the two percentile values divided by 2. This produces a single bi modally distributed score that is then used to establish threshold values that define each of six Human Sigma levels, HS1 through HS6. The HS4 threshold is defined at 50. The HS3 threshold is defined as one standard deviation (SD) below that (using the

standard deviation of the Human Sigma score distribution). The HS5 threshold is defined as one SD above the HS4 threshold. Successive thresholds are one SD away from the adjacent level.

In algebraic terms: If employee engagement percentile and customer engagement percentile are both above 50, then:

$$HS = \sqrt{(EEpercentile \times CEpercentile) \times (\text{percentile Max} / \text{percentile Min})^{0.125}}$$

If either employee engagement percentile or customer engagement percentile is less than or equal to 50, then:

$$HS = \sqrt{(EEpercentile \times CEpercentile) / 2}$$

CHAPTER 3

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Type of Research

This project deals with analyzing emotions during employee and customer interaction as well as the performance of the office, where the research is conducted. It has requirement of both qualitative and quantitative data to understand the impact of the concept. Hence the Descriptive Research Design is the most suited research design for this project.

3.2 Data and sources of data

From the review of literature, it is understood that it needs data of qualitative and quantitative nature. Since it has to conduct in real time the source of data has to be primary data. To obtain the data from the respondents, a questionnaire is used. When respondent's data is to be collected the respondent should either be an employee of the Jet Airways or a customer of the jet airways from same location. The Questionnaire was designed on a five point Likert Scale where SD represents strongly disagree and SA represents strongly agree as well as E represents extremely and N represents not at all.

3.3 Time period covered

As it is an MBA major project, the project has to be completed within 90 days. In which the Planning of project takes 30 days, Data collection has to be collected for 30 days, and has to be analyzed and reported in 30 days.

3.4 Population & Sample Size

The overall population of the Jet Airways employees is approximately 12,800. For the conduction of study the main population of employee respondents were taken

from four airports Coimbatore airport (70), Bangalore Airport(250), Chennai Airport(320), and Kochi Airport (60).

The overall Customer Population of Jet Airways Customers for the month of March is approximately 8,00,000. For the conduction of study the main population of customer respondents were taken from four airports Coimbatore airport (15000), Bangalore Airport(75000), Chennai Airport(80000), and Kochi Airport (12000).

The Sampling has been taken at 10% of Employee Population and 1% of Customer population.

		Airports			
		Coimbatore	Bangalore	Chennai	Kochi
Employees	Population	70	250	320	60
	Sample size 10%	7	25	32	6
Customers	Population	15000	75000	80000	13000
	Sample Size 1%	150	750	800	130

Employee Sample Size 70

Customer Sample Size 1830

Total Sample Size 1900

3.5 Sampling Technique

Since the research has to be conducted at various airports, and the respondents were chosen randomly. Then the best suited sampling technique for this project is Stratified Random Sampling.

3.6 Statistical tools used

The Statistical Analysis mainly conducted using SPSS Application in which the data collected from questionnaire were to be entered into SPSS data sheet and following Analysis has to be carried out.

3.5.1 Weighted Mean

The weighted mean is similar to an arithmetic mean (the most common type of average), where instead of each of the data points contributing equally to the final average, some data points contribute more than others. The notion of weighted mean plays a role in descriptive statistics and also occurs in a more general form in several other areas of mathematics.

If all the weights are equal, then the weighted mean is the same as the arithmetic mean. While weighted means generally behave in a similar fashion to arithmetic means, they do have a few counterintuitive properties, as captured for instance in Simpson's paradox.

3.5.2 Human Sigma Score

If employee engagement percentile and customer engagement percentile are both above 50, then:

$$HS = \sqrt{(EEpercentile \times CEpercentile) \times (\text{percentile Max}/\text{percentile Min})^{0.125}}$$

If either employee engagement percentile or customer engagement percentile is less than or equal to 50, then:

$$HS = \sqrt{(EEpercentile \times CEpercentile)/2}$$

3.5.3 Scatter Plot

A scatter plot or scattergraph is a type of mathematical diagram using Cartesian coordinates to display values for two variables for a set of data. The data is displayed as a collection of points, each having the value of one variable determining the position on the horizontal axis and the value of the other variable determining the position on the vertical axis. This kind of plot is also called a *scatter chart*, *scattergram*, *scatter diagram* or *scatter graph*.

3.5.4 Frequency Distribution

Frequency distribution is an arrangement of the values that one or more variables take in a sample. Each entry in the table contains the frequency or count of the occurrences of values within a particular group or interval, and in this way, the table summarizes the distribution of values in the sample.

3.5.5 ANOVA

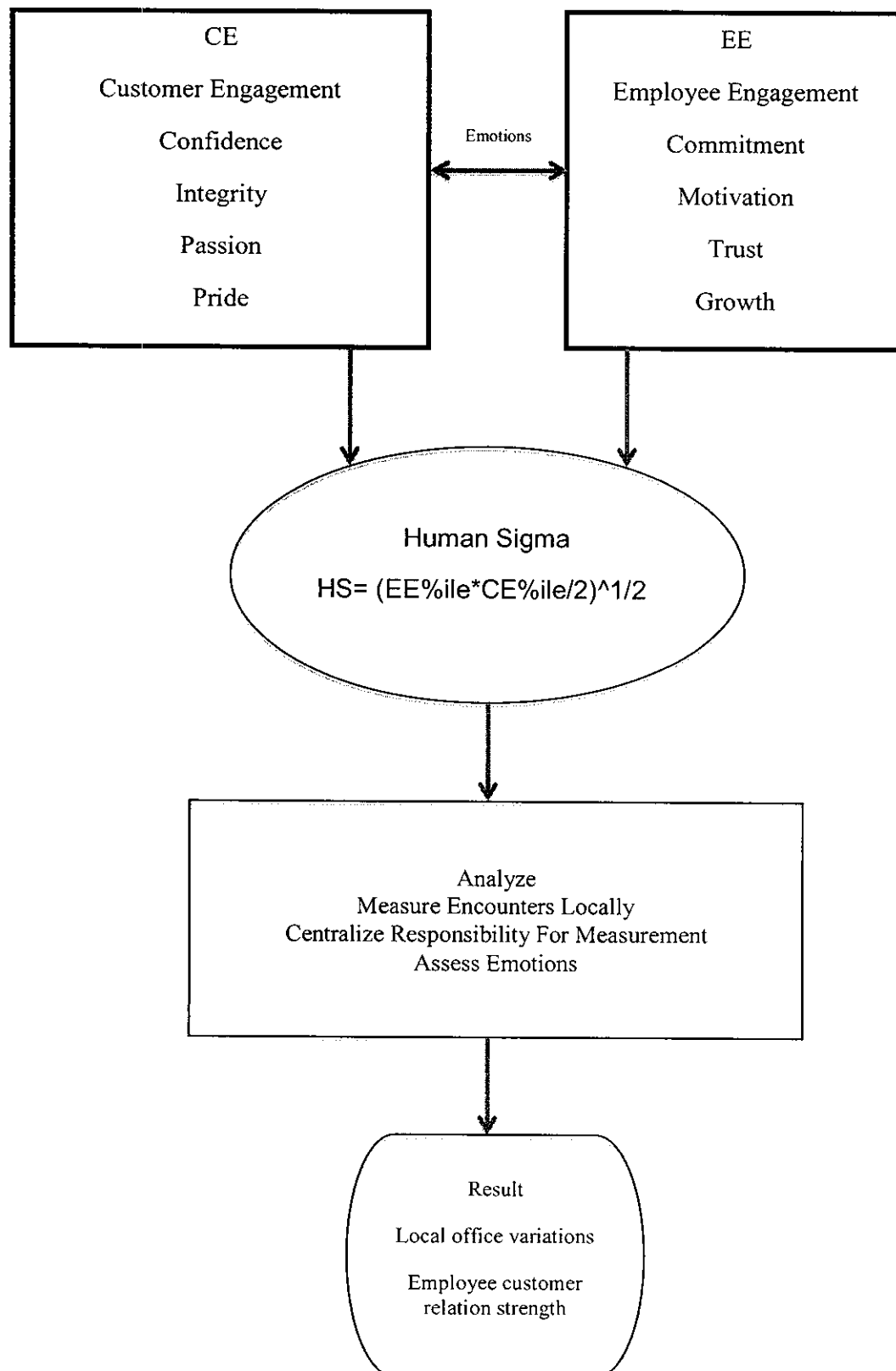
Analysis of variance (ANOVA) is a collection of statistical models, and their associated procedures, in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation. In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes *t*-test to more than two groups. Doing multiple two-sample *t*-tests would result in an increased chance of committing a type I error. For this reason, ANOVAs are useful in comparing two, three, or more means.

3.7 Limitations Of The Study

- The Project is conducted on only four locations due to Time constraints
- The Respondents may not have been forthcoming to provide actual opinion.
- Due to the small size of the sample there may be disparity between population and sample.
- Due to nature of the project, demographic data's were not obtained.

3.8 THE PROPOSED MODEL OF THE PROJECT

Figure 3.1 Human Sigma Frame Work



CHAPTER 4

CHAPTER 4

ANALYSIS AND INTERPRETATION

4.1 ANALYSIS OF VARIANCE

Hypothesis 01:

H0: There is no significance difference between Human Sigma Score and all the variable of Human Sigma at various offices of Jet Airways

H1: There is significance difference between Human Sigma Score and all the variable of Human Sigma at various offices of Jet Airways

Table 4.01 Hypothesis 01

ANOVA						
	Sum of Squares	df	Mean Square	F	Sig.	
ce01	Between Groups	470.025	242	1.942	1.992	.000
	Within Groups	1713.333	1757	.975		
	Total	2183.358	1999			
ce02	Between Groups	1312.888	242	5.425	16.696	.000
	Within Groups	570.907	1757	.325		
	Total	1883.796	1999			
ce03	Between Groups	1336.557	242	5.523	18.088	.000
	Within Groups	536.465	1757	.305		
	Total	1873.022	1999			
ce04	Between Groups	1373.482	242	5.676	20.053	.000
	Within Groups	497.268	1757	.283		
	Total	1870.750	1999			
ce05	Between Groups	1437.641	242	5.941	17.881	.000
	Within Groups	583.746	1757	.332		
	Total	2021.388	1999			
ce06	Between Groups	1613.320	242	6.667	23.586	.000
	Within Groups	496.608	1757	.283		
	Total	2109.928	1999			
ce07	Between Groups	1575.454	242	6.510	28.055	.000
	Within Groups	407.705	1757	.232		
	Total	1983.160	1999			
ce08	Between Groups	1663.239	242	6.873	26.211	.000
	Within Groups	460.711	1757	.262		

	Total	2123.950	1999			
	Between Groups	1846.884	242	7.632	21.387	.000
ce09	Within Groups	626.954	1757	.357		
	Total	2473.838	1999			
	Between Groups	1796.215	242	7.422	20.473	.000
ce10	Within Groups	636.993	1757	.363		
	Total	2433.208	1999			
	Between Groups	1908.985	242	7.888	22.978	.000
ce11	Within Groups	603.183	1757	.343		
	Total	2512.168	1999			
	Between Groups	1364.255	242	5.637	11.297	.000
ee01	Within Groups	876.783	1757	.499		
	Total	2241.038	1999			
	Between Groups	1326.678	242	5.482	11.106	.000
ee02	Within Groups	867.272	1757	.494		
	Total	2193.950	1999			
	Between Groups	1360.881	242	5.623	10.907	.000
ee03	Within Groups	905.869	1757	.516		
	Total	2266.750	1999			
	Between Groups	1257.721	242	5.197	10.214	.000
ee04	Within Groups	894.058	1757	.509		
	Total	2151.780	1999			
	Between Groups	1218.338	242	5.034	9.276	.000
ee05	Within Groups	953.642	1757	.543		
	Total	2171.980	1999			
	Between Groups	1179.886	242	4.876	8.656	.000
ee06	Within Groups	989.664	1757	.563		
	Total	2169.550	1999			
	Between Groups	1189.210	242	4.914	8.946	.000
ee07	Within Groups	965.102	1757	.549		
	Total	2154.312	1999			
	Between Groups	1213.403	242	5.014	9.045	.000
ee08	Within Groups	974.005	1757	.554		
	Total	2187.408	1999			
	Between Groups	1246.207	242	5.150	9.736	.000
ee09	Within Groups	929.343	1757	.529		
	Total	2175.550	1999			
	Between Groups	1308.885	242	5.409	9.941	.000
ee10	Within Groups	955.915	1757	.544		
	Total	2264.800	1999			
	Between Groups	1346.879	242	5.566	11.195	.000
ee11	Within Groups	873.461	1757	.497		

	Total	2220.340	1999			
	Between Groups	1352.019	242	5.587	11.971	.000
ee12	Within Groups	819.961	1757	.467		
	Total	2171.979	1999			
	Between Groups	1322.093	242	5.463	10.449	.000
ee13	Within Groups	918.659	1757	.523		
	Total	2240.752	1999			
	Between Groups	1397.511	242	5.775	11.520	.000
ee14	Within Groups	880.791	1757	.501		
	Total	2278.302	1999			
	Between Groups	1412.187	242	5.835	13.926	.000
ee15	Within Groups	736.245	1757	.419		
	Total	2148.432	1999			
	Between Groups	1459.157	242	6.030	14.597	.000
ee16	Within Groups	725.785	1757	.413		
	Total	2184.942	1999			

INFERENCE:

Since the sample is large enough with respect to population, there is no significance difference between Human Sigma Score and all the variable of Human Sigma at various offices of Jet Airways. Hence the variance of the sample is similar to the population

Hypothesis 02

H0: There is no significance difference between Customer Engagement Score and all the variable of Customer Engagement at various offices of Jet Airways

H1: There is significance difference between Customer Engagement Score and all the variable of Customer Engagement at various offices of Jet Airways

Table 4.02 Hypothesis 02

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
ce01	Between Groups	269.351	20	13.468	13.925	.000
	Within Groups	1914.007	1979	.967		
	Total	2183.358	1999			
ce02	Between Groups	1254.212	20	62.711	197.121	.000
	Within Groups	629.584	1979	.318		
	Total	1883.795	1999			
ce03	Between Groups	1285.420	20	64.271	216.460	.000
	Within Groups	587.602	1979	.297		
	Total	1873.022	1999			
ce04	Between Groups	1325.011	20	66.251	240.243	.000
	Within Groups	545.739	1979	.276		
	Total	1870.750	1999			
ce05	Between Groups	1382.306	20	69.115	214.025	.000
	Within Groups	639.081	1979	.323		
	Total	2021.387	1999			
ce06	Between Groups	1562.129	20	78.106	282.170	.000
	Within Groups	547.799	1979	.277		
	Total	2109.928	1999			
ce07	Between Groups	1543.542	20	77.177	347.423	.000
	Within Groups	439.618	1979	.222		
	Total	1983.160	1999			
ce08	Between Groups	1618.763	20	80.938	317.064	.000
	Within Groups	505.187	1979	.255		
	Total	2123.950	1999			
ce09	Between Groups	1780.868	20	89.043	254.292	.000
	Within Groups	692.970	1979	.350		
	Total	2473.838	1999			
ce10	Between Groups	1725.452	20	86.273	241.232	.000
	Within Groups	707.756	1979	.358		
	Total	2433.208	1999			
ce11	Between Groups	1840.870	20	92.043	271.346	.000
	Within Groups	671.298	1979	.339		
	Total	2512.168	1999			

INFERENCE:

Since the Customer Engagement variance is similar to the population variance, there is no significance difference between Customer Engagement

Score and all the variable of Customer Engagement at various offices of Jet Airways

Hypothesis03:

H0: There is no significance difference between Employee Engagement Score and all the variable of Employee Engagement at various offices of Jet Airways

H1: There is significance difference between Employee Engagement Score and all the variable of Employee Engagement at various offices of Jet Airways

Table 4.03 Hypothesis 03

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1261.918	14	90.137	182.737	.000
ee01 Within Groups	979.120	1985	.493		
Total	2241.038	1999			
Between Groups	1221.026	14	87.216	177.942	.000
ee02 Within Groups	972.924	1985	.490		
Total	2193.950	1999			
Between Groups	1239.106	14	88.508	170.962	.000
ee03 Within Groups	1027.644	1985	.518		
Total	2266.750	1999			
Between Groups	1141.313	14	81.522	160.146	.000
ee04 Within Groups	1010.466	1985	.509		
Total	2151.780	1999			
Between Groups	1092.453	14	78.032	143.484	.000
ee05 Within Groups	1079.526	1985	.544		
Total	2171.980	1999			
Between Groups	1051.552	14	75.111	133.359	.000
ee06 Within Groups	1117.998	1985	.563		
Total	2169.550	1999			
Between Groups	1065.990	14	76.142	138.876	.000
ee07 Within Groups	1088.322	1985	.548		
Total	2154.312	1999			
Between Groups	1087.956	14	77.711	140.303	.000
ee08 Within Groups	1099.452	1985	.554		
Total	2187.408	1999			
Between Groups	1130.143	14	80.725	153.278	.000
ee09 Within Groups	1045.407	1985	.527		

	Total	2175.550	1999			
	Between Groups	1189.162	14	84.940	156.750	.000
ee10	Within Groups	1075.638	1985	.542		
	Total	2264.800	1999			
	Between Groups	1229.222	14	87.802	175.848	.000
ee11	Within Groups	991.118	1985	.499		
	Total	2220.340	1999			
	Between Groups	1226.945	14	87.639	184.082	.000
ee12	Within Groups	945.034	1985	.476		
	Total	2171.979	1999			
	Between Groups	1233.437	14	88.103	173.614	.000
ee13	Within Groups	1007.315	1985	.507		
	Total	2240.752	1999			
	Between Groups	1275.456	14	91.104	180.328	.000
ee14	Within Groups	1002.846	1985	.505		
	Total	2278.302	1999			
	Between Groups	1339.818	14	95.701	234.929	.000
ee15	Within Groups	808.614	1985	.407		
	Total	2148.432	1999			
	Between Groups	1374.556	14	98.183	240.493	.000
ee16	Within Groups	810.386	1985	.408		
	Total	2184.942	1999			

INFERENCE:

Since the variables of Employee Engagement variance are similar to the population variance, there is no significance difference between Employee Engagement Score and all the variable of Employee Engagement at various offices of Jet Airways. Hence the variance of the sample is similar to the population

Hypothesis 04

H0: There is no significance difference between Employee Engagement Score and all the dimension of Employee Engagement at various offices of Jet Airways

H1: There is significance difference between Employee Engagement Score and all the Dimension of Employee Engagement at various offices of Jet Airways

Table 4.04 Hypothesis 04

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
eeget	Between Groups	1333.126	14	95.223	395.309	.000
	Within Groups	478.153	1985	.241		
	Total	1811.279	1999			
eegive	Between Groups	1198.706	14	85.622	427.002	.000
	Within Groups	398.029	1985	.201		
	Total	1596.736	1999			
eebelong	Between Groups	1378.095	14	98.435	426.341	.000
	Within Groups	458.305	1985	.231		
	Total	1836.400	1999			
eegrowth	Between Groups	1377.263	14	98.376	363.523	.000
	Within Groups	537.177	1985	.271		
	Total	1914.440	1999			

INFERENCE:

Since the dimensions of Employee Engagement variance is similar to the population variance, there is no significance difference between Employee Engagement Score and all the dimension of Employee Engagement at various offices of Jet Airways. Hence the variance of the sample is similar to the population

Hypothesis 05

H0: There is no significance difference between Customer Engagement Score and all the dimension of Customer Engagement at various offices of Jet Airways

H1: There is significance difference between Customer Engagement Score and all the dimension of Customer Engagement at various offices of Jet Airways

Table 4.05 Hypothesis 05

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Cepassion	Between Groups	647.456	20	32.373	96.123	.000
	Within Groups	666.494	1979	.337		
	Total	1313.950	1999			
Ceconfidence	Between Groups	1357.925	20	67.896	333.13	.000
	Within Groups	403.335	1979	.204		
	Total	1761.259	1999			
ceintegrity	Between Groups	1531.136	20	76.557	391.42	.000
	Within Groups	387.064	1979	.196		
	Total	1918.200	1999			
cepride	Between Groups	1535.896	20	76.795	433.61	.000
	Within Groups	350.492	1979	.177		
	Total	1886.387	1999			
cerational	Between Groups	1965.738	20	98.287	483.27	.000
	Within Groups	402.484	1979	.203		
	Total	2368.222	1999			

INFERENCE:

Since the dimensions Customer Engagement variance is similar to the population variance, there is no significance difference between Customer Engagement Score and all the dimension of Customer Engagement at various offices of Jet Airways.

Hypothesis 06

H0: There is no significance difference between Human Sigma Score and all the factors of human sigma at various offices of Jet Airways

H1: There is significance difference between Human Sigma Score and all the factors of human sigma at various offices of Jet Airways

Table 4.06 Hypothesis 06

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Cepassion	Between Groups	715.45	242	2.956	8.679	.000
	Within Groups	598.49	1757	.341		
	Total	1313.95	1999			
ceconfidence	Between Groups	1395.27	242	5.766	27.679	.000
	Within Groups	365.984	1757	.208		
	Total	1761.26	1999			
ceintegrity	Between Groups	1562.41	242	6.456	31.884	.000
	Within Groups	355.783	1757	.202		
	Total	1918.20	1999			
cepride	Between Groups	1561.36	242	6.452	34.877	.000
	Within Groups	325.027	1757	.185		
	Total	1886.38	1999			
cerational	Between Groups	2003.87	242	8.280	39.931	.000
	Within Groups	364.348	1757	.207		
	Total	2368.22	1999			
eeget	Between Groups	1379.63	242	5.701	23.206	.000
	Within Groups	431.642	1757	.246		
	Total	1811.28	1999			
eegive	Between Groups	1241.76	242	5.131	25.398	.000
	Within Groups	354.972	1757	.202		
	Total	1596.73	1999			
eebelong	Between Groups	1420.62	242	5.870	24.807	.000
	Within Groups	415.772	1757	.237		
	Total	1836.39	1999			
eegrowth	Between Groups	1429.55	242	5.907	21.405	.000
	Within Groups	484.887	1757	.276		
	Total	1914.44	1999			

INFERENCE:

Since the Human Sigma factors variance is similar enough with respect to population, there is no significance difference between Human Sigma Score and all the factors of Human Sigma at various offices of Jet Airways. Hence the variance of the sample is similar to the population variance.

4.2 CORRELATIONS

Table 4.07 Correlation Between all the variables of Customer Engagement at various offices of Jet Airways

	ce01	ce02	ce03	ce04	ce05	ce06	ce07	ce08	ce09	ce10	ce11
ce01	1	.169	.129	.135	.139	.131	.139	.144	.114	.132	.130
ce02	.169	1	.684	.656	.615	.662	.683	.684	.722	.641	.664
ce03	.129	.684	1	.781	.667	.661	.661	.657	.678	.676	.665
ce04	.135	.656	.781	1	.711	.712	.713	.681	.676	.688	.678
ce05	.139	.615	.667	.711	1	.779	.730	.652	.627	.662	.692
ce06	.131	.662	.661	.712	.779	1	.804	.753	.685	.670	.723
ce07	.139	.683	.661	.713	.730	.804	1	.868	.746	.755	.727
ce08	.144	.684	.657	.687	.652	.753	.868	1	.780	.757	.736
ce09	.114	.722	.678	.681	.627	.685	.746	.780	1	.750	.728
ce10	.132	.641	.676	.676	.662	.670	.755	.757	.750	1	.784
ce11	.130	.664	.665	.688	.692	.723	.727	.736	.728	.784	1

INFERENCE:

Most of the Variables of Customer Engagement has Positive Correlation between each other except ce01. Hence most of factors were dependent of Each other. While ce01 is independent of other variables

Table 4.08: Correlation Between all the variable of Employee Engagement at various offices of Jet Airways.

	ee01	ee02	ee03	ee04	ee05	ee06	ee07	ee08
ee01	1	.697	.592	.520	.503	.482	.481	.480
ee02	.697	1	.689	.573	.524	.479	.488	.502
ee03	.592	.689	1	.691	.554	.477	.469	.481
ee04	.520	.573	.691	1	.697	.531	.476	.479
ee05	.503	.524	.554	.697	1	.666	.524	.487
ee06	.482	.479	.477	.531	.666	1	.676	.532
ee07	.481	.488	.469	.476	.524	.676	1	.678
ee08	.480	.502	.481	.479	.487	.532	.678	1
ee09	.524	.499	.507	.502	.496	.503	.555	.702
ee10	.487	.520	.483	.512	.498	.501	.508	.565
ee11	.514	.507	.520	.495	.505	.500	.507	.526
ee12	.510	.512	.504	.504	.484	.495	.497	.493
ee13	.514	.502	.499	.486	.508	.485	.496	.496
ee14	.489	.482	.484	.481	.473	.514	.490	.496
ee15	.536	.506	.489	.494	.491	.480	.512	.483
ee16	.654	.545	.511	.493	.491	.485	.474	.509

	ee09	ee10	ee11	ee12	ee13	ee14	ee15	ee16
ee01	.524	.487	.514	.510	.514	.489	.536	.654
ee02	.499	.520	.507	.512	.502	.482	.506	.545
ee03	.507	.483	.520	.504	.499	.484	.489	.511
ee04	.502	.512	.495	.504	.486	.481	.494	.493
ee05	.496	.498	.505	.484	.508	.473	.491	.491
ee06	.503	.501	.500	.495	.485	.514	.480	.485
ee07	.555	.508	.507	.497	.496	.490	.512	.474
ee08	.702	.565	.526	.493	.496	.496	.483	.509
ee09	1	.719	.590	.508	.491	.495	.503	.490
ee10	.719	1	.720	.573	.500	.484	.491	.504
ee11	.590	.720	1	.714	.559	.520	.500	.518
ee12	.508	.573	.714	1	.700	.542	.515	.515
ee13	.491	.500	.559	.700	1	.673	.543	.500
ee14	.495	.484	.520	.542	.673	1	.683	.544
ee15	.503	.491	.500	.515	.543	.683	1	.691
ee16	.490	.504	.518	.515	.500	.544	.691	1

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

b. Listwise N=2000

INFERENCE:

Most of the variable of Employee Engagement has Positive Correlation between each other. Hence each variable were dependent of Each other

Table 4.09 Correlation between all the factors of human Sigma at various offices of Jet Airways

	Ce PSN	Ce CFN	CE ITG	Ce PRD	Ce RAT	Ee get	Ee give	Ee belong	Ee growth
Ce passion	1	.511	.481	.513	.510	-.005	.010	.022	.009
Ce confidence	.511	1	.750	.707	.734	-.017	-.036	.001	-.024
Ce integrity	.481	.750	1	.779	.754	.008	-.001	.007	-.002
Ce pride	.513	.707	.779	1	.804	.017	-.002	.009	.013
Ce rational	.510	.734	.754	.804	1	-.007	-.037	-.015	-.013
Ee get	-.005	-.017	.008	.017	-.007	1	.684	.634	.617
Ee give	.010	-.036	-.001	-.002	-.037	.684	1	.678	.614
Ee belong	.022	.001	.007	.009	-.015	.634	.678	1	.646
Ee growth	.009	-.024	-.002	.013	-.013	.617	.614	.646	1

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

b. Listwise N=2000

INFERENCE:

Most of the factors of Human Sigma has Negligible Correlation between each other. Hence each factor were independent of Each other

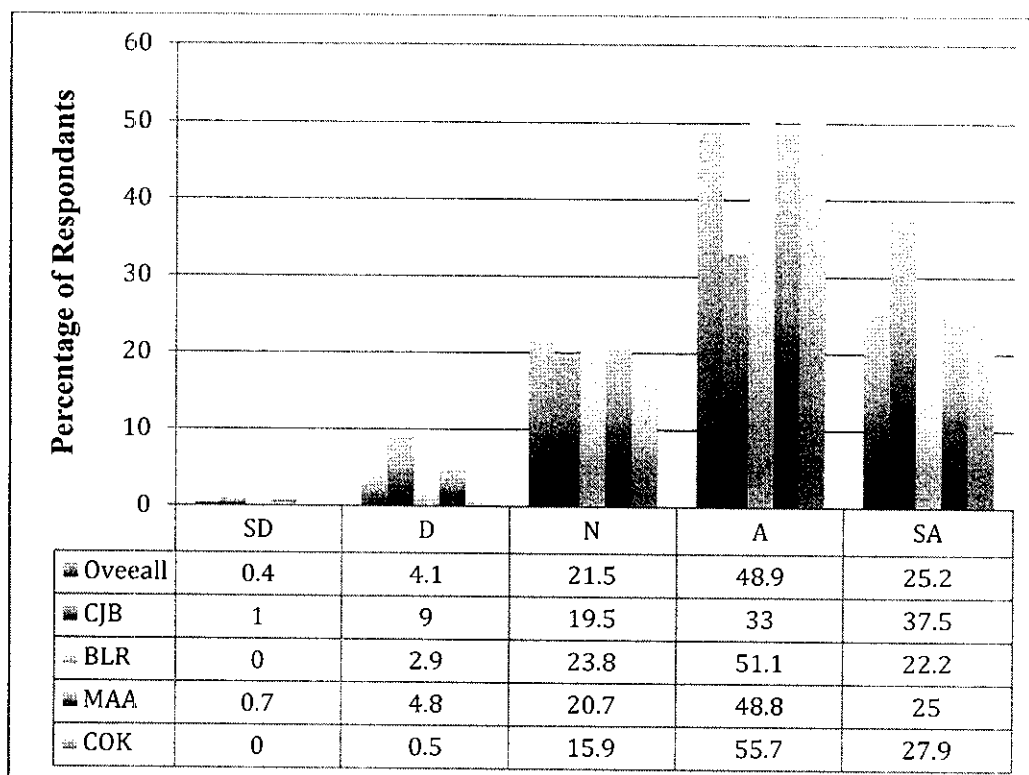
4.3 PERCENTAGE ANALYSIS

Table 4.10 Overall Passion of customers

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Strongly Disagree	7	.4	.4	.4
2 Disagree	81	4.1	4.1	4.4
3 Neither Agree or Valid Disagree	430	21.5	21.5	25.9
4 Agree	979	48.9	48.9	74.9
5 Strongly Agree	503	25.2	25.2	100.0
Total	2000	100.0	100.0	

INFERENCE

In ce01 40% of the respondents agree that they can not imagine a world without Jet Airways, 20% of the respondents strongly agree that they can not imagine a world without Jet Airways, 25% of the respondents remain neutral that they can survive a world without Jet Airways, and 15% of the respondents disagree such that they can imagine a world without Jet Airways. In ce02 43% of the respondents agree that Jet Airways is the perfect airline for them, 25% of the respondents strongly agree that Jet Airways is the perfect airline for them, 21% of the respondents remain neutral that Jet Airways is a utilizable airline for them, and 11% of the respondents disagree such that Jet Airways is not perfect airline for them. Hence 25% of respondents have Strong passion towards Jet Airways, 49% of respondents have passion towards Jet Airways, 22% of respondents have some passion towards Jet Airways, and 5% of respondents have no passion towards Jet Airways.

Figure 4.01 Passion of the Customers at Various Offices**INFERENCE**

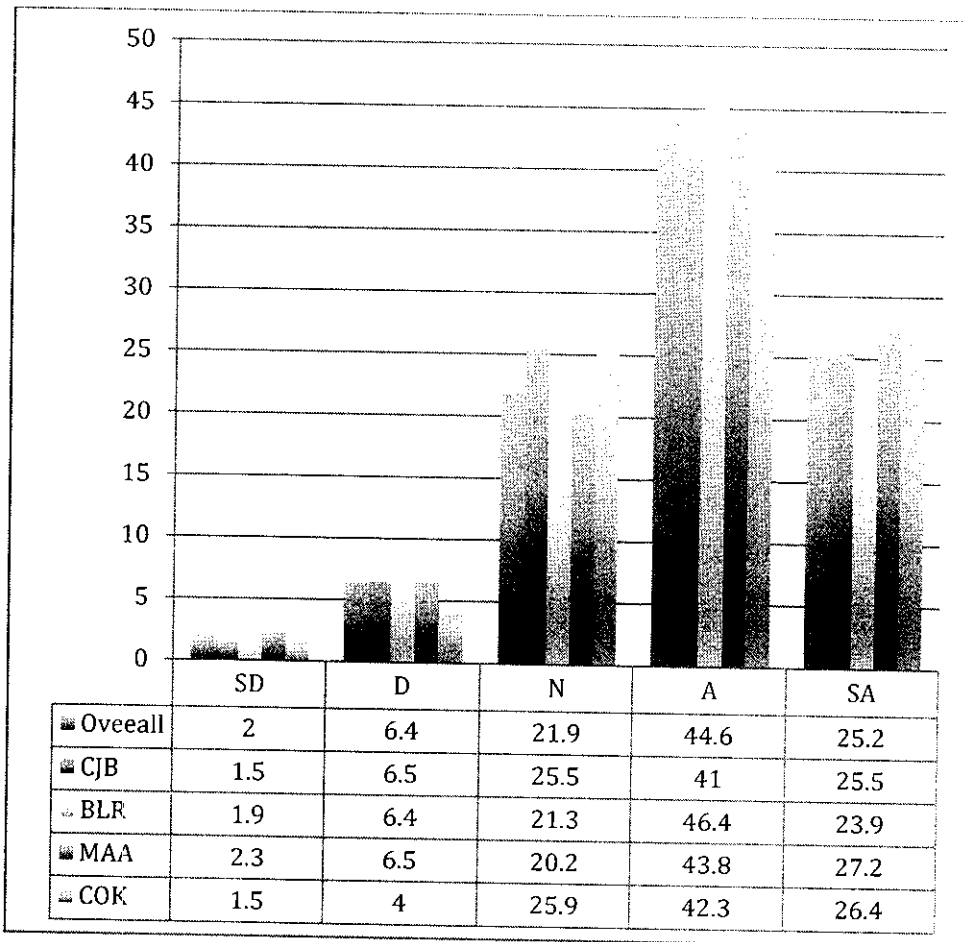
Here 25% of respondents have Strong passion towards Jet Airways, 49% of respondents have passion towards Jet Airways, 22% of respondents have some passion towards Jet Airways, and 5% of respondents have no passion towards Jet Airways (Overall), 37.5% of respondents have Strong passion towards Coimbatore Jet Airways, 33% of respondents have passion towards Coimbatore Jet Airways, 19.5% of respondents have some passion towards Coimbatore Jet Airways, and 10% of respondents have no passion towards Coimbatore Jet Airways, 22% of respondents have Strong passion towards Bangalore Jet Airways, 51% of respondents have passion towards Bangalore Jet Airways, 24% of respondents have some passion towards Bangalore Jet Airways, and 3% of respondents have no passion towards Bangalore Jet Airways, 25% of respondents have Strong passion towards Chennai Jet Airways, 49% of respondents have passion towards Chennai Jet Airways, 21% of respondents have some passion towards Chennai Jet Airways, and 5% of respondents have no passion towards Chennai Jet Airways, 28% of respondents have Strong passion towards Kochi Jet Airways, 56% of respondents have passion towards Kochi Jet Airways, 16% of respondents have some passion towards Kochi Jet Airways, and 1% of respondents have no passion towards Kochi Jet Airways.

Table 4.11 Overall Confidence of customers

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Strongly Disagree	40	2.0	2.0	2.0
2 Disagree	127	6.4	6.4	8.4
3 Neither Agree or Valid Disagree	438	21.9	21.9	30.3
4 Agree	892	44.6	44.6	74.9
5 Strongly Agree	503	25.2	25.2	100.0
Total	2000	100.0	100.0	

INFERENCE

In ce03 42% of the respondents agree that Jet Airways always delivers on what they promise, 20% of the respondents strongly agree that Jet Airways always delivers on what they promise, 29% of the respondents remain neutral that Jet Airways sometimes delivers on what they promise., and 10% of the respondents disagree such that Jet Airways not always delivers on what they promise. In ceo447% of the respondents agree that Jet Airways is a name they trust, 16% of the respondents strongly agree that Jet Airways is a name they trust, 24% of the respondents remain neutral that Jet Airways is a name they trust sometime, and 13% of the respondents disagree such that Jet Airways is a name they do not trust. Hence 25% of respondents have Strong Confidence on Jet Airways, 44% of respondents have Confidence on Jet Airways, 22% of respondents have some Confidence on Jet Airways, and 8% of respondents have no Confidence on Jet Airways.

Figure 4.02 Confidence of the Customers at Various Offices**INFERENCE:**

In overall 25% of respondents have Strong Confidence on Jet Airways, 44% of respondents have Confidence on Jet Airways, 22% of respondents have some Confidence on Jet Airways, and 8% of respondents have no Confidence on Jet Airways (Overall). In CJB 26% of respondents have Strong Confidence on Coimbatore Jet Airways, 41% of respondents have Confidence on Coimbatore Jet Airways, 25% of respondents have some Confidence on Coimbatore Jet Airways, and 8% of respondents have no Confidence on Coimbatore Jet Airways. In BLR 24% of respondents have Strong Confidence on Bangalore Jet Airways, 47% of respondents have Confidence on Bangalore Jet Airways, 21% of respondents have some Confidence on Bangalore Jet Airways, and 8% of respondents have no Confidence on Bangalore Jet Airways. In MAA 27% of respondents have Strong Confidence on Chennai Jet Airways, 44% of respondents have Confidence on Chennai Jet Airways, 20% of respondents have some Confidence on Chennai Jet Airways, and 9% of respondents have no Confidence on Chennai Jet Airways. In

COK 27% of respondents have Strong Confidence on Kochi Jet Airways, 42% of respondents have Confidence on Kochi Jet Airways, 26% of respondents have some Confidence on Kochi Jet Airways, and 6% of respondents have no Confidence on Kochi Jet Airways.

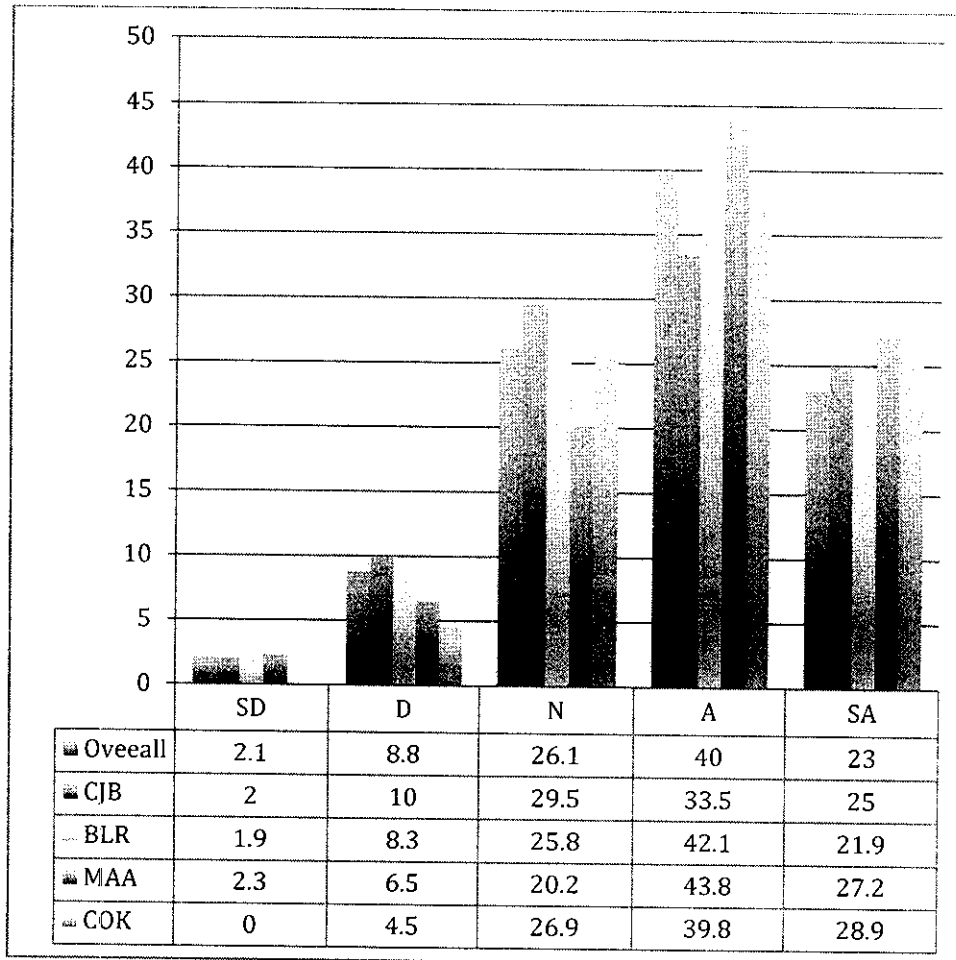
Table 4.12 Overall Integrity of Customers

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Strongly Disagree	42	2.1	2.1	2.1
2 Disagree	176	8.8	8.8	10.9
3 Neither Agree or Valid Disagree	522	26.1	26.1	37.0
4 Agree	800	40.0	40.0	77.0
5 Strongly Agree	460	23.0	23.0	100.0
Total	2000	100.0	100.0	

INFERENCE

In ce05 37% of the respondents agree that Jet Airways solve rising issues, 16% of the respondents strongly agree that Jet Airways solve rising issues, 32% of the respondents remain neutral that Jet Airways sometimes solve rising issues, and 14% of the respondents disagree such that Jet Airways do not solve rising issues. In ce06 36% of the respondents agree that Jet Airways treats them fairly, 16% of the respondents strongly agree that Jet Airways treats them fairly, 32% of the respondents remain neutral that Jet Airways treats them moderately, and 15% of the respondents disagree such that Jet Airways do not treats them fairly. Hence 23% of respondents have Strong Integrity on Jet Airways, 40% of respondents have Integrity on Jet Airways, 26% of respondents have some Integrity on Jet Airways, and 11% of respondents have no Integrity on Jet Airways.

Figure 4.03 Integrity of the Customers at Various Offices



INFERENCE

In Overall 23% of respondents have Strong Integrity on Jet Airways, 40% of respondents have Integrity on Jet Airways, 26% of respondents have some Integrity on Jet Airways, and 11% of respondents have no Integrity on Jet Airways (Overall). In CJB 25% of respondents have Strong Integrity on Coimbatore Jet Airways, 33% of respondents have Integrity on Coimbatore Jet Airways, 30% of respondents have some Integrity on Coimbatore Jet Airways, and 12% of respondents have no Integrity on Coimbatore Jet Airways. In BLR 22% of respondents have Strong Integrity on Bangalore Jet Airways, 42% of respondents have Integrity on Bangalore Jet Airways, 26% of respondents have some Integrity on Bangalore Jet Airways, and 10% of respondents have no Integrity on Bangalore Jet Airways. In MAA 24% of respondents have Strong Integrity on Chennai Jet Airways, 41% of respondents have Integrity on Chennai Jet Airways, 24% of respondents have some Integrity on Chennai Jet Airways, and 12% of respondents

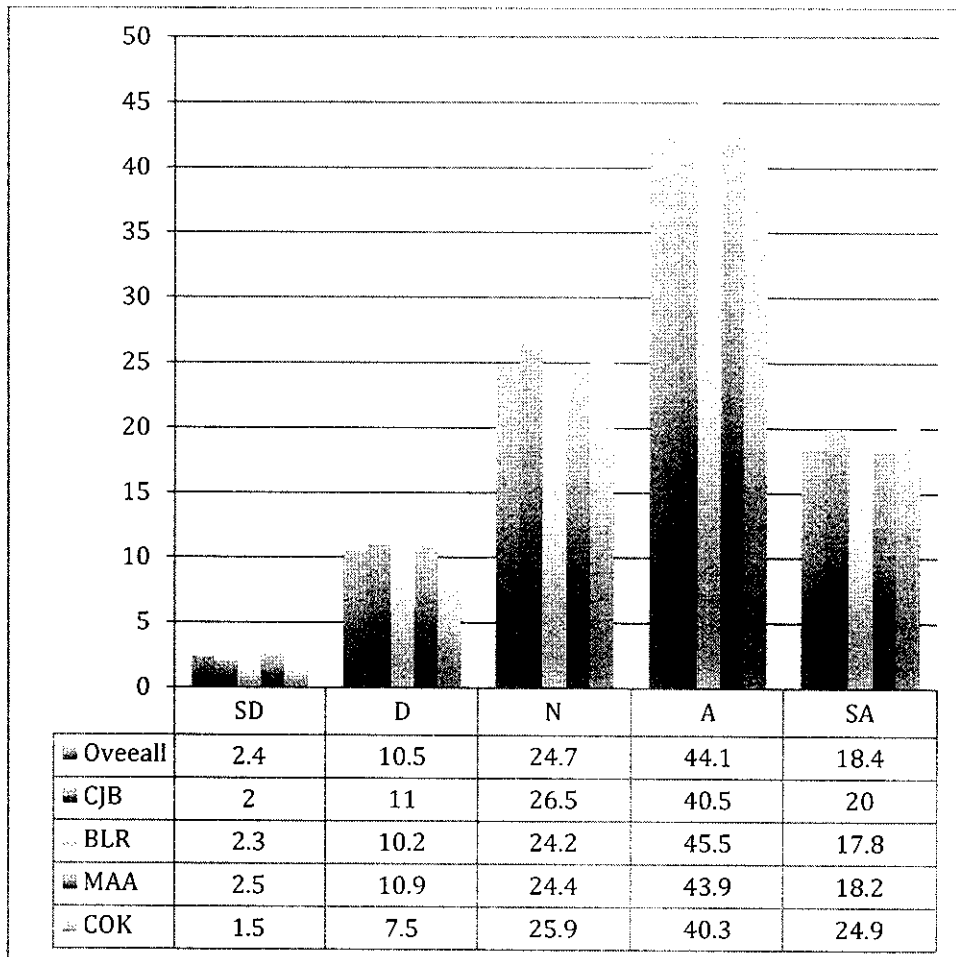
have no Integrity on Chennai Jet Airways, In COK 29% of respondents have Strong Integrity on Kochi Jet Airways, 39% of respondents have Integrity on Kochi Jet Airways, 27% of respondents have some Integrity on Kochi Jet Airways, and 5% of respondents have no Integrity on Kochi Jet Airways.

Table 4.13 Overall Pride of Customers

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Strongly Disagree	47	2.4	2.4	2.4
2 Disagree	209	10.5	10.5	12.8
3 Neither Agree or Valid Disagree	494	24.7	24.7	37.5
4 Agree	882	44.1	44.1	81.6
5 Strongly Agree	368	18.4	18.4	100.0
Total	2000	100.0	100.0	

INFERENCE

In ce07 39% of the respondents agree that Jet Airways treats them with respect, 16% of the respondents strongly agree that Jet Airways treats them with respect, 31% of the respondents remain neutral that Jet Airways treats them with respect occasionally, and 14% of the respondents disagree such that Jet Airways do not treats them with respect. In ce08 39% of the respondents agree that they feel proud to be a Jet Airways customer, 16% of the respondents strongly agree that they feel proud to be a Jet Airways customer, 31% of the respondents remain neutral that they sometimes feel proud to be a Jet Airways customer, and 14% of the respondents disagree such that do not feel proud to be a Jet Airways customer. Hence 18% of respondents have Strong Pride on Jet Airways, 44% of respondents have Pride on Jet Airways, 25% of respondents have some Pride on Jet Airways, and 13% of respondents have no Pride on Jet Airways.

Figure 4.04 Pride of the Customers at Various Offices**INFERENCE:**

In overall 18% of respondents have Strong Pride on Jet Airways, 44% of respondents have Pride on Jet Airways, 25% of respondents have some Pride on Jet Airways, and 13% of respondents have no Pride on Jet Airways (Overall). In CJB 20% of respondents have Strong Pride on Coimbatore Jet Airways, 41% of respondents have Pride on Coimbatore Jet Airways, 26% of respondents have some Pride on Coimbatore Jet Airways, and 13% of respondents have no Pride on Coimbatore Jet Airways. In BLR 20% of respondents have Strong Pride on Bangalore Jet Airways, 41% of respondents have Pride on Bangalore Jet Airways, 26% of respondents have some Pride on Bangalore Jet Airways, and 13% of respondents have no Pride on Bangalore Jet Airways. In MAA 18% of respondents have Strong Pride on Chennai Jet Airways, 44% of respondents have Pride on Chennai Jet Airways, 24% of respondents have some Pride on Chennai Jet Airways, and 14% of respondents have no Pride on Chennai Jet Airways. In COK

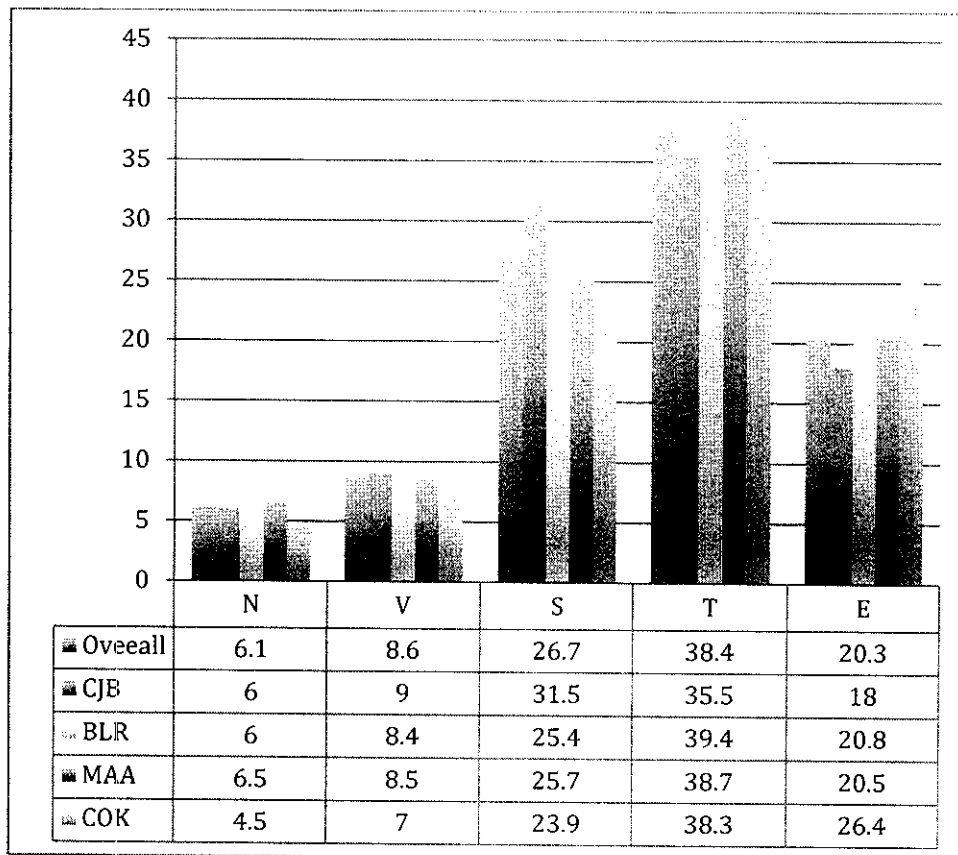
25% of respondents have Strong Pride on Kochi Jet Airways, 40% of respondents have Pride on Kochi Jet Airways, 26% of respondents have some Pride on Kochi Jet Airways, and 9% of respondents have no Pride on Bangalore Jet Airways.

Table 4.14 Overall Rational Satisfaction of the Customers

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Not at All	121	6.1	6.1	6.1
2 Very Little	172	8.6	8.6	14.6
3 Sometimes	533	26.7	26.7	41.3
4 To an Extent	768	38.4	38.4	79.7
5 Extremely	406	20.3	20.3	100.0
Total	2000	100.0	100.0	

INFERENCE

In ce09 38% of the respondents agree to an extent that they are overall satisfied with Jet Airways, 18% of the respondents extremely agree that they are overall satisfied with Jet Airways, 31% of the respondents sometimes are overall satisfied with Jet Airways, and 14% of the respondents disagree such that are overall dissatisfied with Jet Airways. In ce10 39% of the respondents agree to an extent that they continue to choose Jet Airways 21% of the respondents extremely agree that they continue to choose Jet Airways, 24% of the respondents remain neutral that they sometimes continue to choose Jet Airways, and 16% of the respondents disagree such that do not continue to choose Jet Airways. In ce11 34% of the respondents agree to an extent that they recommend Jet Airways to a friend, 22% of the respondents extremely agree that they recommend Jet Airways to a friend, 31% of the respondents remain neutral that they sometimes they recommend Jet Airways to a friend, and 14% of the respondents disagree such that they do not recommend Jet Airways to their friend. Hence 20% of respondents have Extremely Satisfied with Jet Airways, 38% of respondents have Satisfied with Jet Airways, 27% of respondents have some Satisfied with Jet Airways, 15% of respondents have no Satisfied with Jet Airways.

Figure 4.05 Rational Satisfaction of the Customers at Various Offices**INFERENCE**

In overall 20% of respondents have Extremely Satisfied with Jet Airways, 38% of respondents have Satisfied with Jet Airways, 27% of respondents have some Satisfied with Jet Airways, 15% of respondents have no Satisfied with Jet Airways (Overall). In CJB 18% of respondents have Extremely Satisfied with Coimbatore Jet Airways, 36% of respondents have Satisfied with Coimbatore Jet Airways, 31% of respondents have some Satisfied with Coimbatore Jet Airways, 15% of respondents have no Satisfied with Coimbatore Jet Airways. In BLR 21% of respondents have Extremely Satisfied with Bangalore Jet Airways, 40% of respondents have Satisfied with Bangalore Jet Airways, 25% of respondents have some Satisfied with Bangalore Jet Airways, 14% of respondents have no Satisfied with Bangalore Jet Airways. In MAA 21% of respondents have Extremely Satisfied with Chennai Jet Airways, 39% of respondents have Satisfied with Chennai Jet Airways, 25% of respondents have some Satisfied with Chennai Jet Airways, 15% of respondents have no Satisfied with Chennai Jet Airways. In COK 26% of respondents have Extremely Satisfied with Kochi Jet Airways, 39% of

respondents have Satisfied with Kochi Jet Airways, 24% of respondents have some Satisfied with Kochi Jet Airways, 12% of respondents have no Satisfied with Kochi Jet Airways.

Table 4.15 Overall Employee Commitment

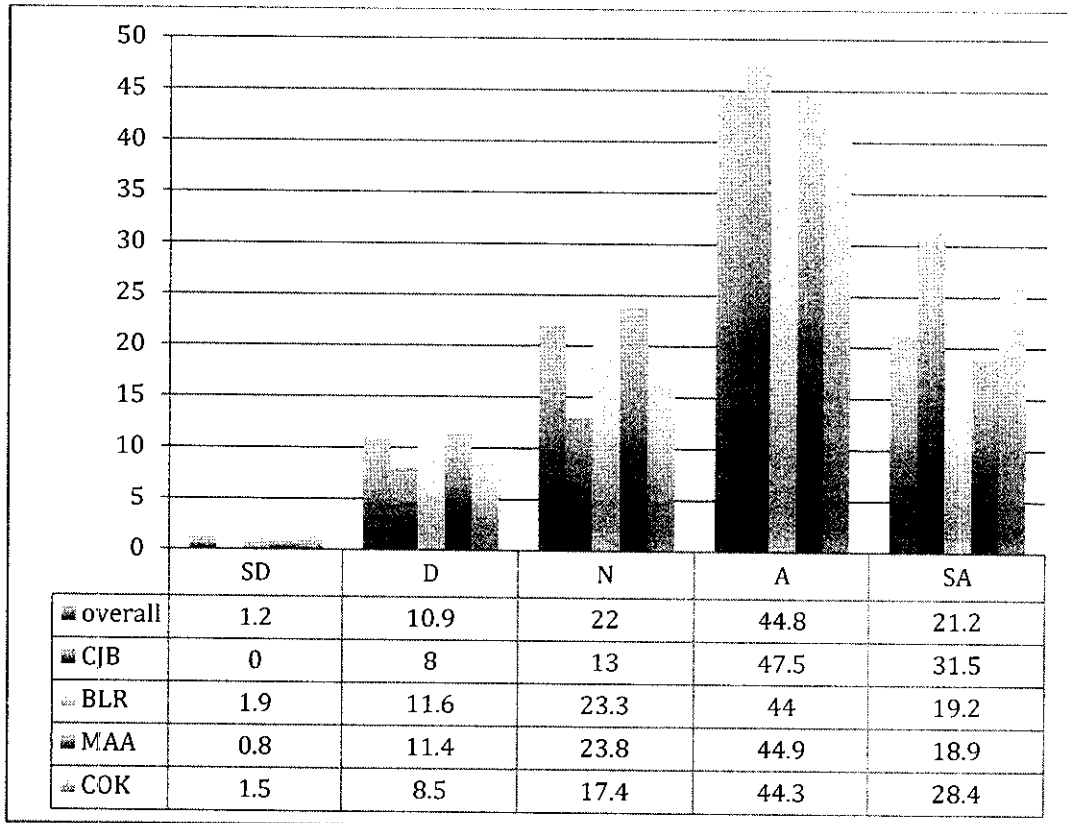
	Frequency	Percent	Valid Percent	Cumulative %
1 Strongly Disagree	24	1.2	1.2	1.2
2 Disagree	217	10.9	10.9	12.0
3 Neither Agree or Disagree	439	22.0	22.0	34.0
4 Agree	896	44.8	44.8	78.8
5 Strongly Agree	424	21.2	21.2	100.0
Total	2000	100.0	100.0	

INFERENCE

In ee01 36% of the respondents agree that they know what is expected at work, 20% of the respondents strongly agree that they know what is expected at work, 28% of the respondents remain neutral that they sometimes know what is expected at work, and 16% of the respondents disagree such that they do not know what is expected at work. In ee02 39% of the respondents agree that they have the materials and equipment they need to do their work right, 20% of the respondents strongly agree that they have the materials and equipment they need to do their work right, 26% of the respondents remain neutral that they sometimes have the materials and equipment they need to do their work right, and 15% of the respondents disagree such that they do not have the materials and equipment they need to do their work right. In ee03 39% of the respondents agree that they know there value of their of benefit, 21% of the respondents strongly agree that they know there value of their of benefit, 25% of the respondents remain neutral that they know there value of their of benefit and 15% of the respondents disagree such that they do not know there value of their of benefit. In ee04 40% of the respondents agree that they get to do what they do best every day, 20% of the respondents strongly agree that they get to do what they do best every day, 26% of the respondents remain neutral that they sometimes get to do what they do best every day, and 14% of the respondents disagree such that they do not get to do

what they do best every day. Hence 21% of respondents are strongly committed to Jet Airways, 45% of respondents are committed to Jet Airways, 22% of respondents have some what committed Jet Airways, and 12% of respondents are not committed to Jet Airways.

Figure 4.06 Commitment of the Employees at Various Offices



INFERENCE

In overall 21% of respondents are strongly committed to Jet Airways, 45% of respondents are committed to Jet Airways, 22% of respondents have some what committed Jet Airways, and 12% of respondents are not committed to Jet Airways (Overall). In CJB 31% of respondents are strongly committed to Coimbatore Jet Airways, 48% of respondents are committed to Coimbatore Jet Airways, 13% of respondents have some what committed Coimbatore Jet Airways, and 8% of respondents are not committed to Coimbatore Jet Airways. In 19% of respondents are strongly committed to Bangalore Jet Airways, 44% of respondents are committed to Bangalore Jet Airways, 23% of respondents have some what committed Bangalore Jet Airways, and 14% of respondents are not committed to Bangalore Jet Airways. In MAA 19% of respondents are strongly committed to

Chennai Jet Airways, 45% of respondents are committed to Chennai Jet Airways, 24% of respondents have some what committed Chennai Jet Airways, and 12% of respondents are not committed to Chennai Jet Airways. In COK 28% of respondents are strongly committed to Kochi Jet Airways, 44% of respondents are committed to Kochi Jet Airways, 18% of respondents have some what committed Kochi Jet Airways, and 10% of respondents are not committed to Kochi Jet Airways.

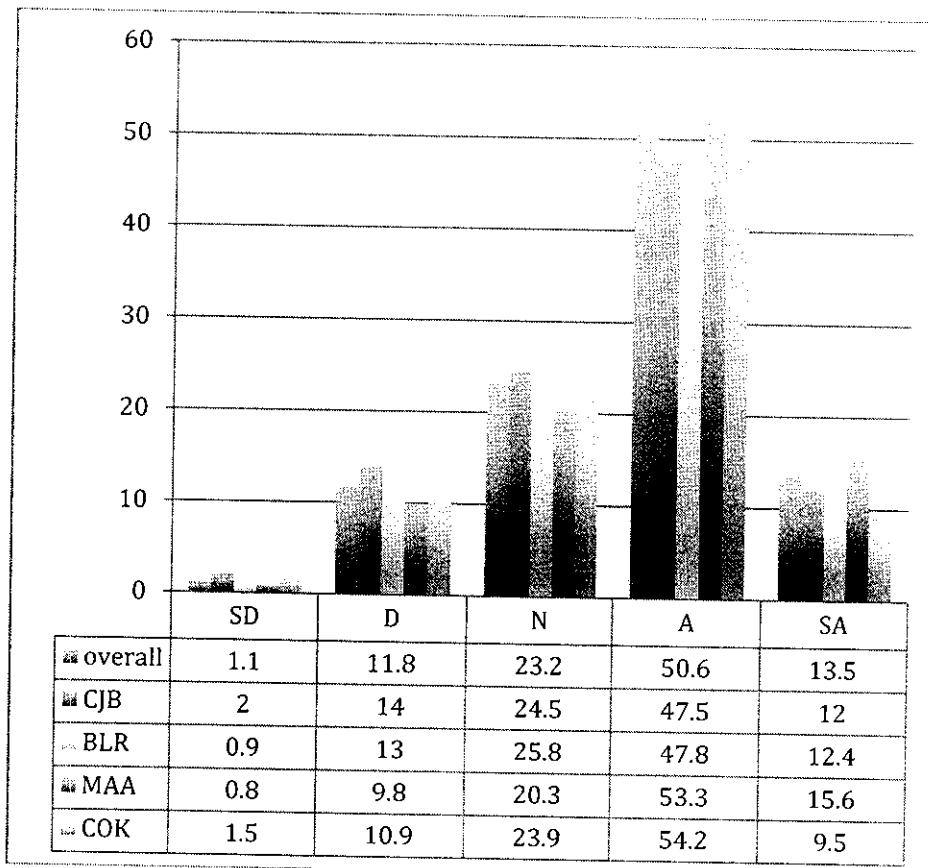
Table 4.16 Overall Employee Motivation

	Frequency	Percent	Valid Percent	Cumulative Percent
1 Strongly Disagree	21	1.1	1.1	1.1
2 Disagree	235	11.8	11.8	12.8
3 Neither Agree or Disagree	463	23.2	23.2	35.9
4 Agree	1012	50.6	50.6	86.6
5 Strongly Agree	269	13.5	13.5	100.0
Total	2000	100.0	100.0	

INFERENCE

In ee05 39% of the respondents agree that they have the opportunity to do what they do best every day, 19% of the respondents strongly agree that they have the opportunity to do what they do best every day, 26% of the respondents remain neutral that they sometimes have the opportunity to do what they do best every day, and 14% of the respondents disagree such that they do not have the opportunity to do what they do best every day. In ee06 38% of the respondents agree that they have received recognition or praise for doing good work, 20% of the respondents strongly agree that they have received recognition or praise for doing good work, 26% of the respondents remain neutral that they sometimes have received recognition or praise for doing good work, and 14% of the respondents disagree such that they do not have received recognition or praise for doing good work. In ee07 38% of the respondents agree that they have received recognition or praise for doing good work, 20% of the respondents strongly agree that they have received recognition or praise for doing good work, 26% of the respondents remain neutral that they sometimes have received recognition or praise for doing

good work, and 14% of the respondents disagree such that they do not have received recognition or praise for doing good work. In ee08 38% of the respondents agree that they have someone at work who encourages their development, 18% of the respondents strongly agree that they have someone at work who encourages their development, 28% of the respondents remain neutral that they sometimes have someone at work who encourages their development, and 16% of the respondents disagree such that they do not have someone at work who encourages their development. In ee09 37% of the respondents agree that their Managers communicate frequently and honestly about issues affecting them, 18% of the respondents strongly agree that their Managers communicate frequently and honestly about issues affecting them, 29% of the respondents remain neutral that their Managers sometimes communicate frequently and honestly about issues affecting them, and 16% of the respondents disagree such that their Managers do not communicate frequently and honestly about issues affecting them. In ee10 36% of the respondents agree that their managers keep them informed and up-to-date, 19% of the respondents strongly agree that their managers keep them informed and up-to-date, 28% of the respondents remain neutral that their managers sometimes keep them informed and up-to-date, and 16% of the respondents disagree such that their managers do not keep them informed and up-to-date. Hence 14% of respondents are strongly motivated at Jet Airways, 51% of respondents are motivated at Jet Airways, 23% of respondents are somewhat motivated at Jet Airways, and 13% of respondents are not motivated at Jet Airways.

Figure 4.07 Motivation of the Employees at Various Offices**INFERENCE**

In overall 14% of respondents are strongly motivated at Jet Airways, 51% of respondents are motivated at Jet Airways, 23% of respondents are somewhat motivated at Jet Airways, and 13% of respondents are not motivated at Jet Airways (Overall). In CJB 12% of respondents are strongly motivated at Coimbatore Jet Airways, 47% of respondents are motivated at Jet Airways, 25% of respondents are somewhat motivated at Jet Airways, and 16% of respondents are not motivated at Coimbatore Jet Airways. In BLR 12% of respondents are strongly motivated at Bangalore Jet Airways, 48% of respondents are motivated at Jet Airways, 26% of respondents are somewhat motivated at Jet Airways, and 14% of respondents are not motivated at Bangalore Jet Airways. In MAA 16% of respondents are strongly motivated at Chennai Jet Airways, 53% of respondents are motivated at Jet Airways, 20% of respondents are somewhat motivated at Jet Airways, and 11% of respondents are not motivated at Chennai Jet Airways. In COK 10% of respondents are strongly motivated at Kochi Jet Airways, 54% of respondents are motivated at Jet Airways, 24% of respondents are somewhat motivated at Jet Airways, and 12% of respondents are not motivated at Kochi Jet Airways.

Table 4.17 Overall Employee Trust

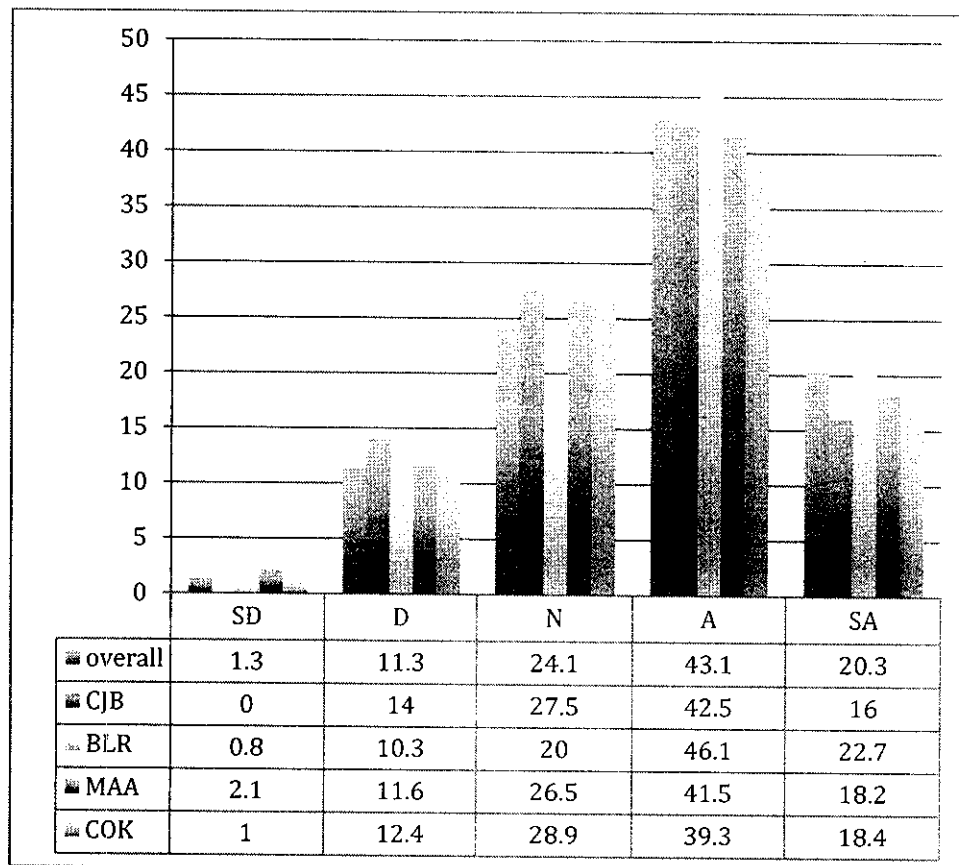
	Frequency	Percent	Valid Percent	Cumulative Percent
1 Strongly Disagree	25	1.3	1.3	1.3
2 Disagree	226	11.3	11.3	12.6
3 Neither Agree or Valid Disagree	481	24.1	24.1	36.6
4 Agree	861	43.1	43.1	79.7
5 Strongly Agree	407	20.3	20.3	100.0
Total	2000	100.0	100.0	

INFERENCE

In ee11 38% of the respondents agree that their opinions seem to count, 19% of the respondents strongly agree that their opinions seem to count, 28% of the respondents remain neutral that their opinions sometimes seem to count and 15% of the respondents disagree such that their opinions do not seem to count. In ee12 37% of the respondents agree that the mission/purpose of the company makes them feel their job is important, 20% of the respondents strongly agree that the mission/purpose of the company makes them feel their job is important, 29% of the respondents remain neutral that the mission/purpose of the company sometimes makes them feel their job is important and 14% of the respondents disagree such that the mission/purpose of the company makes them feel their job is not important. In ee13 36% of the respondents agree that their associates (fellow employees) are committed to doing quality work, 20% of the respondents strongly agree that their associates (fellow employees) are committed to doing quality work, 28% of the respondents remain neutral that their associates (fellow employees) are sometimes committed to doing quality work and 16% of the respondents disagree such that their associates (fellow employees) are not committed to doing quality work. In ee14 38% of the respondents agree that they have a best friend at work, 19% of the respondents strongly agree that they have a best friend at work, 27% of the respondents remain neutral that they have some friends at work and 17% of the respondents disagree such that they do not have

friends at work. Hence 20% of respondents have Strongly trust on Jet Airways, 43% of respondents have trust on Jet Airways, 24% of respondents have some trust on Jet Airways, and 13% of respondents have no trust on Jet Airways.

Figure 4.08 Trust of the Employees at Various Offices



INFERENCE:

In overall 20% of respondents have Strongly trust on Jet Airways, 43% of respondents have trust on Jet Airways, 24% of respondents have some trust on Jet Airways, and 13% of respondents have no trust on Jet Airways. (Overall) In CJB 16% of respondents have Strongly trust on Coimbatore Jet Airways, 43% of respondents have trust on Coimbatore Jet Airways, 27% of respondents have some trust on Coimbatore Jet Airways, and 14% of respondents have no trust on Coimbatore Jet Airways. In BLR 23% of respondents have Strongly trust on Bangalore Jet Airways, 46% of respondents have trust on Bangalore Jet Airways, 20% of respondents have some trust on Bangalore Jet Airways, and 11% of respondents have no trust on Bangalore Jet Airways. In MAA 18% of respondents have Strongly trust on Chennai Jet Airways, 42% of respondents have trust on

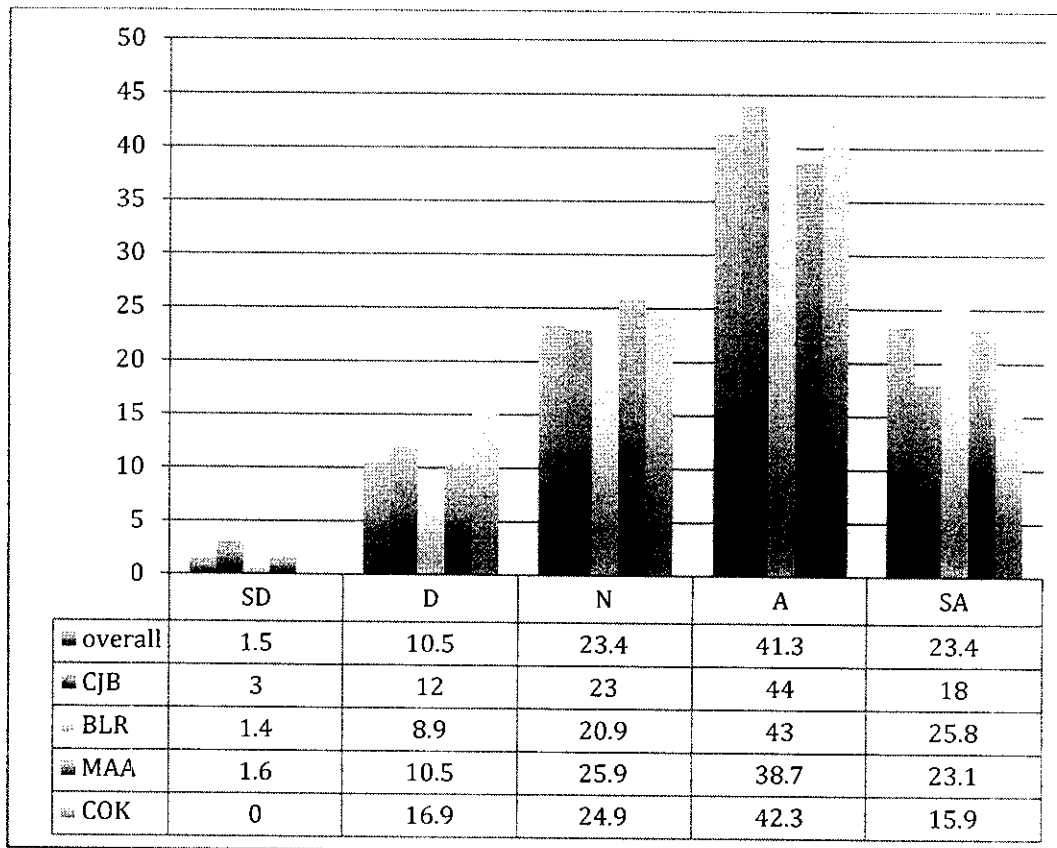
Chennai Jet Airways, 27% of respondents have some trust on Chennai Jet Airways, and 12% of respondents have no trust on Chennai Jet Airways. In COK 23% of respondents have Strongly trust on Kochi Jet Airways, 46% of respondents have trust on Kochi Jet Airways, 20% of respondents have some trust on Kochi Jet Airways, and 11% of respondents have no trust on Kochi Jet Airways.

Table 4.18 Overall Employee Loyalty

	Frequency	Percent	Valid %	Cumulative %
1 Strongly Disagree	30	1.5	1.5	1.5
2 Disagree	210	10.5	10.5	12.0
3 Neither Agree or Disagree	468	23.4	23.4	35.4
4 Agree	825	41.3	41.3	76.6
5 Strongly Agree	467	23.4	23.4	100.0
Total	2000	100.0	100.0	

INFERENCE

In ee15 39% of the respondents agree that someone at work has talked to them about their progress, 17% of the respondents strongly agree that someone at work has talked to them about their progress, 27% of the respondents remain neutral that someone at work has sometimes talked to them about their progress and 16% of the respondents disagree such that no one at work has talked to them about their progress. In ee16 38% of the respondents agree that they have had opportunities at work to learn and grow, 18% of the respondents strongly agree that they have had opportunities at work to learn and grow, 28% of the respondents remain neutral that they have had limited opportunities at work to learn and grow and 17% of the respondents disagree such that they have had no opportunities at work to learn and grow. Hence 23% of respondents have Strong loyalty toward Jet Airways, 41% of respondents have loyalty toward Jet Airways, 26% of respondents have some loyalty toward Jet Airways and 11% of respondents have no Loyalty toward Jet Airways.

Figure 4.09 Loyalty of the Employees at Various Offices**INFERENCE:**

In Overall 23% of respondents have Strong loyalty toward Jet Airways, 41% of respondents have loyalty toward Jet Airways, 26% of respondents have some loyalty toward Jet Airways, and 11% of respondents have no Loyalty toward Jet Airways. In CJB 18% of respondents have Strong loyalty toward Coimbatore Jet Airways, 44% of respondents have loyalty toward Coimbatore Jet Airways, 23% of respondents have some loyalty toward Coimbatore Jet Airways, and 15% of respondents have no Loyalty toward Coimbatore Jet Airways. In BLR 16% of respondents have Strong loyalty toward Bangalore Jet Airways, 43% of respondents have loyalty toward Bangalore Jet Airways, 21% of respondents have some loyalty toward Bangalore Jet Airways, and 10% of respondents have no Loyalty toward Bangalore Jet Airways. In MAA 23% of respondents have Strong loyalty toward Chennai Jet Airways, 39% of respondents have loyalty toward Chennai Jet Airways, 26% of respondents have some loyalty toward Chennai Jet Airways, and 12% of respondents have no Loyalty toward Chennai Jet Airways. In COK 16% of respondents have Strong loyalty toward Kochi Jet Airways, 42% of

respondents have loyalty toward Kochi Jet Airways, 25% of respondents have some loyalty toward Kochi Jet Airways, and 17% of respondents have no Loyalty toward Kochi Jet Airways

4.4 META ANALYSIS

Figure 4.10 Histogram of Overall Human Sigma Score

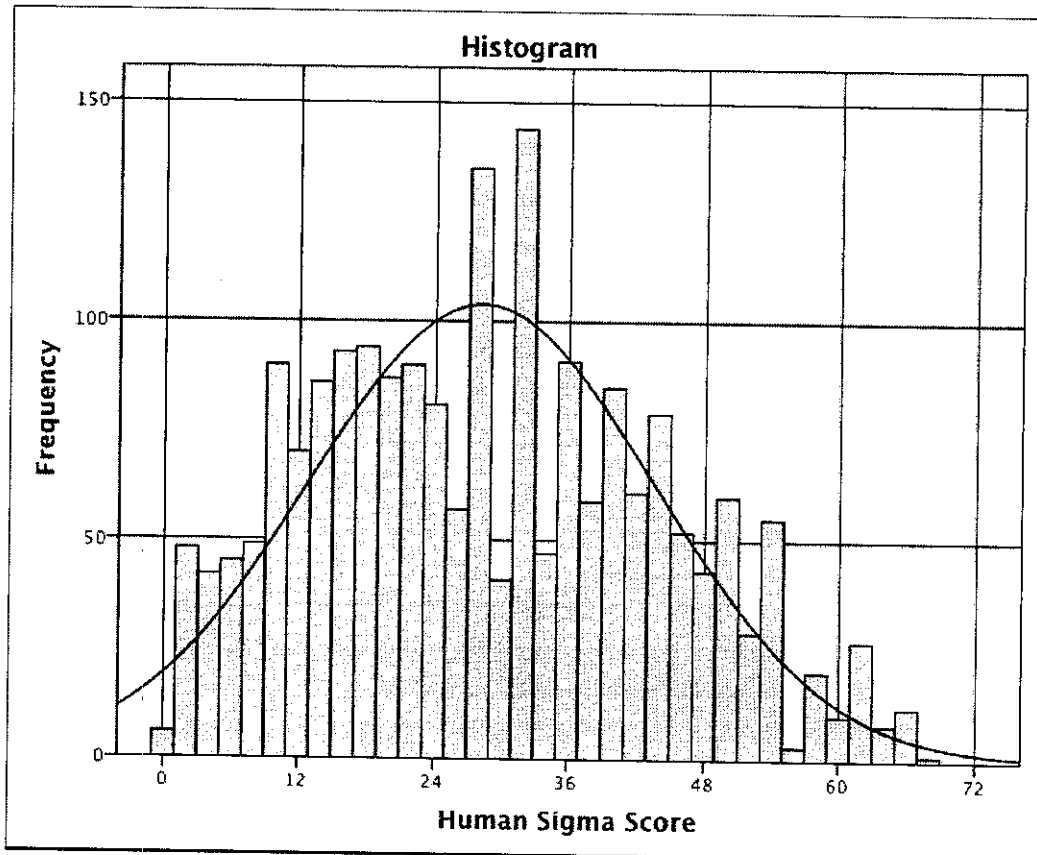
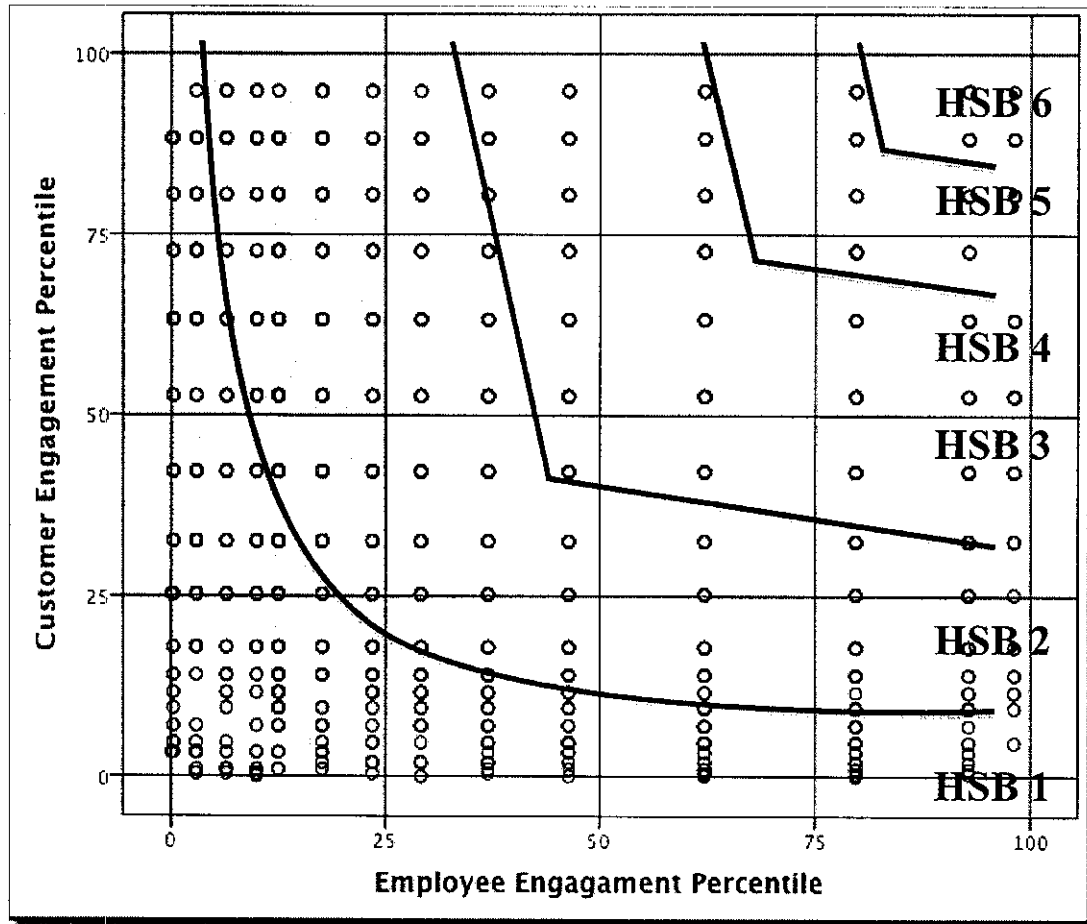


Table 4.19 Overall Human Sigma Bands

Band	score	Frequency	Percent	Cumulative Percent
HSB 1	0-4	114	4.8	4.8
HSB 2	5-20	614	30.7	35.5
HSB 3	21-35	625	31.3	66.8
HSB 4	36-45	462	18.1	84.9
HSB 5	46-61	363	13.1	98.0
HSB 6	62 -68	40	2.0	100.0
	Total	2000	100.0	

Figure 4.11: Scatter Plot of human Sigma Score on Customer Engagement percentile versus Employee Engagement percentile at various offices of Jet airways.



INFERENCE

Most of the Score reside in the Quadrant (CE<50, EE<50), Quadrants (CE>50, CE<50),(CE<50,EE>50) has equal scores, Quadrant (CE>50,EE>50) has the lest score. Hence the Performance of Jet Airways in Employee Customer Encounter is Below Moderate.

Figure 4.12 Histogram of Coimbatore Office Human Sigma Score

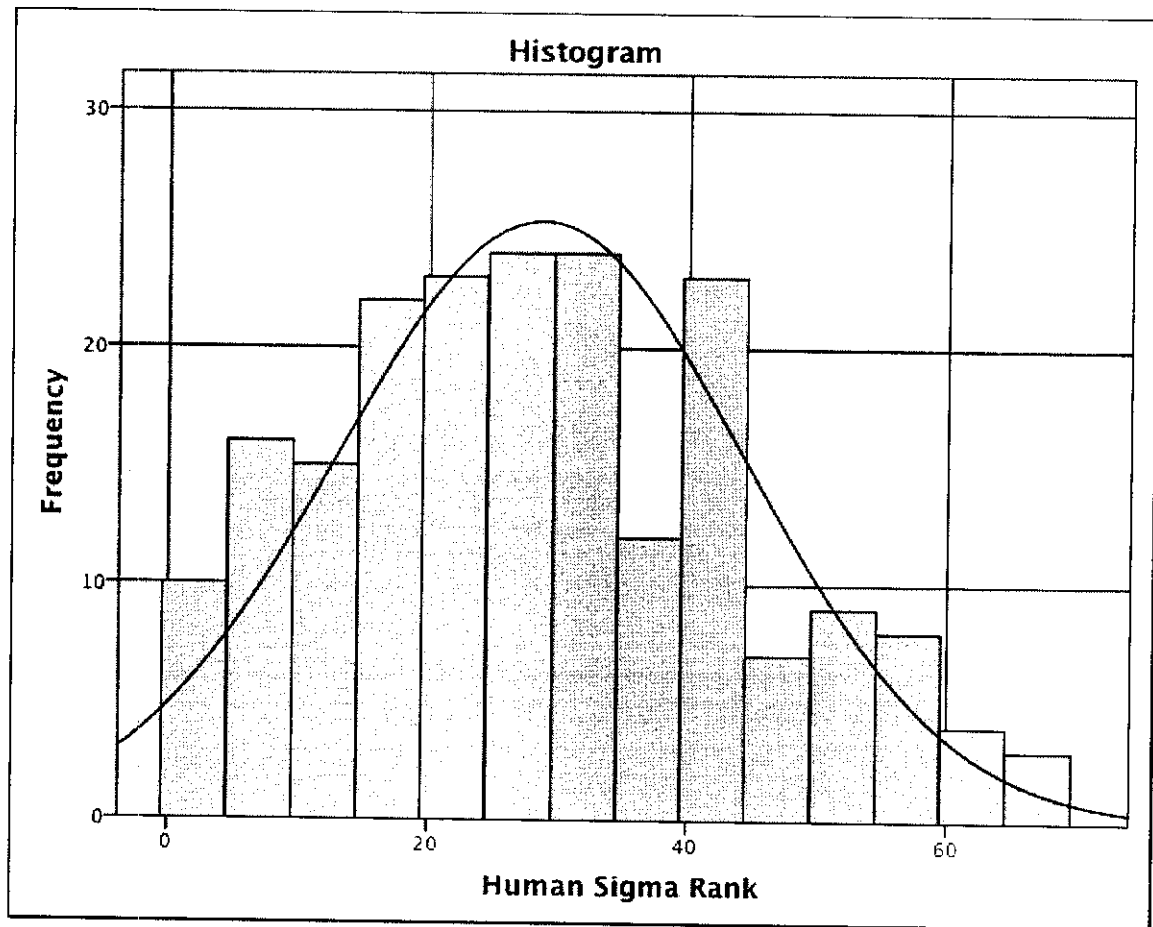
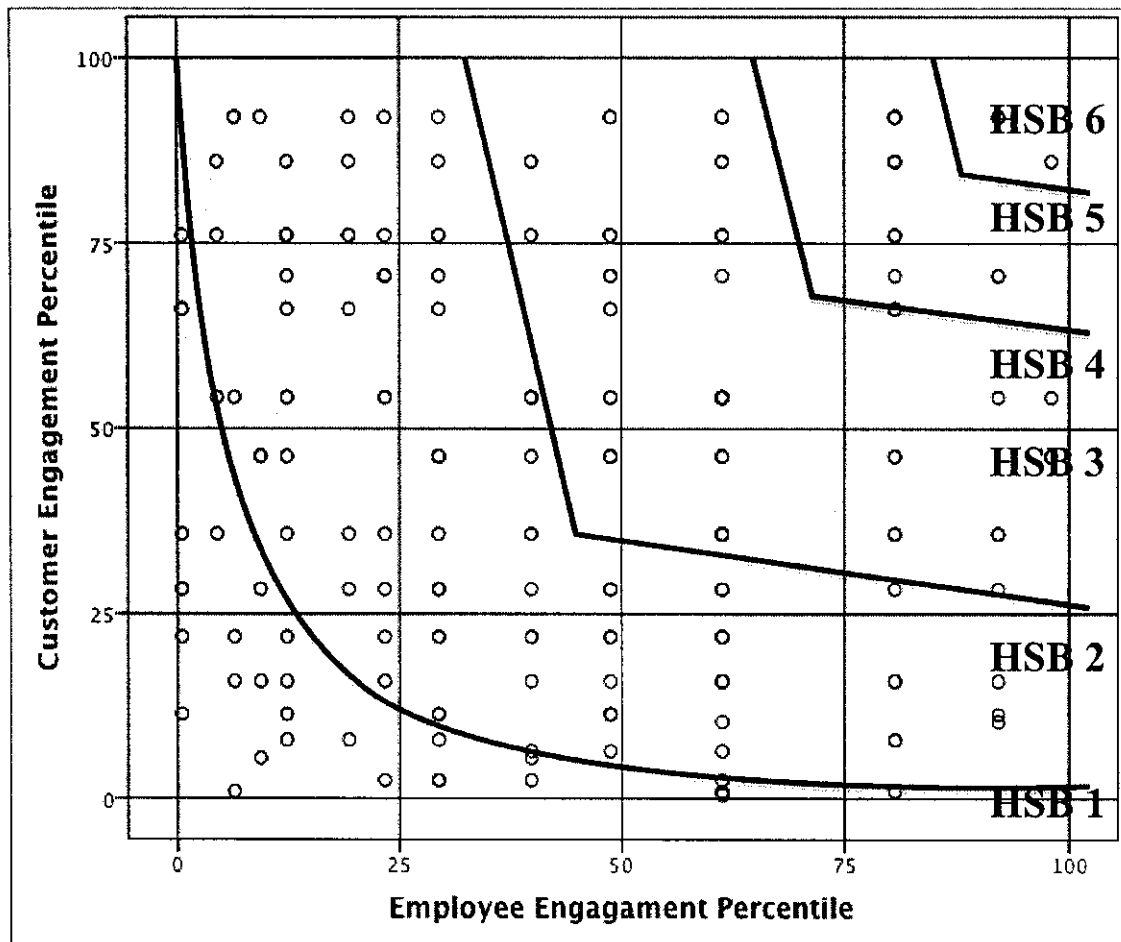


Table 4.20 Coimbatore Human Sigma Bands

Band	score	Frequency	Percent	Cumulative Percent
HSB 1	0-4	10	5.0	5.0
HSB 2	5-21	63	31.5	36.5
HSB 3	22-34	57	30.5	67.0
HSB 4	36-46	40	18.0	85.0
HSB 5	47-61	37	13.5	98.5
HSB 6	65	3	1.5	100.0
	Total	200	100.0	

Figure 4.13: Scatter Plot of Customer Engagement percentile versus Employee Engagement percentile at Coimbatore Jet airways.



INFERENCE

Most of the Score reside in the Quadrants (CE<50, EE<50), (CE>50, CE<50), has equal scores, Quadrant (CE<50,EE>50) has moderate scores and Quadrant (CE>50,EE>50) has the least score in the quadrant. Hence the Performance of Coimbatore Jet Airways in Employee Customer Encounter is Moderate with Heavy Reliance on CustomerEngagement

Figure 4.14 Histogram of Bangalore Office Human Sigma Score

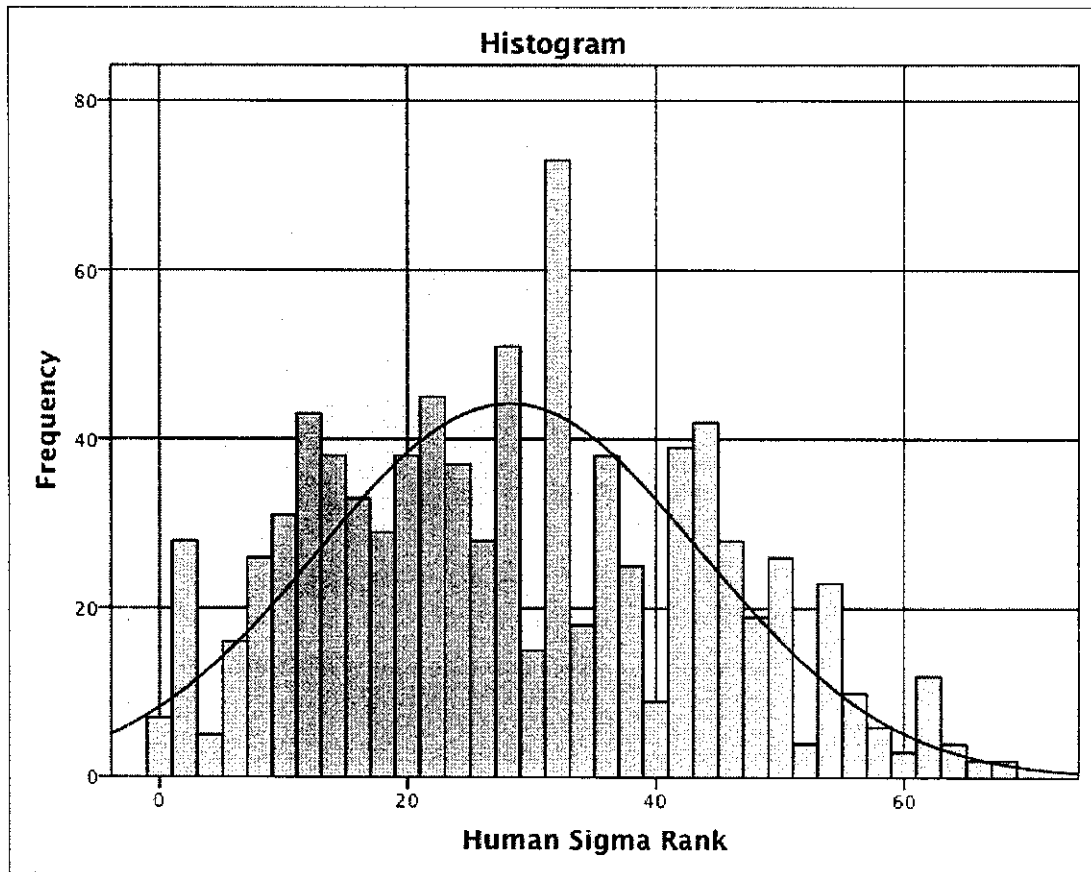
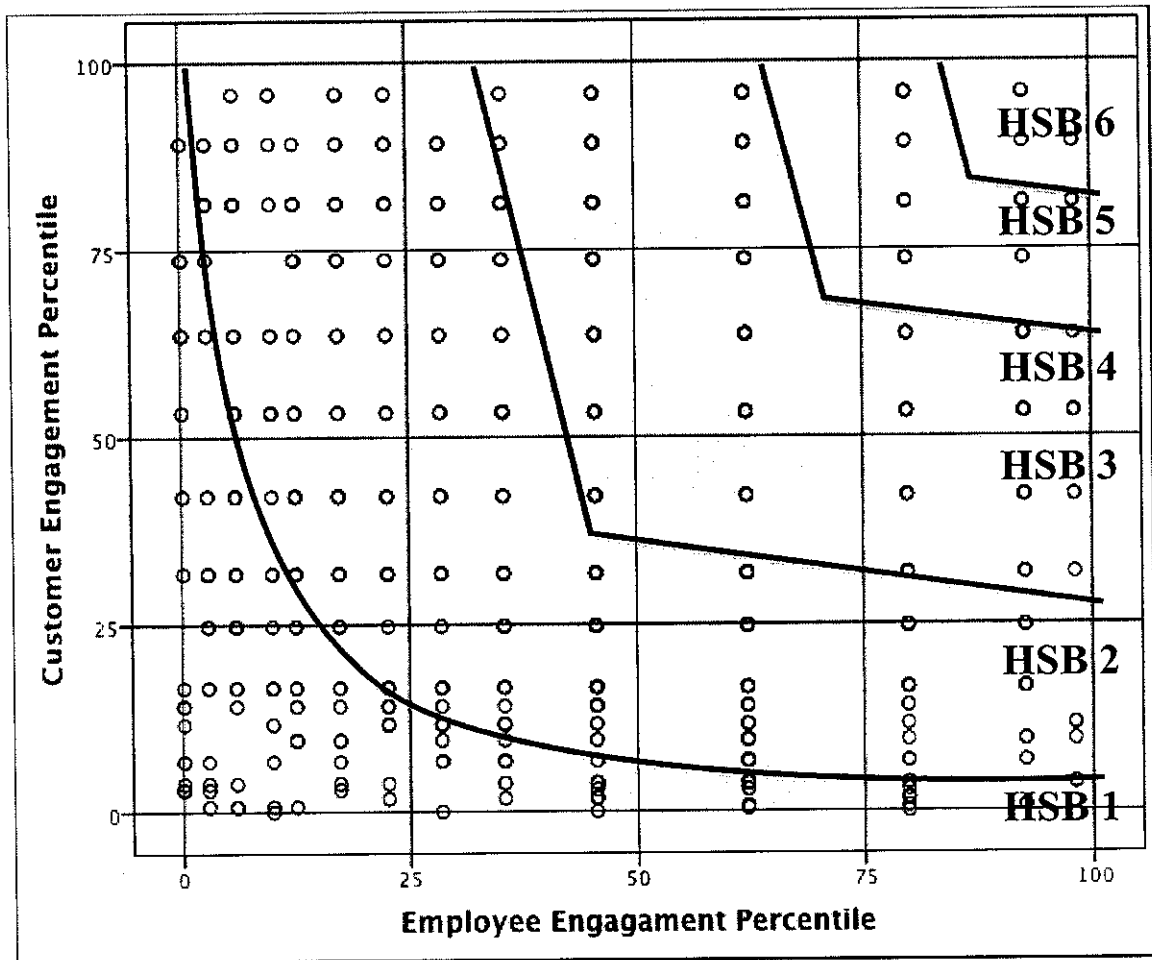


Table 4.21 Bangalore Human Sigma Bands

Band	score	Frequency	Percent	Cumulative Percent
HSB 1	0-4	37	4.7	4.7
HSB 2	5-21	257	33.5	38.2
HSB 3	22-35	277	28.7	66.9
HSB 4	36-45	143	18.4	85.3
HSB 5	46-60	102	12.7	98.0
HSB 6	61-67	20	2.0	100.0
	Total	853	100.0	

Figure 4.15: Scatter Plot of Customer Engagement percentile versus Employee Engagement percentile at Bangalore Jet airways.



INFERENCE

Most of the Score reside Heavily in the Quadrant (CE<50, EE<50, Quadrants (CE<50,EE>50) ,(CE>50,EE>50)), (CE>50, CE<50), has equal scores. Hence the Performance of Bangalore Jet Airways in Employee Customer Encounter is Above Moderate.

Figure 4.16 Histogram of Chennai Office Human Sigma Score

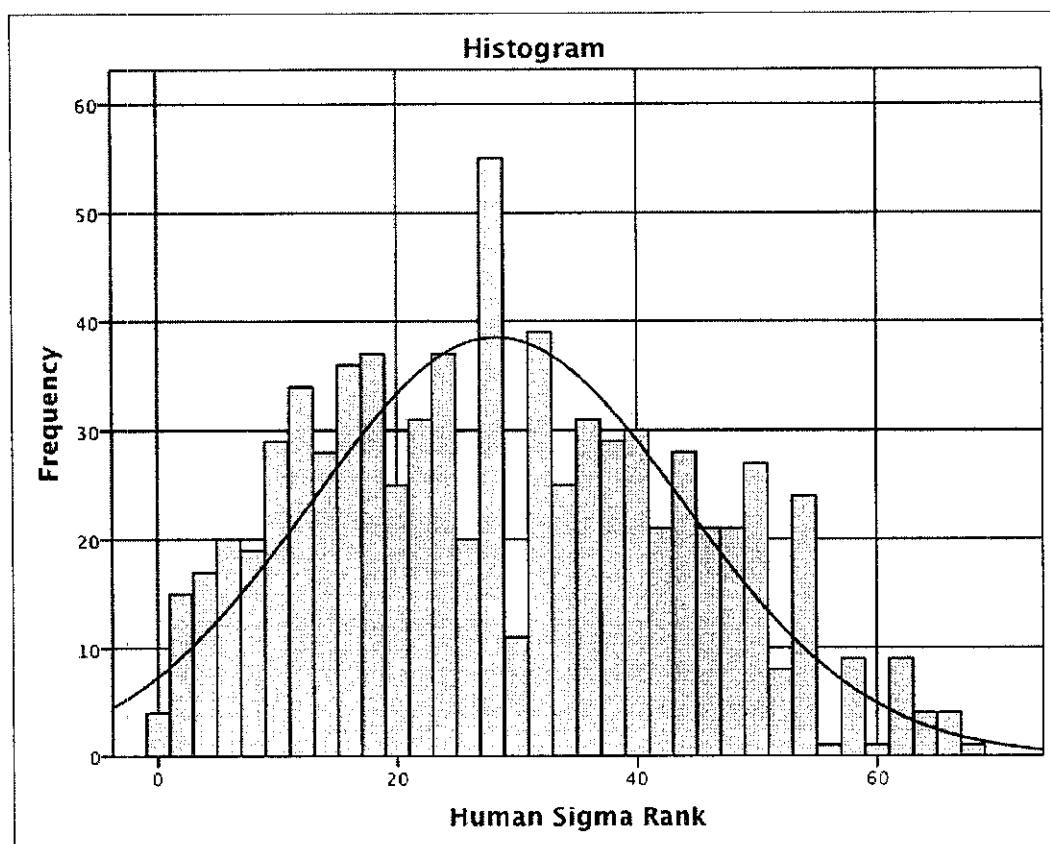
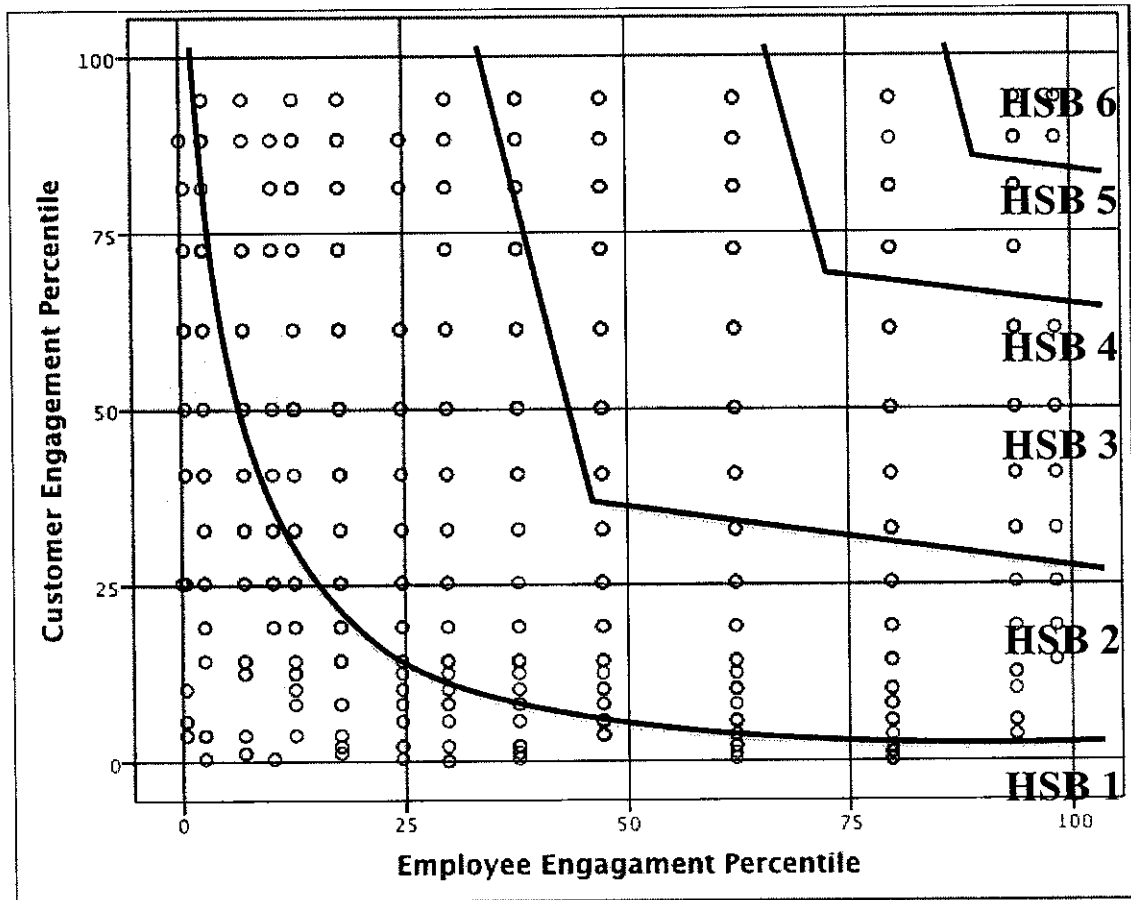


Table 4.22 Chennai Human Sigma Bands

Band	score	Frequency	Percent	Cumulative Percent
HSB 1	0-4	36	4.8	4.8
HSB 2	5-21	252	33.5	38.3
HSB 3	22-36	225	30.0	68.3
HSB 4	36-45	125	16.7	85.0
HSB 5	46-61	101	13.8	98.8
HSB 6	62 -68	12	1.2	100.0
	Total	751	100.0	

Figure 4.17: Scatter Plot of Customer Engagement percentile versus Employee Engagement percentile at Chennai Jet airways.



INFERENCE

Most of the Score reside Heavily in the Quadrants ($CE < 50, EE < 50$), Quadrants ($CE < 50, EE > 50$), ($CE > 50, EE < 50$), ($CE > 50, CE < 50$), has Moderate scores. Hence the Performance of Chennai Jet Airways in Employee Customer Encounter is Slightly lower than optimum..

Figure 4.18 Histogram of Kochi office Human Sigma Score

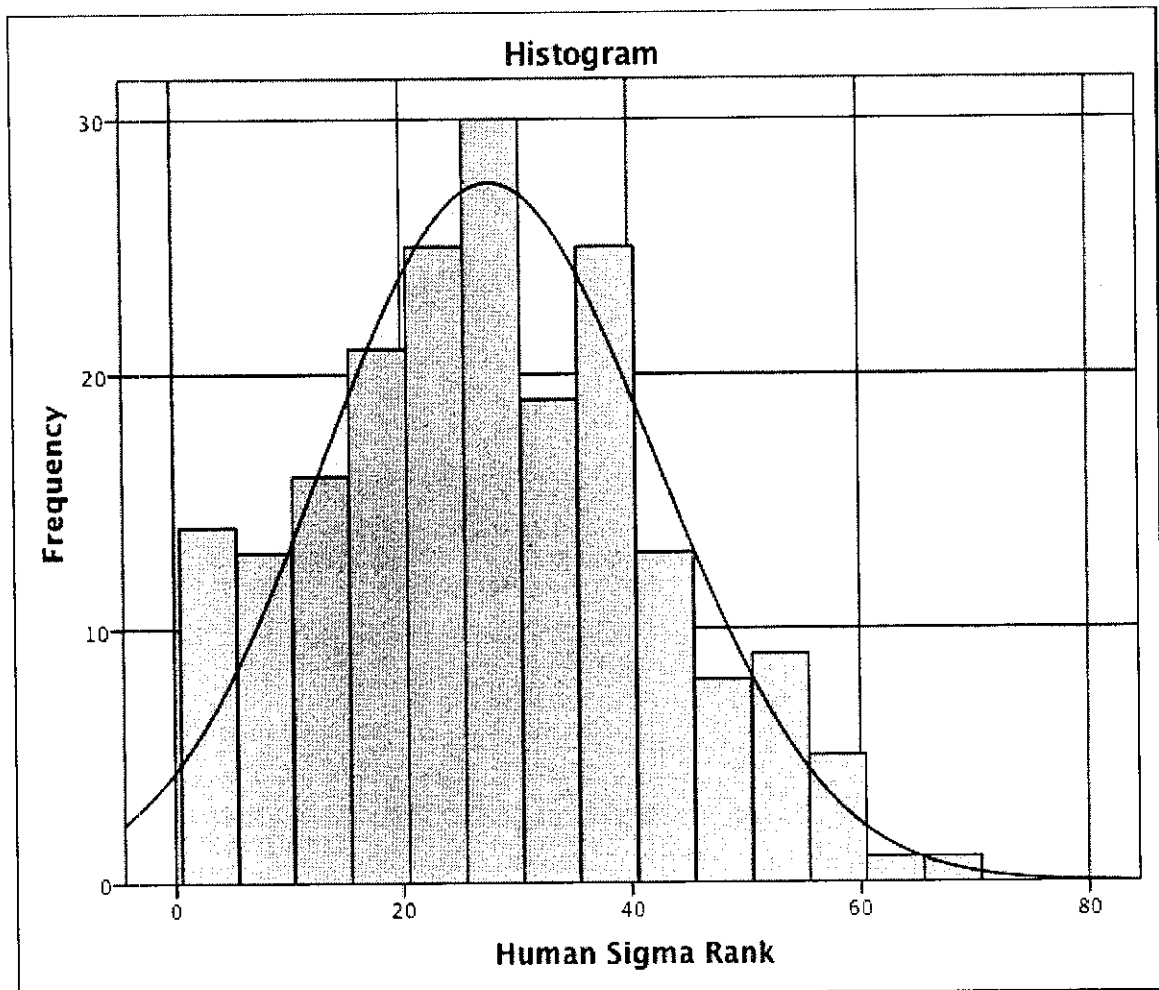
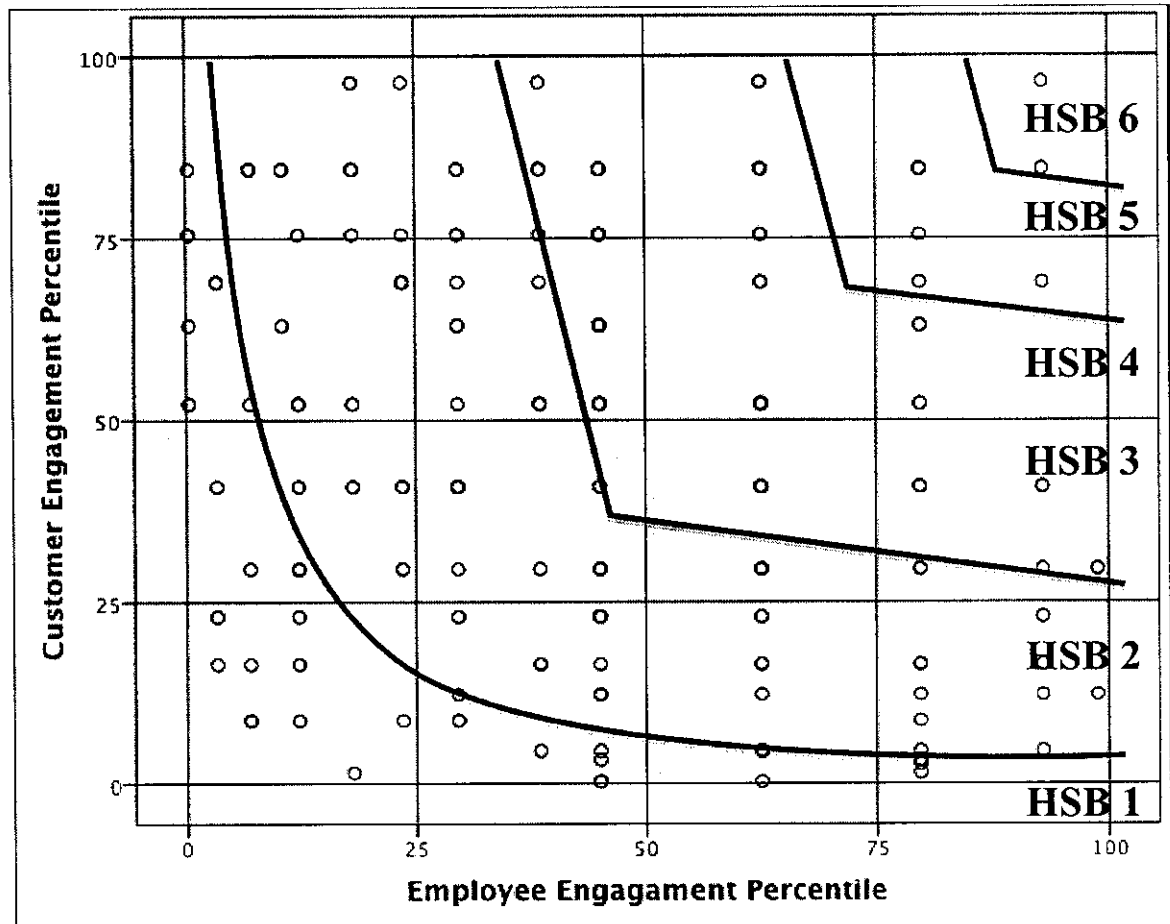


Table 4.23 Kochi Human Sigma Bands

Band	score	Frequency	Percent	Cumulative Percent
HSB 1	3	10	5.0	5.0
HSB 2	4-22	64	32.0	37.0
HSB 3	23-33	56	28.0	65.0
HSB 4	34-41	40	20.0	85.0
HSB 5	43-58	28	14.0	99.0
HSB 6	63-68	2	1.0	100.0
	Total	200	100.0	

Figure 4.19: Scatter Plot of Customer Engagement percentile versus Employee Engagement percentile at Kochi Jet airways.



INFERENCE

Most of the Score reside Heavily in the Quadrant (CE>50, EE<50), Quadrant (CE<50,EE<50) has Moderate Scores, Quadrants (CE>50,EE>50), (CE<50, CE>50), has equal scores. Hence the Performance of Kochi Jet Airways in Employee Customer Encounter is Base Level, Where performance in driven by customer Engagement.

CHAPTER 5

CHAPTER 5

FINDINGS SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

1. Hence the variance of the sample is similar to the population variance. Thus the Sample represents the Population at 1% level of Significance at various offices of Jet Airways, the Sample represents the Population at 1% level of Significance at Coimbatore Jet Airways, the Sample represents the Population at 1% level of Significance at Chennai Jet Airways. Except the ce01_BLR variable, the Sample represents the Population at 1% level of Significance at Bangalore Jet Airways, the Sample represents the Population at 1% level of Significance at Chennai Jet Airways, the Sample represents the Population at 1% level of Significance at Kochi Jet Airways
2. On Variable ce01 60% express their passion toward Jet Airways (Overall),64% express their passion toward Coimbatore Jet Airways, 66% express their passion toward Bangalore Jet Airways, 49% express their passion toward Chennai Jet Airways,and 73% express their passion toward Kochi Jet Airways,On Variable ce02 68% express their passion toward Jet Airways (Overall), 68% express their passion toward Coimbatore Jet Airways, 61% express their confidence on Bangalore Jet Airways, 69% express their passion toward Chennai Jet Airways,and 72% express their passion toward Kochi Jet Airways,.
3. On Variable ce03 62% express their confidence on Jet Airways (Overall), 62% express their confidence on Coimbatore Jet Airways,. Hence 63% express their confidence on Bangalore Jet Airways, 63% express their confidence on Chennai Jet Airways,. 63% express their confidence on Kochi Jet Airways,On Variable ce04 63% express their confidence on Jet Airways (Overall),. 63% express their confidence on Coimbatore Jet Airways,. 53% express their integrity with in Bangalore Jet Airways,. 63% express their confidence on Chennai Jet Airways,. 65% express their confidence on Kochi Jet Airways,.

4. On Variable ce05 53% express their integrity with in Jet Airways (Overall),53% express their integrity with in Coimbatore Jet Airways, 53% express their integrity with in Bangalore Jet Airways,. 54% express their integrity with in Chennai Jet Airways,. 56% express their integrity with in Kochi Jet Airways,On Variable ce06 52% express their integrity with in Jet Airways (Overall),Hence 52% express their integrity with in Coimbatore Jet Airways, 53% express their integrity with in Bangalore Jet Airways, Hence 53% express their integrity with in Chennai Jet Airways, 56% express their integrity with in Kochi Jet Airways.
5. On Variable ce07 55% express their Pride on Jet Airways (Overall),52% express their Pride on Coimbatore Jet Airways, 55% express their Pride on Bangalore Jet Airways, 55% express their Pride on Chennai Jet Airways, Hence 60% express their Pride on Kochi Jet Airways.On Variable ce08 55% express their Pride on Jet Airways (Overall), 57% express their Pride on Coimbatore Jet Airways, 60% express their Pride on Bangalore Jet Airways, 58% express their Pride on Chennai Jet Airways. Hence 65% express their Pride on Kochi Jet Airways,
6. On Variable ce09 56% express their Rational satisfaction on Jet Airways (Overall), 52% express their Rational satisfaction on Coimbatore Jet Airways, 57% express their Rational satisfaction on Bangalore Jet Airways, 56% express their Rational satisfaction on Chennai Jet Airways, 65% express their Rational satisfaction on Kochi Jet Airways,On Variable ce10 60% express their Rational satisfaction on Jet Airways (Overall), 55% express their Rational satisfaction on Coimbatore Jet Airways, 62% express their Rational satisfaction on Bangalore Jet Airways, 59% express their Rational satisfaction on Chennai Jet Airways, 69% express their Rational satisfaction on Kochi Jet Airways,On Variable ce11 Hence 56% express their Rational satisfaction on Jet Airways (Overall), 50% express their Rational satisfaction on Coimbatore Jet Airways, 58% express their Rational satisfaction on Bangalore Jet Airways,57% express their Rational satisfaction on Chennai Jet Airways, Hence 58% express their Rational satisfaction on Kochi Jet Airways.
7. On Variable ee01 56% of employee expresses their Commitment towards Jet Airways (Overall), 68% of employee expresses their Commitment towards Coimbatore Jet Airways, 55% of employee expresses their Commitment towards

Bangalore Jet Airways, 54% of employee expresses their Commitment towards Chennai Jet Airways, 55% of employee expresses their Commitment towards Kochi Jet Airways. On Variable ee02 59% of employee expresses their Commitment towards Jet Airways (Overall), 73% of employee expresses their Commitment towards Coimbatore Jet Airways, 57% of employee expresses their Commitment towards Bangalore Jet Airways, 56% of employee expresses their Commitment towards Chennai Jet Airways, 62% of employee expresses their Commitment towards Kochi Jet Airways. On Variable ee03 59% of employee expresses their Commitment towards Jet Airways (Overall), 76% of employee expresses their Commitment towards Coimbatore Jet Airways, 56% of employee expresses their Commitment towards Bangalore Jet Airways, 59% of employee expresses their Commitment towards Chennai Jet Airways, 69% of employee expresses their Commitment towards Kochi Jet Airways. On Variable ee04 60% of employee expresses their Commitment towards Jet Airways (Overall), 60% of employee expresses their Commitment towards Coimbatore Jet Airways, 54% of employee expresses their Commitment towards Bangalore Jet Airways, 61% of employee expresses their Commitment towards Chennai Jet Airways, 73% of employee expresses their Commitment towards Kochi Jet Airways.

8. On Variable ee05 58% of employee expresses their Motivation at Jet Airways (Overall), 54% of employee expresses their Motivation at Coimbatore Jet Airways, 54% of employee expresses their Motivation at Bangalore Jet Airways, 62% of employee expresses their Motivation at Chennai Jet Airways, 67% of employee expresses their Motivation at Kochi Jet Airways. On Variable ee06 58% of employee expresses their Motivation at Jet Airways (Overall), 58% of employee expresses their Motivation at Coimbatore Jet Airways, Hence 57% of employee expresses their Motivation at Bangalore Jet Airways, 62% of employee expresses their Motivation at Chennai Jet Airways, 55% of employee expresses their Motivation at Kochi Jet Airways, On Variable ee07 58% of employee expresses their Motivation at Jet Airways (Overall), 59% of employee expresses their Motivation at Coimbatore Jet Airways, 59% of employee expresses their Motivation at Bangalore Jet Airways, 62% of employee expresses their Motivation at Chennai Jet Airways, 47% of employee

expresses their Motivation at Kochi Jet Airways, On Variable ee08 56% of employee expresses their Motivation at Jet Airways (Overall), 55% of employee expresses their Motivation at Coimbatore Jet Airways, 54% of employee expresses their Motivation at Bangalore Jet Airways, 60% of employee expresses their Motivation at Chennai Jet Airways, 47% of employee expresses their Motivation at Kochi Jet Airways, On Variable ee09 58% of employee expresses their Motivation at Jet Airways (Overall), 52% of employee expresses their Motivation at Coimbatore Jet Airways, 53% of employee expresses their Motivation at Bangalore Jet Airways, Hence 60% of employee expresses their Motivation at Chennai Jet Airways, 54% of employee expresses their Motivation at Kochi Jet Airways. On Variable ee10 55% of employee expresses their Motivation at Jet Airways (Overall), 47% of employee expresses their Motivation at Coimbatore Jet Airways, Hence 56% of employee expresses their Motivation at Bangalore Jet Airways, 57% of employee expresses their Motivation at Chennai Jet Airways, 54% of employee expresses their Motivation at Kochi Jet Airways,

9. On Variable ee11 57% of employee expresses their Trust on Jet Airways (Overall), 56% of employee expresses their Trust on Coimbatore Jet Airways, 62% of employee expresses their Trust on Bangalore Jet Airways, 54% of employee expresses their Trust on Chennai Jet Airways, 48% of employee expresses their Trust on Kochi Jet Airways, On Variable ee12 57% of employee expresses their Trust on Jet Airways (Overall), 63% of employee expresses their Trust on Coimbatore Jet Airways, 62% of employee expresses their Trust on Bangalore Jet Airways, Hence 62% of employee expresses their Trust on Chennai Jet Airways, 51% of employee expresses their Trust on Kochi Jet Airways, On Variable ee13 56% of employee expresses their Trust on Jet Airways (Overall), Hence 52% of employee expresses their Trust on Coimbatore Jet Airways, 60% of employee expresses their Trust on Bangalore Jet Airways, Hence 52% of employee expresses their Trust on Chennai Jet Airways, 60% of employee expresses their Trust on Kochi Jet Airways, On Variable ee14 57% of employee expresses their Trust on Jet Airways (Overall), Hence 50% of employee expresses their Trust on Coimbatore Jet Airways, 61% of employee expresses their Trust on

Bangalore Jet Airways, 53% of employee expresses their Trust on Chennai Jet Airways, 54% of employee expresses their Trust on Kochi Jet Airways.

10. On Variable ee15 57% of employee expresses their Growth within Jet Airways (Overall), Hence 57% of employee expresses their Growth within Coimbatore Jet Airways, 60% of employee expresses their Growth within Bangalore Jet Airways, 54% of employee expresses their Growth within Chennai Jet Airways, 59% of employee expresses their Growth within Kochi Jet Airways. On Variable ee16 56% of employee expresses their Growth within Jet Airways (Overall), Hence 56% of employee expresses their Growth within Coimbatore Jet Airways, 58% of employee expresses their Growth within Bangalore Jet Airways, 54% of employee expresses their Growth within Chennai Jet Airways, 53% of employee expresses their Growth within Kochi Jet Airways,
11. Most of the factors of Human Sigma have Negligible Correlation between each other. Hence each factors were independent to each other
12. Most of the Score reside in the Quadrant (CE<50, EE<50), Quadrants (CE>50, CE<50), (CE<50, EE>50) has equal scores, Quadrant (CE>50, EE>50) has the lest score. Hence the Performance of Jet Airways in Employee Customer Encounter is Below Moderate.
13. Most of the Score reside in the Quadrants (CE<50, EE<50), (CE>50, CE<50), has equal scores, Quadrant (CE<50, EE>50) has moderate scores and Quadrant (CE>50, EE>50) has the least score in the quadrant. Hence the Performance of Coimbatore Jet Airways in Employee Customer Encounter is Moderate with Heavy Reliance on Customer Engagement
14. Most of the Score reside Heavily in the Quadrant (CE<50, EE<50, Quadrants (CE<50, EE>50), (CE>50, EE>50)), (CE>50, CE<50), has equal scores. Hence the Performance of Bangalore Jet Airways in Employee Customer Encounter is Above Moderate.
15. Most of the Score reside Heavily in the Quadrants (CE<50, EE<50), (CE<50, EE>50), (CE>50, EE<50)), (CE>50, CE<50), has Moderate scores. Hence the Performance of Chennai Jet Airways in Employee Customer Encounter is Slightly lower than optimum.

16. Most of the Score reside Heavily in the Quadrant (CE>50, EE<50, Quadrant (CE<50,EE<50) has Moderate Scores, Quadrants (CE>50,EE>50), (CE<50, CE>50), has equal scores. Hence the Performance of Kochi Jet Airways in Employee Customer Encounter is Base Level, Where performance in driven by customer Engagement.

5.2 Suggestions

- The Hiring and Talent Management could be improvised.
- More Team members would help in engaging customer
- Provide Transport Facilities for the customers from and to their residence.
- Have an employee Councilor to hear their grievances

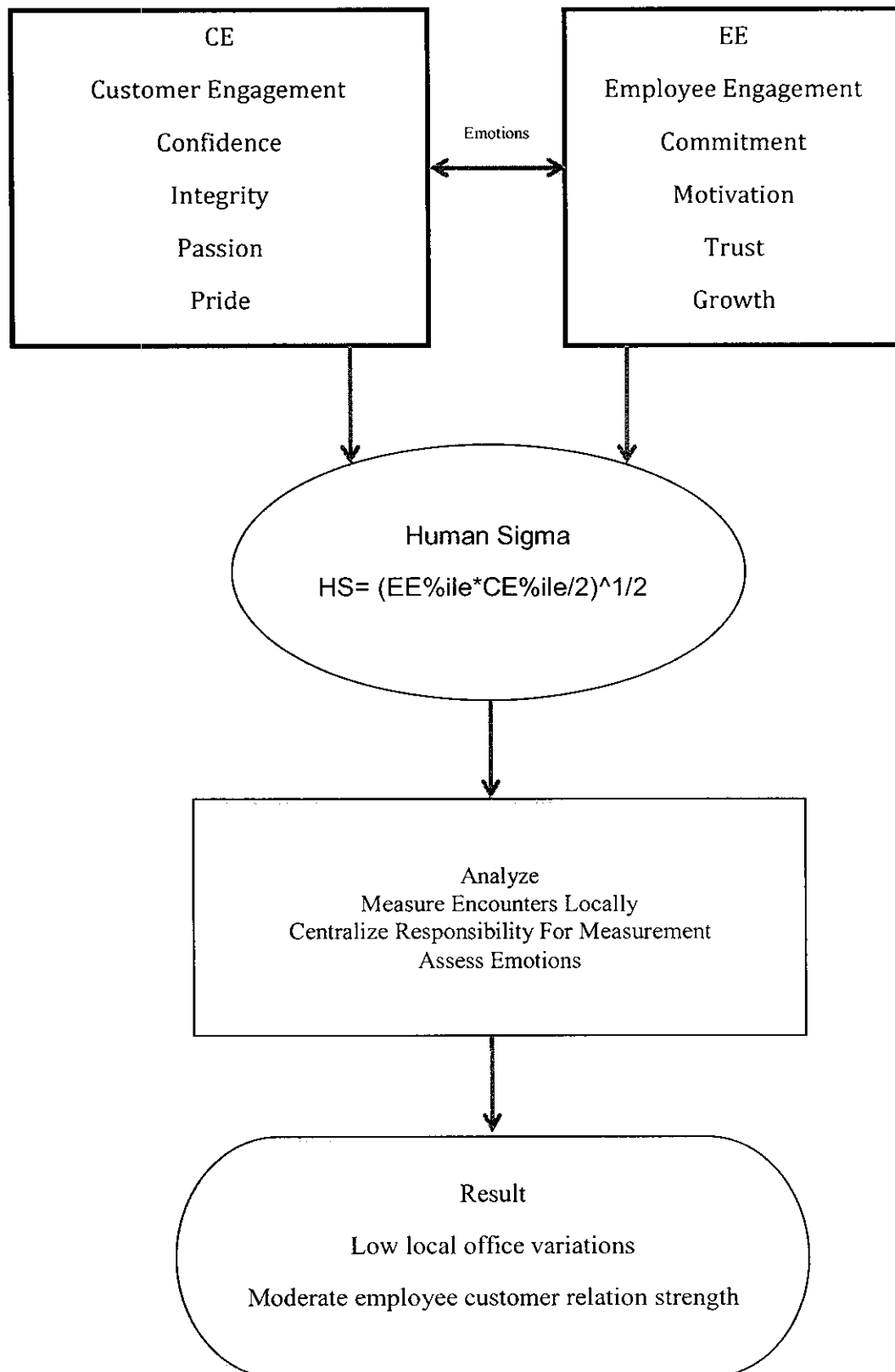
5.3 Conclusion

From the findings it can be concluded that overall Employee Customer Engagement is Moderate at Jet Airways, Where as there is low variance among the performance of various offices of Jet Airways with respect to Employee Customer Encounter. The Bangalore Jet Airways is the top performing office among the studied offices. The Employee Engagement is below average at the Kochi Airways. The Employee Engagement at Chennai Jet Airways and Coimbatore Jet Airways could be improved further with little effort.

5.4 Scope For Further Study

The above project can be conducted in other Indian ServiceCompanies to know an accurate Human Sigma in Indian Service Industry. Due to the projected sustenance of the service sector, it may even arise some new factors of Human Sigma could be Studies, like the Culture of the office, Religion as a factor among the employees and customers.

5.5 The Obtained Model



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APPENDIX

APPENDIX

KCT Business School

A Comparative Study on Human Sigma in JET AIRWAYS

Questionnaire

The scale are to be considered as contained below:

SA-Strongly Agree A- Agree N - Neither Agree or Disagree D- Disagree

SD – Strongly Disagree

E – Extremely T – To an Extent S –sometimes V – very little N – Not at all

CE11@Customer Engagement

SA A N D SD

I can't imagine a world without Jet Airways.					
Jet Airways is the perfect airline for people like me.					
Jet Airways always delivers on what they promise.					
Jet Airways is a name I can always trust.					
If a problem arises, I can always count on Jet Airways to reach a fair and satisfactory resolution.					
Jet Airways always treats me fairly.					
Jet Airways always treats me with respect.					
I feel proud to be a Jet Airways customer.					
	E	T	S	V	N
Overall, how satisfied are you with Jet Airways?					
How likely are you to continue to choose/repurchase Jet Airways					
How likely are you to recommend Jet Airways to a friend/associate					

KCT Business School
A Comparative Study on Human Sigma in JET AIRWAYS
Questionnaire

The scale are to be considered as contained below:

SA-Strongly Agree A- Agree N - Neither Agree or Disagree D- Disagree
- Strongly Disagree

Q12@Employee Engagement

SA A N D SD

	SA	A	N	D	SD
I know what is expected of me at work.					
I have the materials and equipment I need to do my work right.					
I know the value of my benefits					
Do you get to do what you do best every day					
At work, I have the opportunity to do what I do best every day.					
In the last seven days, I have received recognition or praise for doing good work.					
My supervisor, or someone at work, seems to care about me as a person.					
There is someone at work who encourages my development.					
Managers communicate frequently and honestly about issues affecting employees					
Managers keep me informed and up-to-date					
At work, my opinions seem to count.					
The mission/purpose of my company makes me feel my job is important.					
My associates (fellow employees) are committed to doing quality work.					
I have a best friend at work					
In the last six months, someone at work has talked to me about my progress.					
This last year, I have had opportunities at work to learn and grow					