

## Up in the Air: How Airlines Can Improve Performance by Engaging Their Employees (Hardback)



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## UP IN THE AIR: HOW AIRLINES CAN IMPROVE PERFORMANCE BY ENGAGING THEIR EMPLOYEES (HARDBACK)



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Cornell University Press, United States, 2009. Hardback. Book Condition: New. 231 x 155 mm. Language: English . Brand New Book. And you thought the passengers were mad. Airline employees are fed up, too-with pay cuts, increased workloads and management s miserly ways, which leave workers to explain to often-enraged passengers why flying has become such a miserable experience. New York Times, December 22, 2007When both an industry s workers and its customers report high and rising frustration with the way they are being treated, something is fundamentally wrong. In response to these conditions, many of the world s airlines have made ever-deeper cuts in services and their workforces. Is it too much to expect airlines, or any other enterprise, to provide a fair return to investors, high-quality reliable service to their customers, and good jobs for their employees?Measured against these three expectations, the airline industry is failing. In the first five years of the twenty-first century alone, U.S. airlines lost a total of \$30 billion while shedding 100,000 jobs, forcing the remaining workers to give up over \$15 billion in wages and benefits. Combined with plummeting employee morale, shortages of air traffic controllers, and increased congestion and flight delays, a total collapse of the industry may be coming. Is this state of affairs inevitable? Or is it possible to design a more sustainable, less volatile industry that better balances the objectives of customers, investors, employees, and the wider society? Does deregulation imply total abrogation of government s responsibility to oversee an industry showing the clear signs of deterioration and increasing risk of a pending crisis?Greg J. Bamber, Jody Hoffer Gittell, Thomas A. Kochan, and Andrew von Nordenflycht explore such questions in a well-informed and engaging way, using a mix of quantitative evidence and qualitative studies of airlines from North America,...

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