

Running Head: STRESS AND BURNOUT

Interventions of stress management in the aviation
industry;

Examining Stress and Burnout Causes and HRM Role

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Working Title

Interventions of stress management in the aviation industry; Examining Stress and Burnout Causes and HRM Role

Introduction

Santos and Melicio (2019) states that the workplace stress can occur at any time, in any organisation, with any individual. In the present world, workplace stress has become increasingly common because of the organisations trying to ensure that majority of the work is carried out by the limited number of employees. The author further cites that many times, organisations do not realise that their approach of making an employee work more than his capability can cause further damage to the organisation itself. The individual would not be able to work to his full potential because he would start losing confidence, become irritable and even withdrawn as well (Tomic and Liu, 2017). However, Hajjiousefi, Asadi and Jafari (2017) is of the view that it is the ability of the individual that must come into play to ensure that he is able to manage the work accordingly. The author further reveals that there is no concept of workplace stress and it is just a phrase that has been coined by individuals who run away from work. It is important that individuals should have a clear idea of managing the work as this would help them in becoming an asset for the organisation (Tripathi, Joshi and Sharma, 2020).

Eriksen (2019) reveals in his work that key aspects of workplace stress are burnout and stress aspects. The research by the author reveals that stress usually occurs owing to lack of autonomy, lack of support, lack of opportunities, and appreciation of the individual and his work. On the other hand, burnout occurs due to the negative outlook, emotional exhaustion, and having an overall negative response to stressors (Stokes and Kite, 2017; Eltorai, 2018). Recently, it has

become known that aviation industry has been facing a huge number of stress and burnout issues due to which the human resource department of organisations within the industry would need to come forward to resolve the workplace stress issues.

Summary of Literature Review

In a study carried out by Rodriguez-Paras, Khanade and Sasangohar (2018), it is revealed that the aviation industry is one of the industries that have been facing a high level of workplace stress notion. The author further reveals that there are diverse reasons owing to which the workplace stress occurs, and it is vital that the human resource department of the organisations within the industry focus on resolving this aspect. The two main aspects of stress and burnout are the main areas that have become vivid in the aviation industry (Foy et al., 2019). A combination of both factors tends to make the employees working in the aviation industry to lose focus of their goal and also prevents them from working to their full potential. According to Carrillo et al. (2018), the aviation industry comprises of different employees who are working in different sectors. All these employees tend to face different causes of having stress and burnout issues. The airline pilots would face a different form of stress and burnout which would be linked to their job demands and resources, along with ensuring that they are able to achieve the outcomes of job crafting, happiness and be part of training performance as well (Cachia and Whitfield, 2018). For the cabin crew workers, the long working hours and not having adequate rest would lead to stress and burnout issues. For the air traffic services works, continuous mental work can lead to having stress and burnout issues (Smith, Dyal and DeJoy, 2019; Rook et al., 2018). At this point, Lockwood, Henderson and Stansfeld (2017) cites that it is the responsibility of the human resource department to work towards ensuring that these issues are resolved. It is the

responsibility of the HR to ensure that they are able to create certain strategies and implement techniques which would ensure that the employees in the aviation industry do not face the workplace stress problem.

Key Research Question

The aim of the study will focus on the causes of stress and burnout in the aviation industry and the role of HRM in dealing with it. The research objectives are as follows:

- To examine the workplace stress and its causes from a theoretical perspective
- To identify the key factors that result in workplace stress and burnouts in the aviation industry
- To critically analyse the role of HRM in mitigating the workplace stress and reducing burnouts in the aviation industry
- To provide recommendations to mitigate workplace stress in order to reduce burnouts in the aviation industry to enhance productivity

The research questions are:

- What are the causes of workplace stress?
- What are the key factors that result in workplace stress and burnout in the aviation industry?
- What role does the HRM play in mitigating workplace stress and reducing burnout in the aviation industry?
- What are the relevant recommendations to mitigate workplace stress, to reduce burnouts in the aviation industry to enhance productivity?

Methodology

The research philosophy that will be used in the study is interpretivism. Ghauri, Grønhaug and Strange (2020) cites that interpretivism comprises of analysts that emphasis on interpreting the elements of the study. The purpose of using the interpretivism philosophy is that the study focuses on the role of stress and burnout in the aviation industry and the role of HRM in it. The research approach chosen for the study is a qualitative approach. In the qualitative approach, the inductive approach was chosen as it analysed the aim and objectives of research based on which the study will be carried out. Lindlof and Taylor (2017) cites that inductive research approach is known as the inductive reasoning that is linked with the interpretivism philosophy. Bryman (2016) and Bernard (2017) reveals in their work that inductive research approaches helps the researcher to make use of the information which existing and are related to the topic.

The research strategy that will be used in the study is grounded theory. The purpose of using this theory would allow the researcher to create a theory from the data which would be taken from the participants. Walliman (2017) and Litosseliti (2018) cites that ground theory mainly helps in discovering the problems in the research field, and focuses on highlighting the strategies which help in tacking the problems.

In this study, the type of investigation that will be carried out is through the qualitative interviews. The idea behind conducting interviews is that it would provide the researcher with face-to-face interaction with the people who would provide verified information. The focus of the study is on understanding the causes of stress and burnout in the aviation industry, along with assessing the role of HRM in mitigating the causes of workplace stress. The interviews will be carried out with cabin crew people of Qatar Airways. A total of 10 cabin crew employees would

be chosen for the purpose of study, from the Qatar Airways. The purpose behind chosen cabin crew from this particular airline is these individuals come different culture and nationalities, and so they would be able to provide better insight into the causes of stress and burnout issues. There would also be the inclusion of the HR manager of the organisation, who will be interviewed to attain better insights related to the practices that he has implemented to deal with the stress and burnout causes that the cabin crew people are facing. The data analysis will be carried out through the use of thematic analysis. The researcher will focus on analysing the patterns and key themes that are related to the topic and analyse them accordingly to answer the research aim and objectives of the study.

Expected Outcomes

The expected outcome of the study is to pave the way for other researchers to carry out future research regarding the interventions of stress management in the aviation industry and the role of HRM in it. As the researcher has chosen to interview the cabin crew, this would allow the future analysts to assess the issues of stress and burnout from other employees' perspective that are part of the aviation industry. Moreover, the use of theoretical and empirical data would allow the collection of information to be assessed in a better way.

Timescale

Task	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11
Topic discussion											
Topic selection											
Research on the topic											
Writing proposal											
Chapter: A literature review											
Chapter: Preparing tools for data collection and analysis											
Chapter: Data Collection											
Chapter: Data Analysis											
Conclusion of research and recommendations											

The time scale is divided into 9 phases in which the first phase selecting the topic which is done in week 1. The topic selection phase is in week 2, followed by research on topic and writing proposal in week 3 and 4. Week 5 and 6 would focus on the literature review chapter, followed by working on data collection and analysis in week 7. Lastly, the data collection phase would be done in week 8, followed by data analysis conducted in week 9 and 10, and the conclusion being done for week 10.

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