WORK PRACTICES MEDIATED BY MOTIVATION ENHANCING
PRODUCTIVITY AND PERFORMANCE OF AIRPORTS POST-PRIVATIZATION –
AN EMPIRICAL EVIDENCE

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ABSTRACT

Purpose: Airport privatisation is rapidly gaining ground, leading to a significant increase in research interest. Amid rapid airport privatisation, Indian airports offer a unique lens to study the impact of work practices on productivity and performance mediated by motivation.

Theoretical Framework: The study draws upon relevant theories including high-performance work systems (HPWS) and motivation theories impacting productivity and performance.

Method: This study investigates the detailed thematic analysis and self-administered surveys (Likert scale) collected from 50 professionals in 9 major Public-Private Partnership (PPP or 3Ps) airports in India on various aspects of work practices which includes work design, digitisation, and flexibility, with motivation mediating productivity and performance including effectiveness, efficiency, and quality outcomes. Their reliability and validity were analysed using Cronbach's alpha, Pearson correlation, and Mediating analysis using Process 4.2. Purposive sampling is employed in this study.

Result: The study finds a positive impact of work practices on employee productivity and performance through motivation. Importantly, it reveals motivation as a key mediator, offering valuable insights for aviation professionals. The analysis confirms model accuracy by representing strong prediction and regression value alignment.

Keywords: Work Design, Digitization, Flexibility, Effectiveness, Efficiency, Quality.

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PRÁTICAS DE TRABALHO MEDIADAS PELA MOTIVAÇÃO QUE AUMENTA A
PRODUTIVIDADE E O DESEMPENHO DOS AEROPORTOS APÓS A PRIVATIZAÇÃO - UMA
PROVA EMPÍRICA

RESUMO

Objetivo: A privatização dos aeroportos está a ganhar terreno rapidamente, conduzindo a um aumento significativo do interesse pela investigação. Em meio à rápida privatização dos aeroportos, os aeroportos indianos oferecem uma lente única para estudar o impacto das práticas de trabalho na produtividade e no desempenho mediados pela motivação.

Estrutura Teórica: O estudo baseia-se em teorias relevantes, incluindo sistemas de trabalho de alto desempenho (HPWS) e teorias de motivação que impactam a produtividade e o desempenho.

Método: Este estudo investiga a análise temática detalhada e as pesquisas autoadministradas (escala Likert) coletadas de 50 profissionais em 9 grandes aeroportos de Parceria Público-Privada (PPP ou 3Ps) na Índia sobre vários aspectos das práticas de trabalho, que incluem design de trabalho, digitalização e flexibilidade, com motivação mediando produtividade e desempenho, incluindo eficácia, eficiência e resultados de qualidade. Sua confiabilidade e validade foram analisadas usando alta de Cronbach, correlação de Pearson e análise de Mediação usando o Processo 4.2. A amostragem intencional é empregada neste estudo.

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**1 INTRODUCTION**

The continued success of corporate industries hinges on a nuanced understanding of this dynamic interplay between present optimization and future adaptation. By striking a balance between maximizing current potential and embracing the need for continuous transformation, corporate companies navigate the uncertainties of tomorrow and secure their place in the evolving world of business (Kortmann, Gelhard, Zimmermann, & Piller, 2014; Durmaz, 2021; Tajunnisa, Kee, AlZahri, Alsanie and Binsaeed, 2023). Workplace policies and regulations promote efficiency and a good experience for employees. Work practice increases retention,
productivity, and participation (Guthrie, 2001; Joseph Tawk, 2021). India's airport privatization has underscored the pivotal role of work practices in shaping employee motivation and organizational performance. The Indian airport privatization movement, initiated in the 1990s following the British Airports Authority's privatization (Graham, 2020; Martin & Parker, 1995; Oliveira & Marques, 2010) has seen Indian airports adopting PPPs extensively. According to the Association of Private Airport Operators, 2021 (APAO), noteworthy Cochin is India's first fully privatized airport. Delhi, Hyderabad, Goa, Bangalore: PPP-managed by GMR (Dubey, 2016) and GVK groups. Mumbai, Ahmedabad, Lucknow, Mangaluru, Jaipur: PPP-managed by Adani Group (Adani Airports Investors Presentation, 2022). This shift has led to new industry players and potential efficiency improvements (Zakrzewski, 2009). (Sambrani, 2014).

Despite ongoing discussions about airport reforms and their impact, work practices (Sebastiampillai and Holm, 2017) impacting employee productivity and performance remain largely overlooked. The current research fills that gap by examining the link between airport work practices, employee motivation, and performance in Indian airports operated under PPPs. Key factors include work design, digitization and flexibility and employee empowerment, motivation, and leadership (Young, Price, 2013; Al Maalouf & Achi, 2023) affecting the outcomes. Various factors influence productivity, such as the work environment, employee rights, interactions, labour standards, task appropriateness, motivation, and job satisfaction (Sever, 2023) at airports. Beyond remuneration, managers play a vital role in motivating employees through strategies by addressing legal working hours, leaves, safety provisions, grievance procedures, welfare facilities, non-discrimination, and harassment prevention. Research on privatization's impact on airport performance varies (Manuj, 2012; Mehra, 2001; Ohri, 2006). Howell et al. (2022) reported positive effects, contrasting with Silva Toledo et al. (2021) who found no improvements in Brazilian airports. Rolim et al. (2016) noted increased passenger demand after privatization, and Resende & Caldeira (2020) found a positive effect on commercial revenues.

Since embracing globalization and liberalisation, the aviation sector has experienced a remarkable boom, characterized by significant investments in infrastructure development (Wang, Xue, Zhao, and Wang, 2018; Sawmya & Krishnan, 2023). The current study unravels the interplay between work practices, employee motivation, and performance within Indian airport 3Ps, bridging the knowledge gap and illuminating pathways to harness positive work culture as explained by European Commission for Africa. (2014). for enhanced productivity and performance. Section 2 covers the literature review, while Section 3 outlines the research
design. Section 4 details data analysis and interpretation, Section 5 addresses results discussions, and recommendations finally Section 6 concludes the study providing limitations, and scope for further studies.

2 QUALITATIVE ANALYSIS - LITERATURE REVIEW, THEMATIC AND THEORETICAL FRAMEWORK

The modern workplace, shaped by advanced technologies and evolving practices, witnesses heightened productivity through "high-performance" systems and the digital revolution, coupled with the increasing value of a college degree. The surge of PPP in Indian airports, driven by government oversight, necessitates tailored Human Resource (HR) policies prioritizing stakeholder well-being (Avin & Karunaka, 2021). Research emphasizes effective HR practices and communication strategies for fostering a desirable environment (Iis et al., 2023). Internal communication and employee engagement contribute significantly to positive work culture in PPP airports like Delhi and Bangalore (Balakrishnan et al., 2013; Narendra, 2016; Kurniawan et al., 2021). The involvement of experienced business groups further fosters a favourable atmosphere (Krishnan, 2021; Sawmya S & L.R.K. Krishnan, 2023).

The rapid growth of airport leasing, outpacing the overall sector (NITI AYOG, 2019), underscores the need for a revised HR approach to manage operations and enhance employee well-being (Iis et al., 2023). Recognizing the vital role of entrepreneurial leadership in organizational success (Al Doghan et al., 2023a; Al Doghan et al., 2023b), understanding the interplay of factors within PPP airports becomes crucial for optimizing employee motivation and overall performance. Our study delves into this interplay, exploring workplace practices and human capital investment mediated by motivation to understand their combined impact on productivity and performance. Unlike narrow studies, our research leverages a diverse, representative sample, allowing analysis across a broader spectrum of employers. We utilize detailed measures of HR practices, revealing that unlocking productivity lies not just in employed practices but in how they are integrated into the overall HR system. Holistic HR systems emphasizing work design, digitization, flexibility, training, teamwork, incentives, and promotions significantly boost productivity and performance. Our study addresses the challenges of applying these findings broadly. Tables 1, 2a, and 2b provide insights into existing research on how airports optimize overall performance, explore motivators for airport
employees, and delve into the management and measurement of airport employee performance, respectively.

Table 1

*Studies on Airport Performance*

<table>
<thead>
<tr>
<th>S.no</th>
<th>Title of the Study</th>
<th>Insights of the Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Airport Ownership and Financial Performance Evidence from Italy (Fasone et, al, 2014).</td>
<td>Investigates the relationship between airport ownership and financial performance in Italy.</td>
</tr>
<tr>
<td>4</td>
<td>Performance and Value Creation at United Kingdom's Airports (Romero et, al, 2016).</td>
<td>Examines performance and value creation at UK airports.</td>
</tr>
<tr>
<td>6</td>
<td>Impact of Motivation on Employee Performance, A Case Study of Zanzibar Airports Authority (Mkubwa &amp; Lyimo, 2019).</td>
<td>Explores the influence of motivation on employee performance.</td>
</tr>
</tbody>
</table>

Source: Roelen and Blom, (2013); Sutia, S., & Sudarma, M. (2013); Vasigh, Erfani, and Sherman, 2014; Fasone, Maggiore and Scuderi (2014); D.P. Singh, T. Bangar Raju, and Narendra N. Dalei (2016); Romero, Lafont, Tafur, and Eguren (2016); Kumar, Dash and Sahu (2018); Mkubwa and Lyimo (2019); Chakraborty, Ghosh, Sarker and Chakraborty (2020); Assunta and Luisa (2020); Al-Shami, Alsuwaidi, and Akmal (2022); Bartulović and Steiner (2023).

Table 1. provides a comprehensive overview of airport operations and performance, covering themes such as financial considerations, regulatory impacts, employee motivation, technological advancements, and innovation dynamics. It explores the relationship between airport ownership and financial performance in Italy, the impact of economic regulation and privatisation on Indian airport performance, and the qualitative analysis of performance and value creation at UK airports. The table also addresses efficiency in airport performance, motivation’s impact on employee performance at Zanzibar Airports Authority, an integrated performance evaluation approach for Indian international airports, and the potential of
blockchain technology in optimizing airport supply chain management. The exploration concludes by delving into the intersection of entrepreneurial orientation and innovation performance in the airport industry, emphasizing the role of learning orientation. Following Tables 2a and 2b, the "Airport Insights Spectrum - A Comprehensive Comparative Analysis" expands on these factors for a detailed examination of elements shaping airport performance in the aviation sector. DiazGranados et, al. (2023), discusses the team dynamics in aviation.

2.1 AIRPORT INSIGHTS SPECTRUM - A COMPREHENSIVE COMPARATIVE ANALYSIS

Table 2a.

<table>
<thead>
<tr>
<th>S.No</th>
<th>Study</th>
<th>Methods Used</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Effect of Work Discipline and Motivation on Employee Performance at the Airport Operation Landside and Terminal Unit at I Gusti Ngurah Rai International Airport Bali (Habib et, al, 2023).</td>
<td>Quantitative methods - Instrument testing - Hypothesis testing - Multiple linear regression testing - Coefficient of determination test - T-test - F test - Questionnaire method.</td>
<td>Work discipline and motivation have a significant positive effect on employee performance. Together they affect performance by 82%.</td>
</tr>
<tr>
<td>2</td>
<td>The Effect of Job Satisfaction and Work Motivation on Employee Performance in Terminal Operations at Bandung Husein Sastranegara Airport (Jenal Abidi et, al, 2022).</td>
<td>Both job satisfaction and work motivation have a significant positive impact on employee performance. Together, they explain 75.3% of the variance in employee performance. The remaining 24.7% is likely due to other, unmeasured factors.</td>
<td>Job satisfaction and work motivation significantly influence employee performance. Factors such as salary, work, and colleagues affect satisfaction and, in turn, affect performance. Overall, job satisfaction and work motivation account for 75.3% of employee performance.</td>
</tr>
</tbody>
</table>

Source: Muhammad Habib Al-Furqon and Andi Syaputra (2023); Abidin, Makkie, and Kusuma (2022).

Table 2a. summarizes three studies on factors influencing employee performance in airport operations. The first study at I Gusti Ngurah Rai International Airport Bali found that work discipline and motivation collectively explain 82% of the variance in employee performance. The second study at Bandung Husein Sastranegara Airport identified job satisfaction, work motivation, and specific aspects like salary and colleague relationships as jointly explaining 75.3% of the variance in employee performance. The third study, a case study at Zanzibar Airports Authority, focused on motivation's impact on performance, emphasizing
recognition, rewards, job enrichment, and training as contributors. Collectively, these studies highlight the substantial influence of work discipline, motivation, job satisfaction, and training in improving employee performance in airport operations, with implications for the aviation industry.

**Table 2b.**

**Empirical Studies on Airport Employee Performance Management**

<table>
<thead>
<tr>
<th>S.no</th>
<th>Study</th>
<th>Methods Used</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leadership Style and Organizational Culture on Employee Performance through Motivation in PT. Angkasa Pura 1 Unit Airport Rescue and Fire Fighting Sultan Hasanuddin Maros International Airport (Farid et al., 2022)</td>
<td>All 87 employees - using saturated sampling regression analysis</td>
<td>Culture and motivation boost performance, while leadership style indirectly improves performance through increased motivation.</td>
</tr>
<tr>
<td>2</td>
<td>Direct and Indirect effects of leadership styles on Employee Commitment and Performance at Saudi Airlines (Alharbi, 2018).</td>
<td>Quantitative study, stratified random sampling technique, partial least squares technique for data analysis.</td>
<td>Leadership styles at Saudi Airlines affect employee attitudes and behaviour and are related to employee commitment and performance.</td>
</tr>
<tr>
<td>3</td>
<td>Performance appraisal and a field study (Sudi et al., 2016).</td>
<td>Customer satisfaction survey for airport management employee performance appraisal.</td>
<td>Appraisals improve satisfaction in airport management, while training impacts behaviour and customer satisfaction.</td>
</tr>
<tr>
<td>4</td>
<td>International Survey of Performance Measurement in Airports (Graham et al., 2002)</td>
<td>Overall, 88 airports were surveyed worldwide to identify common performance measures, perceived effectiveness, and barriers to measurement.</td>
<td>Various performance measures in airports, including passenger satisfaction, on-time performance, aircraft turnaround time, and baggage delivery time. However, the effectiveness of these measures varied among airports.</td>
</tr>
<tr>
<td>5</td>
<td>Performance Measurement Practices in Airports Multidimensionality and utilisation patterns (George et al., 2018)</td>
<td>Exploratory cluster analysis, regression analysis, and gap analysis.</td>
<td>Airport performance should consider competition, environment, social outcomes, safety, finance, and service quality.</td>
</tr>
</tbody>
</table>

Source: Farid Mampawa, Hasmin Tamsah, Baharudin and Umar Syarifuddin (2022); Khalid K Alharbi, 2018; Apak, Gümüş, Öner, and Gümüş (2016); Graham Francis, Jackie Fry, and Ian Humphreys (2002); Bezerra & Gomes (2018).

Table 2b. explores the impact of leadership style and organizational culture on employee performance at PT. Angkasa Pura 1 ARFF Sultan Hasanuddin Maros International Airport. The findings reveal that organizational culture significantly enhances work motivation and performance. Another study quantitatively assesses leadership styles at Saudi Airlines,
underscoring their significant effects on employee attitudes and behaviour, illustrating the
dynamic impact of leadership in the aviation industry. Additionally, research emphasizes the
crucial role of HR practices in shaping employee attitudes, turnover intentions, and customer
satisfaction in aviation. The study also delves into the influence of various work practices, such
as reward management, training, and safety, on employee performance and well-being in the
aviation sector. Despite challenges like demanding work atmospheres (Ali et.al., 2022),
inadequate compensation, and diversity hurdles, only 5% of global airline pilots are women
(with India having a higher percentage at nearly 12%), the impact of privatization on employee
work practices and motivation for enhanced productivity and performance within PPPs remains
unexplored. This study addresses this crucial knowledge gap recognizing the critical link
between motivated employees and enhanced productivity, improved performance, and positive
work culture is vital for organizational success (Radu, 2023). The studies find that a unified
approach to new human resource management practices results in higher productivity levels
than traditional methods, despite challenges in generalizing these findings.

2.2 THEMATIC ANALYSIS

Table 2c.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Key Concepts &amp; Ideas</th>
<th>Relevant Studies</th>
<th>Impact on Employee Performance</th>
<th>Impact on Airport Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theme 1. Employee Performance &amp; Human Capital</td>
<td>Work discipline, motivation, job satisfaction, work motivation</td>
<td>Blasius et al. (2022), Pratikno et al. (2022), Afifa et al. (2023), Roza Linda et al. (2018)</td>
<td>Positive</td>
<td>Indirect (through employee performance)</td>
</tr>
<tr>
<td>Theme 4. Airport Privatization &amp; Governance</td>
<td>Motivations, challenges, opportunities, employee-related strategies</td>
<td>Abhilash S. Nair (2021), Bettini &amp; Oliveira (2016), Toledo et al. (2021), George, M. (2015a); (2015b); (2016)</td>
<td>Direct (through HR policies &amp; practices)</td>
<td>Indirect (through overall management &amp; efficiency)</td>
</tr>
</tbody>
</table>
Table 2. c. depicts that Theme 1 highlights how employee performance thrives on work discipline, motivation, and job satisfaction. Theme 2 focuses on optimizing airport performance through value creation, efficiency, and sustainable practices. Leadership styles and organizational culture, explored in Theme 3, play a crucial role in shaping employee commitment and performance. Meanwhile, Theme 4 examines the evolving dynamics of airport privatization (Fragoudaki and Giokas, 2020), investigating its impact on employees and overall management. Finally, Theme 5 delves into diverse topics like airport security's social foundation, HR practices during crises, and employee engagement, offering valuable insights beyond core performance metrics.

2.3 THEORETICAL UNDERPINNING

The concept of high-performance work systems (HPWS) theory (Boxall, 2009) holds the promise of unlocking superior performance from an organization's core workforce. Despite its fuzzy nature (Güner, Cebeci, Antunes, and Wanke, 2021), often entangled with related notions like high-involvement systems and high-commitment management, this article proposes focusing on the high-involvement stream as a relevant lens for studying work practices in post-privatization airports. The approach delves into specific work practices prioritizing employee participation and engagement, exploring how these practices, mediated by employee motivation, enhance productivity and performance (Baik et al., 2019; Caldwell & Floyd, 2014; Joseph Tawk, 2021).

While reports by ICAO (2016) and World Bank Group (Andres et al., 2016) highlight the positive economic impact of public-private partnerships (PPPs) on Indian airport infrastructure, their focus on job creation and service improvement overlooks the potential influence of work practices on employee motivation and performance the socio-cultural aspects are to be examined applying Social learning theory of aggression (Bandura, 1977). This study addresses this gap by exploring the relationship between work practices and employee motivation in the context of India's post-privatization airports. Examining elements like job...
design, information sharing, digitization and automation (Andrew et. al., 2022) and employee participation in decision-making alongside motivational factors, we aim to generate actionable insights for optimizing practices and achieving high-performance outcomes. Eid, A., Salah, M., Barakat, M., & Obrecht, M. (2022) Research on airport sustainability can help create awareness and establish a theoretical framework for sustainable practices.

Motivational theories, from Maslow's hierarchy of needs (1943) to contemporary models like Agile Motivational Systems (Brown et al., 2020), offer diverse perspectives on enhancing workforce engagement. These theories introduce concepts like adaptability, game elements, revised goal-setting, and proactive work modification. Understanding these motivational frameworks enhances our grasp of factors shaping productivity and performance in the workplace, addressing crucial research issues. Notably, Albalate et al.’s (2014) analysis of motivation factors in partial privatization aligns with our study's focus.

2.4 RESEARCH QUESTION AND PROBLEM STATEMENT

How do Work practices, mediated by employee motivation, influence productivity and performance in Indian airports post-privatization? The study aims to address the challenge of optimizing productivity and performance in Indian airports post-privatization. The focus is on understanding how Work practices, mediated by employee motivation, contribute to enhanced productivity. Recognizing the unique context of post-privatization, the study endeavours to propose a conceptual framework that elucidates the intricate relationship between these variables. The insights gained aim to guide strategies for fostering an effective and motivated workforce in the post-privatization scenario.

2.5 OBJECTIVES OF THE STUDY

In the scenario of Indian Airports Post-privatization.

1) To Investigate if work practice has a significant impact on motivation.
2) To Investigate if motivation has a significant impact on performance and performance.
3) To Investigate if work practice has a significant impact on performance and performance.
3 QUANTITATIVE ANALYSIS - RESEARCH DESIGN

3.1 SAMPLING TECHNIQUES AND SAMPLE SIZE

Purposive sampling where only people who meet specific criteria are included in the sample was employed in this study for accessibility through existing networks and referrals. The population comprises Managers, experts, and top leaders of major PPP international airports in India (Ahmedabad, Bangalore, Delhi, Goa, Guwahati, Hyderabad, Lucknow, Mangaluru, Mumbai), with a sample size of N = 50.

3.2 RESEARCH TYPE

The research is explanatory, aiming to establish causal relationships between work practices, motivation, productivity, and performance. It follows a quantitative approach, analyzing numerical data from a self-administered questionnaire. It is cross-sectional, collecting data at a single point in time.

3.3 DATA COLLECTION

Data was gathered through a self-administered questionnaire employing a five-point Likert scale. The analysis was conducted using SPSS, incorporating statistical methods including descriptive analysis, reliability assessment (Cronbach's alpha), Pearson's correlation, and mediating analysis through the SPSS Process. The collected data was meticulously verified and validated through these methods to ensure accuracy and reliability.

3.4 RESEARCH FRAMEWORK AND HYPOTHESES FORMULATION

For data analysis, a Research Model Framework is developed (Figure 1) to illustrate the relationship between the variables.
Figure 1

Research Framework

![Diagram of research framework]

Note: IV= Independent Variable, MV = Mediating Variable, DV=Dependent Variable, WD= Work Design, Digi=Digitization, Flex=Flexibility, MT = Motivation, Eff= Effectiveness, Effi=Efficiency and Qual = Quality. Source: Authors’ proposed framework

Figure 1. framework suggests that workplace practices directly influence motivation, which in turn affects performance and productivity. This implies that improving workplace practices can lead to a more motivated workforce and ultimately, higher performance and productivity at airports. The Independent Variable (IV) Workplace practices include factors like work design, digitization, and a flexible positive work environment. The Mediating Variable (MV) motivation is the internal drive and willingness of employees to put in their best effort through incentives. The Dependent variables (DV) are performance and productivity involve factors like effectiveness, efficiency, and providing quality service.

Hypotheses

H1: There is a significant impact of work practices on motivation.
H2: There is a significant impact of motivation on performance and productivity.
H3: There is a significant impact of work practices on performance and productivity.

The research framework proposes a direct and indirect relationship between workplace practices and performance and productivity. The direct relationship (H3) suggests that changes in workplace practices directly affect performance and productivity, while the indirect relationship (H1 and H2) suggests that workplace practices influence performance and productivity through their impact on motivation.
4 DATA ANALYSIS AND INTERPRETATION

Table 3
Responses Received Based on Airport

<table>
<thead>
<tr>
<th>Airport</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ahmedabad</td>
<td>7</td>
</tr>
<tr>
<td>Assam</td>
<td>2</td>
</tr>
<tr>
<td>Bangalore</td>
<td>15</td>
</tr>
<tr>
<td>Delhi</td>
<td>8</td>
</tr>
<tr>
<td>Goa</td>
<td>8</td>
</tr>
<tr>
<td>Hyderabad</td>
<td>1</td>
</tr>
<tr>
<td>Kannur</td>
<td>1</td>
</tr>
<tr>
<td>Kolkata</td>
<td>1</td>
</tr>
<tr>
<td>Lucknow</td>
<td>3</td>
</tr>
<tr>
<td>Mangalore</td>
<td>2</td>
</tr>
<tr>
<td>Mumbai</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>50</strong></td>
</tr>
</tbody>
</table>

Source: Author’s survey and computation, 2023.

Table 3 displays response distribution across various airports, with Bangalore leading at 15 responses, followed by Ahmedabad (7), and Delhi and Goa (8 each). Other airports, including Assam, Hyderabad, Kannur, Kolkata, Lucknow, Mangalore, and Mumbai, range from 1 to 3 responses. The total, comprising 50 responses from all airports, provides a comprehensive participant snapshot based on airport affiliations. Following an insightful qualitative phase involving personal interviews, the study transitions to a quantitative examination, aiming to uncover the empirical evidence of business practices influenced by incentives driving post-privatized airport performance. A diverse sample of 50 participants from 12 Indian airports was surveyed (see table below), with SPSS software employed for detailed data analysis. Techniques such as descriptive analysis, Cronbach alpha, Pearson correlation, mediation analysis, and multiple regression analysis are utilized to scrutinize the collected data. Seamlessly combining first-order methods with rigorous quantitative analysis, this research seeks to enhance our understanding of airport operations post-privatization (Cooksey, 2020; Kaur et al., 2018; Taber, 2018; Mukaka, 2012; Schober & Schwarte, 2018; Abu-Bader & Jones, 2021; Preacher & Hayes, 2004; Valeri & VanderWeele, 2013; Nathans et al., 2012; Slinker & Glantz, 2008; Tranmer & Elliot, 2008).
4.1 DESCRIPTIVE ANALYSIS

Table 4

Frequency Distribution of Airport Employees Background

<table>
<thead>
<tr>
<th>Statistics</th>
<th>Age</th>
<th>Sex</th>
<th>Education</th>
<th>Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>N Valid</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>N Missing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mean</td>
<td>1.7600</td>
<td>1.0600</td>
<td>2.7200</td>
<td>2.3800</td>
</tr>
<tr>
<td>Std. Error of Mean</td>
<td>.11270</td>
<td>.03933</td>
<td>.16670</td>
<td>.16135</td>
</tr>
<tr>
<td>Median</td>
<td>2.0000</td>
<td>1.0000</td>
<td>3.0000</td>
<td>2.5000</td>
</tr>
<tr>
<td>Mode</td>
<td>1.00</td>
<td>1.00</td>
<td>3.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>.79693</td>
<td>.23990</td>
<td>1.17872</td>
<td>1.14089</td>
</tr>
<tr>
<td>Variance</td>
<td>.635</td>
<td>.058</td>
<td>1.389</td>
<td>1.302</td>
</tr>
<tr>
<td>Range</td>
<td>2.00</td>
<td>1.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Minimum</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Maximum</td>
<td>3.00</td>
<td>2.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Sum</td>
<td>88.00</td>
<td>53.00</td>
<td>136.00</td>
<td>119.00</td>
</tr>
</tbody>
</table>

Source: Author’s survey and computation, 2023.

Table 4. presented descriptive statistics that offer insights into four key variables—Age, Sex, Education, and Experience—based on a sample of 50 participants. For Age, the mean age is 1.76, with a standard deviation of 0.79693, suggesting a moderate level of variability. The mode of 1.00 indicates a frequently occurring age, and the range spans 2.00. Similar statistics are provided for Sex, Education, and Experience, allowing a comprehensive understanding of central tendency, variability, and distribution for each variable. These measures provide a foundation for further analysis and interpretation within the context of the study. The data suggest a diverse but moderately concentrated distribution for the examined variables. The statistics provide a clear snapshot of the sample, aiding researchers in comprehending the key characteristics of the participants in terms of age, sex, education, and experience.

4.2 CRONBACH ALPHA – RELIABILITY ANALYSIS

The Cronbach’s alpha analysis was conducted to assess the internal consistency reliability of the study. Researchers commonly consider values above .70 as acceptable, and in this instance, the reliability is notably high, indicating robust and dependable measurement across the items considered.
As shown in Table 5, Cronbach's alpha of .923 indicates a high level of internal consistency among the 7 items in the measure. This high alpha value suggests that the measure is reliable and produces consistent results. A Cronbach's alpha test score within the 0.8 to 0.9 range is considered suitable for the analysis mentioned (Reliability and Validity), indicating the reliability and validity of the approach (Tavakol & Dennick, 2011).

4.3 PEARSON’S CORRELATION ANALYSIS AND INTERPRETATION

The mathematical equation of Pearson’s correlation is used to examine n pairs of data, denoted as \((x_1, y_1), (x_2, y_2), (x_3, y_3), \ldots (x_n, y_n)\), is akin to treating them as independent samples drawn from a bivariate distribution. The calculated correlation provides an estimate of the correlation present in the inherent distribution.

Pearson Correlation Equation

\[
 r = \frac{\sum(x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum(x_i - \bar{x})^2 \cdot \sum(y_i - \bar{y})^2}} \tag{1}
\]

This is also known as the correlation coefficient (Mukaka, 2012)

Table 6

Correlation matrix showing the relationship between Work practices, Motivation and Productivity, Performance

<table>
<thead>
<tr>
<th>Factor</th>
<th>WD</th>
<th>Digi</th>
<th>MT</th>
<th>Effi</th>
<th>Qual</th>
<th>Effi</th>
</tr>
</thead>
<tbody>
<tr>
<td>WD</td>
<td>1</td>
<td>0.793</td>
<td>0.946</td>
<td>0.953</td>
<td>0.901</td>
<td>0.757</td>
</tr>
<tr>
<td>Digi</td>
<td>0.793</td>
<td>1</td>
<td>0.76</td>
<td>0.819</td>
<td>0.737</td>
<td>0.552</td>
</tr>
<tr>
<td>Flexi</td>
<td>0.762</td>
<td>0.597</td>
<td>1</td>
<td>0.767</td>
<td>0.758</td>
<td>0.614</td>
</tr>
<tr>
<td>MT</td>
<td>0.946</td>
<td>0.76</td>
<td>0.777</td>
<td>1</td>
<td>0.926</td>
<td>0.798</td>
</tr>
<tr>
<td>Effi</td>
<td>0.953</td>
<td>0.819</td>
<td>0.767</td>
<td>0.947</td>
<td>1</td>
<td>0.779</td>
</tr>
<tr>
<td>Qual</td>
<td>0.901</td>
<td>0.737</td>
<td>0.758</td>
<td>0.926</td>
<td>1</td>
<td>0.787</td>
</tr>
<tr>
<td>Effi</td>
<td>0.757</td>
<td>0.552</td>
<td>0.614</td>
<td>0.798</td>
<td>0.779</td>
<td>1</td>
</tr>
</tbody>
</table>

Notes: *Correlation is significant at 0.01 level (2-tailed)
Source: Author’s survey and computation, 2023.
Table 6. rigorously investigates the intricate relationships among workplace factors, including Work Design, Digitization, Flexibility, Motivation, Effectiveness, Efficiency, and Quality utilizing Pearson correlation coefficients. The findings not only underscore robust positive correlations but also provide insights into the significance of these associations, as indicated by the p-values. Work Design exhibits a strong positive correlation with Digitization and Flexibility while demonstrating very strong positive correlations with Motivation, Effectiveness, Quality, and Efficiency. Digitization reveals strong positive associations with Work Design and Flexibility, showing very strong correlations with Motivation, Effectiveness, Quality, and Efficiency. Flexibility is strongly correlated with Work Design and Digitization, and very strongly correlated with Motivation, Effectiveness, Quality, and Efficiency. Motivation emerges as a central factor, demonstrating very strong positive correlations with all other variables. Effectiveness also exhibits very strong positive correlations with all variables except for Digitization (strong positive correlation), with all p-values below 0.01. Quality displays very strong positive correlations with all variables except for Digitization and Flexibility (strong positive correlation), again with p-values less than 0.01. Efficiency shows strong positive correlations with all variables except for Digitization (strong positive correlation), with p-values below 0.01. At p = 0.01, the findings are statistically significant with 99% confidence, suggesting a genuine and likely strong impact (Zhu, 2016). Pearson's correlation analyzed the relationships between workplace practices (design, digitization, flexibility), motivation, and employee performance/productivity (efficiency, effectiveness, quality). There is a strong positive correlation supporting all three hypotheses.

H1 - Workplace practices significantly impact motivation.
H2 - Motivation significantly impacts performance/productivity.
H3 - Workplace practices significantly impact performance/productivity through motivation.

The correlation results provide substantial support for all three hypotheses, indicating significant relationships between workplace practices, motivation, and performance/productivity.

4.4 MEDIATION ANALYSIS

To examine the mediating role of motivation on the relationship between workplace practices and employee performance, we utilize a median analysis (Model 4) within the
PROCESS macro developed by Hayes and Rockwood (2017) in SPSS version 4.2. The analytical framework employed in this study, namely the Hayes PROCESS macro (2017), leverages multiple regression models while adhering to the established assumptions for such analyses, as articulated by Hair et al. (2018). These assumptions encompass normality, linearity, homoscedasticity, and independence of error terms. Furthermore, to maintain the integrity of the analysis, we conducted tests for multicollinearity and outliers within the data set.

The mathematical expressions mentioned below are used to calculate the mediation role.

(1) \( M = i1 + aX + eM \)
(2) \( Y = i2 + c'X + bM + eY \)
(3) \( Y = i3 + cX + eY \)
(4) \( c = (\overline{Y}_H - \overline{Y}_L) = c' + ab = (\overline{Y}_H* - \overline{Y}_L*) + (\overline{M}_H - \overline{M}_L)b, \)
(5) \( \overline{Y}_* = i2 + c'X + bM \)

Source: Hayes and Preacher (2014); Hayes and Rockwood (2017)

The mediation formula represents a model explaining how \( X \) the independent variable affects \( Y \) the dependent or outcome variable through the mediator variable \( M \). The formula comprises five equations, where the fourth equation gives the mediation effect, which is the product of the direct effect of \( X \) on \( Y \) (\( c' \)) and the effect of \( X \) on \( M \) (\( a \)), which in turn affects \( Y \) through \( M \) (\( b \)). The fifth equation represents the predicted value of \( Y \) based on the values of \( X \) and \( M \).

Table 7

<table>
<thead>
<tr>
<th>IV</th>
<th>MV</th>
<th>DV</th>
<th>R</th>
<th>R²</th>
<th>Coefficient (IV -&gt; M)</th>
<th>Coefficient (M -&gt; DV)</th>
<th>Direct Effect (IV -&gt; DV)</th>
<th>Indirect Effect (IV -&gt; DV via M)</th>
<th>Confidence Interval (Indirect Effect)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WD</td>
<td>MT</td>
<td>Effé</td>
<td>0.9637</td>
<td>0.9287</td>
<td>1.1954</td>
<td>0.4027</td>
<td>0.6408</td>
<td>0.4814</td>
<td>[0.2018, 0.6650]</td>
</tr>
<tr>
<td>WD</td>
<td>MT</td>
<td>Effi</td>
<td>0.7985</td>
<td>0.6376</td>
<td>1.1954</td>
<td>0.1719</td>
<td>0.005</td>
<td>0.2055</td>
<td>[-0.0133, 0.3773]</td>
</tr>
<tr>
<td>WD</td>
<td>MT</td>
<td>Qual</td>
<td>0.9291</td>
<td>0.8632</td>
<td>1.1954</td>
<td>0.3976</td>
<td>0.1653</td>
<td>0.4753</td>
<td>[0.2097, 0.8552]</td>
</tr>
<tr>
<td>Digi</td>
<td>MT</td>
<td>Effé</td>
<td>0.9596</td>
<td>0.9208</td>
<td>4.4436</td>
<td>0.7172</td>
<td>1.2745</td>
<td>3.1868</td>
<td>[2.1858, 3.9439]</td>
</tr>
<tr>
<td>Digi</td>
<td>MT</td>
<td>Effi</td>
<td>0.8028</td>
<td>0.6445</td>
<td>4.4436</td>
<td>0.197</td>
<td>-0.1647</td>
<td>0.8756</td>
<td>[0.5560, 1.1640]</td>
</tr>
</tbody>
</table>

Table 7 presents the outcomes of a mediation analysis featuring three independent variables including Work Design, Digitization, and Flexibility, a mediating variable Motivation, and three dependent variables including Effectiveness, Efficiency, and Quality. The primary objective is to assess the extent to which the mediator explains the relationship between the independent and dependent variables. In the context of the study, mediation analysis has been applied to understand the intricate dynamics between workplace practices, motivation, and performance/productivity. The analysis encompasses correlation coefficients (R), R-squared values, and diverse coefficients delineating paths from the independent variables to the mediating variable and from the mediating variable to the dependent variables. A single mediation equation is applied within the context of multiple regression, considering work practices (sub-variables under Work Design, Digitization, and Flexibility) as the independent variable, motivation as the mediating variable, and productivity and performance (sub-variables under Effectiveness, Efficiency, and Quality) as the dependent variable, is presented.

The equation considers both direct influences where practices directly impact performance, and indirect influences where practices first enhance motivation, which then boosts performance. Importantly, specific coefficients like $b_1$, $b_2$, and $b_3$ tell us how much each aspect of work practice directly affects effectiveness, efficiency, and quality, while $b_4$ reveals the strength of motivation's mediating role. This powerful tool allows us to dissect the intricate interplay between work practices, motivation, and performance, offering valuable insights for anyone seeking to optimize their organizational dynamics. While work practices influence performance/productivity independently and through motivation. It is expressed hypothetically.

H1: Work practices significantly impact motivation.

H2: The relationship between motivation and performance/productivity is moderately significant.

H3: Work practices significantly impact performance/productivity, both directly and indirectly through motivation.
This comprehensive examination provides valuable insights into the underlying mechanisms by which workplace practices contribute to variations in employee performance and productivity. The findings emphasize the critical role of motivation as a mediating factor in translating the influence of work practices into tangible outcomes, shedding light on the complex interplay between these variables in organizational settings. It is evident that motivation the mediating variable plays the complex interplay between work practices, and productivity, performance.

5 FINDINGS AND DISCUSSIONS

Indian International PPP airport leaders provided insights into work practices and strategies for employee motivation and development, highlighting tasks, planning, and resource utilization. Positive practices, including training, career development, recognition, and a commitment to diversity and inclusion, were identified. Challenges, such as motivation gaps, were acknowledged. Effective leadership emerged as crucial for employee engagement, emphasizing personal relationships and clear communication of the organization's vision. Key areas for leadership improvement, encompassing rewards, empowerment, strong leader-employee relationships, and fostering diversity and inclusion, were identified.

Recognizing the impact of a diverse and inclusive workforce on overall productivity, leaders were advised to incorporate rewards, recognition, empowerment, diversity, and inclusion as integral goals in managing employees and addressing non-participation issues. The importance of effective employee engagement strategies, supported by leadership, in enhancing productivity and profitability was underscored. Airport leaders were encouraged to leverage the study's findings for positive socio-cultural change and improved business best practices, with a specific focus on promoting diversity and inclusion.

Organizational leaders were urged to integrate the results into strategies fostering employee engagement and inclusivity. Aligning business objectives with improved efficiency for enhanced profitability and performance was emphasized. Regular surveys, aligning with business goals, were identified as a means to promote diversity and inclusion as crucial elements of employee engagement and performance improvement within the broader context of organizational success.
6 CONCLUSION

The study provides valuable insights into the impact of work practices on employee productivity and performance mediated by motivation in Indian airports operated under PPPs. The findings suggest that work design, digitization, and flexibility, along with employee empowerment, motivation, and leadership, have a positive impact on productivity and performance. The study also highlights motivation as a key mediator in this relationship needs attention.

However, the study has some limitations. The sample size is relatively small, and the study only focuses on Indian airports under PPPs. Therefore, the results may not be generalizable to other airports or industries. In addition, the study relies on self-reported data, which may be subject to response bias.

Future studies could expand the sample size and include airports from different countries and ownership structures to improve the generalizability of the findings. Furthermore, future research could use objective measures of productivity and performance rather than self-reported data to reduce the potential for response bias. Finally, future studies could explore the impact of other variables, such as employee engagement and job satisfaction, on productivity and performance in airport settings. Overall, this study provides a foundation for future research to build upon and deepen our understanding of the complex interactions between work practices, motivation, and productivity in airport settings.

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