## **Contents**

List of illustrations

Acknowledgements	XIII
Abbreviations	xv
Introduction	1
Civil aviation and the airline pilot	6
The content and style of human resource management	24
The research project: a methodology	40
The content and style of HRM in UK airlines	49
HRM and job satisfaction	74
HRM, organisational commitment, and commitment to the union	95
Pilots and partnership	110
Conclusion	125
Notes References	131 142 154
	Introduction Civil aviation and the airline pilot The content and style of human resource management The research project: a methodology The content and style of HRM in UK airlines HRM and job satisfaction HRM, organisational commitment, and commitment to the union Pilots and partnership Conclusion  Notes

## **Illustrations**

Г	ıgı	П	28
^			

2.1	Actual and anticipated growth rates of low-cost and	
	full-service airlines compared	18
2.2	Anticipated low-cost airline pilot recruitment as a	
	percentage of total pilot recruitment	19
2.3	World air traffic, 2001–2002	22
5.1	HRM style at the six airlines	73
6.1	Satisfactoriness of aspects of work (by gender)	81
6.2	Satisfactoriness of aspects of work (by age)	81
6.3	Satisfactoriness of aspects of work (by rank)	82
6.4	Satisfactoriness of aspects of work (by seniority)	82
Tab	les	
4.1	Interview schedule	42
4.2	HRM policies and practices included in the survey	45
4.3	Sample and response rate (by airline)	47
5.1	Recognition of HRM content at the sample airlines	52
5.2	Salaries of First Officers	58
5.3	Salaries of Captains	58
5.4	Average number of days off per month (low-cost airlines)	58
5.5	Average number of days on standby per month	
	(low-cost airlines)	58
5.6	Average number of standby days spent flying per month	
	(low-cost airlines)	58
5.7	Tenure with present airline (full-service airlines)	65
5.8	Salary (full-service airlines)	66
5.9	Average number of days off per month	
	(full-service airlines)	66

	Illustrations	X
5.10	Average number of days on standby per month	
	(full-service airlines)	66
5.11	Average number of standby days spent flying per month	
	(full-service airlines)	66
5.12	Tenure with present airline (charter airlines)	70
5.13	Salary (charter airlines)	70
5.14	Average number of days off per month (charter airlines)	70
5.15	Average number of days on standby per month	
	(charter airlines)	71
5.16	Average number of standby days spent flying per month	
	(charter airlines)	72
6.1	Agreement with the statement on job satisfaction	
	(by airline)	76
6.2	Agreement with the statement on job satisfaction (by age)	77
6.3	Agreement with the statement on job satisfaction (by rank)	78
6.4	Agreement with the statement on job satisfaction	
	(by gender)	78
6.5	Agreement with the statement on job satisfaction	
	(by salary)	79
6.6	Agreement with the statement on job satisfaction	
	(by seniority)	79
6.7	Agreement with the statement on job satisfaction	
	(BA and Britannia pilots)	80
6.8	Satisfactoriness of salary (by airline)	83
6.9	Satisfactoriness of status (by airline)	84
6.10	Satisfactoriness of the relationship between flight crew	
	and management (by airline)	86
6.11	Satisfactoriness of flight rosters (by airline)	90
6.12	Satisfactoriness of job security (by airline)	90
6.13	Pilot perception of the effect of 9/11 on job satisfaction	91
6.14	Pilot perception of the effect of 9/11 on pay and financial	
	benefits	92
6.15	Pilot perception of the effect of 9/11 on the relationship	
	between flight crew and management	93
6.16	Pilot perception of the effect of 9/11 on job security	93
7.1		100
7.2	Agreement with the commitment statements	
	(by awareness of a suggestion scheme)	101
7.3	Agreement with the commitment statements	
		103
7.4	Agreement with the commitment statements	
		104

	711
XII	Illustrations

7.5	Agreement with the commitment statements	
	(by HRM style)	104
7.6	Agreement with the union commitment statements	106
7.7	OLS regression analysis (dependent: union commitment	
	factor)	107
7.8	Agreement with organisational commitment items	
	(by union commitment)	108
1.8	Agreement with the statement on partnership (by airline)	115
8.2	Agreement with the statement on partnership (by tenure)	118
8.3	OLS regression analysis (dependent: partnership)	120
8.4	Agreement with the statement on partnership (by age)	120
8.5	Agreement with the statement on BALPA representation	
	(by airline)	121
8.6	Satisfactoriness of BALPA efficacy in improving pay	121
8.7	Satisfactoriness of BALPA efficacy in improving	
	industrial benefits	121