

# The Impact of HRMP and DEI on Intrapreneurial Behaviour: A Study on Aviation Sector in India

Ambar Mani Mishra<sup>1</sup>, Rupali Arora<sup>2</sup>, Avinash Chandra Supkar<sup>3</sup>

<sup>1</sup>Research Scholar, University School of Business, Chandigarh University, Mohali, Punjab, India

<sup>2</sup>Professor, University School of Business, Chandigarh University, Mohali, Punjab, India

<sup>3</sup>Professor, School of Management Sciences, Varanasi, India

## Abstract

This research paper aims to explore the payoff that current HRM practices have on the intrapreneurial behaviour opportunities available to workers in the aviation industry in India. The intention of research is to provide an interpretation and to collect quantifiable data. As a study tool for collecting primary quantitative data, a questionnaire with an appropriate level of structure was utilized. Pearson Correlation, Cronbach Alpha, Coefficient Correlation and Regression were some tests carried out with SPSS software. Data was obtained from personnel of the aviation business who held managerial positions at a middle level. The sample for this study is 181. According to the findings, there is a constructive influence that each component of HRMP and DEI has on the intrapreneurial behaviour advancement of staff members. The evidence supports the validity of four of the hypotheses. The research instrument has a Cronbach Alpha score of 0.774, and the R Square value obtained from the regression test is 0.557. This study demonstrates that training and development help employees increase their career progression possibilities. Because workers in the aviation industry are often content with the learning and professional development opportunities provided by their employer, this factor has a significant overall bearing on their career advancement opportunities. All aspects of training and development need to be thoughtfully considered to accomplish successful career advancement through HRMP application and to ensure that DEI is carried out correctly.

**Keywords:** Human Resource Practices (HRP); Diversity, Equity and Inclusion (DEI); Talent Management (TM); Career Growth (CG); Intrapreneurial Behaviour (IB); Indian Aviation Sector.

## Introduction

Training and development are increasingly regarded as activities that enhance an organization's success and facilitate individuals' career advancement. They also contribute value to the organization, unlike in the past. The terms T&D are frequently employed in Human Resource Management Practices, and numerous enterprises regard it as an essential component of their success (Thakore, D, 2013). Leaders employing this method promote transparent and genuine communication, engage actively in the process, and foster collaborative decision-making. Training primarily pertains to the measures a corporation implements to facilitate employee learning and enhance job performance (Karampuri, et al., 2024). These attributes pertain to an employee's competencies, intellect, and skills that can enhance their current job performance. Development,

**(Corresponding Author:** Ambar Mani Mishra, Research Scholar, University School of Business, Chandigarh University, Mohali, Punjab, India, E-mail: ambarmanimishra7@gmail.com

**How to Cite the article:** Mishra, A.M.; Arora, R.; Supkar, A.C. (2025). The Impact of HRMP and DEI on Intrapreneurial Behaviour: A Study on Aviation Sector in India. Purushartha, 17(2), 111-119

**Source of Support:** Nil

**Conflict of interest:** None

conversely, pertains to the educational benefits and initiatives that an organization designs for its employees to enhance and progress in their professions. For a firm to succeed, it is evident that it must include employees substantially in achieving its goals and objectives, Training is necessary for this purpose (Jehanzeb, et al., 2013). HRMP (T&D) is crucial for the advancement of each employee's career and enhances job performance by equipping them with important skills. Successful employees generally receive adequate training and development from their employers and effectively contribute to achieving

organizational objectives. Thorough recruitment and selection of superior employees is insufficient to ensure their consistent outstanding performance (*Rodriguez and Walters, 2017*). A leader who fails to assign the appropriate individuals to suitable roles for optimal contribution is equally unsuccessful. A leader is expected to cultivate a future leader. There should be no void in career advancement for anyone within the organization, particularly at the upper echelons. This condition can only be achieved if the leader recognizes and cultivates the future leader. Fourthly, without a leader conveying a transparent system of rewards and penalties, optimal team performance cannot be achieved. (*Kuknor et al., 2021*)

To enhance employees' skills and competencies, effective Human Resource Management Practices in Training and Development are essential. The aviation sector in India inadequately prioritizes training and development, revealing a deficiency in the existing human resource management practices related to T&D solutions. This divide hinders workers' career advancement. Inadequate training programs lead to employee frustration and diminished motivation, adversely affecting their careers. This research aims to investigate the impact of current training and DEI events on the intrapreneurial behavior of employees in the Indian aviation industry.

## Literature Review

Human Resource Administration Practices are occasionally termed learning opportunities. In contrast, the development process endows an individual with essential skills and knowledge to adjust to emerging occupations and employment prospects, whereas training focuses on already existing positions (*Ahmed and Ahmed, 2019*). In most firms, development is allocated to intermediate employees requiring enhancement of their leadership, communication, and decision-making competencies. Conversely, training is

typically designated for lower-level personnel to acquire practical expertise. The essential issue firms must address is enhancing the efficiency of their human resource performance (*Abbas and Yaqoob, 2009*).

HRMP (T&D) is equally vital in the aviation industry as it is in other commercial and service sectors. Investigations have been conducted in the aviation sector about HRMP (T&D), yielding encouraging results. Consequently, HRMP (T&D) programs and methodologies must be designed and executed with regard to their specific strategic objectives (*Ahmad and Saxena, 2022*). When executed accurately, HRMP (T&D) processes and programs enable the realization of numerous advantages. Researchers have observed the following benefits (*Hanif, F, 2013*): Enhances the sense of well-being among employees. Employees who develop self-confidence exhibit increased job satisfaction and demonstrate enhanced adaptability to new circumstances, hence facilitating change management. Employees that utilize resources and equipment more effectively also waste less. Granting employees the authority to make sound decisions independently and cultivating a sense of job security have demonstrated efficacy in decreasing employee turnover and absenteeism.

Employees acquire the following information through proficient career management (*Charity, B. C, 2015*): Explore their hobbies, values, strengths, and shortcomings. Investigate available and upcoming roles inside the organization, strategize one's professional trajectory, formulate goals, and equip oneself to further one's career. The capacity to progress one's career inside a company is essential for cultivating a culture of continuous learning. Moreover, employees appreciated positions that offered opportunities for growth and development, together with career guidance and skill management support (*Kakui, 2016*). Business expansion and heightened demand for products and services advantage organizations that implement

effectively managed training and development programs and policies related to employee careers. A robust career management approach can enhance an employee's sense of value inside the organization and elevate their self-esteem. An employee's performance enhances due to these feelings, leading to increased dedication to his task (Burke, 1998).

## Conceptualization and Hypothesis Development

The training needs assessment largely focuses on work performance; an organization should consider the HRMP to establish the specific training objective. Accurate assessment of training requirements is crucial to identify areas of employee performance deficiency. The HRMP process involves participants, including trainers and senior managers. The survey indicated three distinct types of analysis to ascertain the necessary training (Uddin, et al., 2023) (Ahmad and Saxena, 2021).

*H1: Human Resource Planning positively influences International Business.*

Students may unwind and concentrate on the content in a supportive training atmosphere. The researcher also recommended anticipating inquiries such as, "What is the training date?" while organizing the training environment. Where will the classes be conducted, precisely? Do you possess a comprehensive understanding of the HRMP? Do pupils require transportation, or are they capable of navigating independently? What categories of materials are required? Whom to instruct? Et cetera. They additionally offer layout suggestions. The training environment influences the lesson and the transfer. Consider the anticipated number of attendees for the training, the requisite dimensions of the room or auditorium, the proximity to potential distractions, the comfort level of the seating, the intensity of the lighting, and

the necessary technological provisions (Gauld and Miller, 2004).

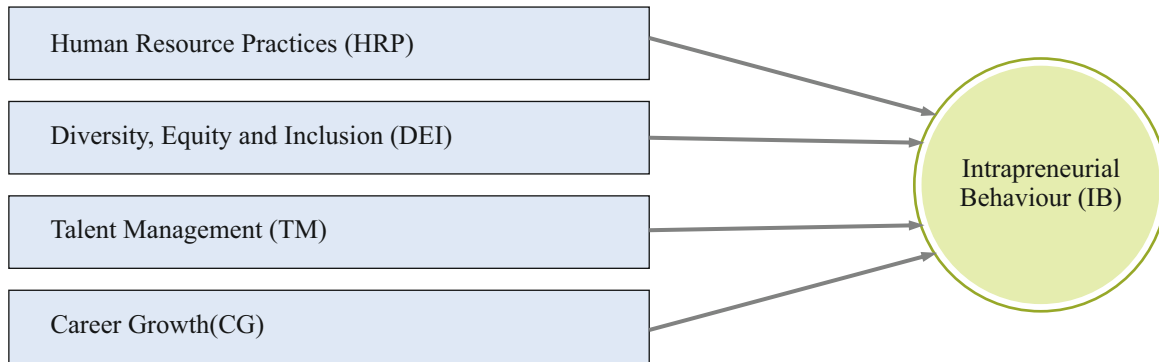
*H2: DEI positively influences IB.*

The role of trainers is universally recognized as a critical component in the effective execution of training programs. The research findings indicate that a trainer must possess the following competences to provide effective training that enables employees to apply the training content to their professions and facilitates their career progression (Sultana, et al., 2023).

*H3: The implementation of TM positively influences IB.*

On-the-job training enables novice or less-experienced employees to acquire their jobs, responsibilities, and duties by observing the behavior of their supervisors and colleagues, then attempting to emulate those actions. These training methods are more economical and accessible for workers, as they do not require travel to acquire knowledge. They may receive on-the-job training instead (Muma, et al., 2014). Employees comprehend more effectively when instructed using identical tools and inside the same environment. Various methods exist for learning through on-the-job training, including mentorship, coaching, job rotation, and development. DEI refers to training conducted outside the workplace, distinguishing it from on-the-job training, as employees receive instruction in a location separate from their work environment. Off-the-job training enhances employees' freedom of expression, which directly reflects diversity, equity, and inclusion (DEI). This training employs diverse methodologies, including seminars, simulation exercises, sensitivity training, and transactional training.

*H4: There is a significant effect of CG on IB.*

**Figure 1: Conceptual Framework**

### Research Objectives

The primary objective of this study is to examine the impact of training and development on employees' career progression. Other particular aims include:

- To elucidate the impact of assessing employees' HRMP requirements on the advancement of Intrapreneurial Behaviour.
- To examine the influence of a DEI-oriented atmosphere and HRMP on employees' Intrapreneurial behaviour.
- To examine the impact of talent management on the intrapreneurial behaviour of an employee.
- To assess the impact of diverse career advancements on the intrapreneurial behaviour of employees.

### Proposed Methodology

A cohort of 181 employees was administered a series of closed-ended or multiple-choice questions through in-person, online, and telephonic methods. The primary data was collected using a questionnaire designed according

to the aims. The quantitative results of this investigation elucidate the mechanisms of the natural world. Explanatory study emphasises elucidating specific instances of how one variable influences the entirety. The primary objective of this research is to determine the influence of HRMP, DEI, TM, and CG on employees' capacity to develop their Intrapreneurial Behaviour. Quantitative analysis is a technique employed to evaluate hypotheses and get insights into the interactions among various components. A meticulously crafted survey utilising a five-point Likert scale has been developed and administered to gather information. The data was collected from 181 persons occupying management roles at senior, mid-level, and entry positions within India's aviation sector. Undergraduate education ought to be the baseline criterion, and candidates should be aged between 20 and 50. The requisite minimum experience for employees is two years. A sample size of 181 employees was suitable for a population of 2,000 workers. This study used a non-probability convenience sampling strategy, selecting individuals based on their ease of participation in the investigation. Both physical and digital versions of the questionnaires are accessible to staff members through Google.

## Data Analysis and Results

**Table 1. Reliability Analysis**

Variable	Cronbach's Alpha	N of Items
HRMP	0.732	6
DEI	0.775	8
TM	0.721	5
CG	0.789	4
IB	0.855	5

An analysis of reliability is presented in Table 1. First, a reliability test must be conducted to determine the reliability of a questionnaire. Determines whether or not the variables in the questionnaires yield consistent results. Results obtained through the data instrument are considered reliable when the CA value of the

survey responses exceeds 0.7. The results of the data collection are not considered credible if the Cronbach Alpha score of the questionnaire is less than 0.7. The Table's results demonstrate that all CA transcend 0.7, suggesting that the components are internally consistent and valid.

**Table 2. Correlations**

		HRMP	DEI	TM	CG	IB
HRMP	Pearson Correlation (PC)	1				
	Sig.					
	N					
DEI	PC	.623**	1			
	Sig.	.000				
	N	181	181			
TM	PC	.524**	.565**	1		
	Sig.	.000	.000			
	N	181	181	181		
CG	PC	.561**	.660**	.576**	1	
	Sig.	.000	.000	.000		
	N	181	181	181	181	
IB	PC	.582**	.664**	.553**	.635**	1
	Sig.	.000	.000	.000	.000	
	N	181	181	181	181	181

Table-2 indicates a moderate positive association between HRMP and TM, with  $r$  values of 0.582 and 0.553, respectively. DEI exhibits a positive correlation with both Talent Management Topics

and Career Growth ( $r = 0.664$  and  $0.635$ , respectively). Every variable has been assigned a significance level of 0.000.

**Table 3. Summary of Model**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard Error of the estimate
1	.745a	.557	.542	.75606

R is 0.745, R squared is 0.557, corrected R squared is 0.542, and the standard error of the estimate is 0.75606; these values are presented in Table 3. The empirical measurement of  $R^2$  was 0.745. The regression model can elucidate this proportion of the dependent variable's variability. All

independent variables account for 55.7% of the variance in the dependent variable, as indicated by the square of the Pearson correlation coefficient, 0.557. The model summary statistics are favourable, suggesting a strong data match. This research ought to persist.

**Table 4. ANOVA**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	197.535	5	39.507	74.759	.000 <sup>b</sup>
	Residual	117.95	175	0.674		
	Total	315.485	180			

a. Dependent Variable: IB

b. Predictors: (Constant), TM, HRMP, CG, DEI. The frequency value in Table-4 is 74.759 with a significance

level of 0.000, which is below the threshold of 0.05, indicating that the independent variables significantly explained the variability in the dependent variable.

**Table 5. Coefficients<sup>a</sup>**

	Model	Unstandardized Coefficients		Coefficients Standardized	t	sig
		B	Std. Error	Beta		
1	(Constant)	-.053	.186		-.267	.765
	HRMP	.187	.049	.168	3.581	.000
	DEI	.337	.058	.294	5.552	.000
	TM	.168	.045	.164	3.516	.000
	CG	.216	.051	.203	4.102	.000

Table 5 elucidates the relative significance of each independent variable for accurately predicting the dependent variable. Beta values assist in ascertaining the extent of importance of the relationship between an independent variable and a dependent variable. At an energy level of 0.05,

the significance value determines the utility of these variables. The p-values for HRMP, DEI, TM, and CG are all 0.000, which is below 0.05; these parameters are advantageous and significantly influence the IB.



**Table 6. Testing of Hypotheses**

Hypothesis Statement	Hypothesis	Sig.	Result
There is a positive impact of HRMP on IB.	H1	0.000	Accepted
There is a obvious impact of DEI on IB.	H2	0.000	Accepted
There is a positive impact of TM on IB.	H3	0.000	Accepted
There is a obvious impact of CG and IB.	H4	0.000	Accepted

Table-6 indicates that all hypotheses, excluding those with significance levels below the 0.05 threshold, have been analysed.

## Discussion

A statistically significant moderate positive connection is observed between HRMP (Human Resource Management Practices) and Intrapreneurial Behaviour, evidenced by an r-value of 0.582 and a p-value of 0.000. These findings demonstrate that HRMP significantly affects DV. Human Resource Management Practices significantly influence employee commitment and professional growth. Career advancement is facilitated when employees receive training customised to their own requirements. It improves a company's overall efficacy in human resource management and output (*Lippman, 2010*).

The DEI and content have a robust positive correlation with Intrapreneurial Behaviour, as evidenced by the correlation coefficient ( $r = 0.664$ ). The p-value of 0.000 indicates a significant effect of environment and content on the dependent variable. The environment is crucial in influencing an individual's cognitive abilities and thought processes, particularly in learners. When people cultivate skills proficiently, it results in enhanced performance (*Anthony and Weide, 2015*). This favourable result aids in their career advancement.

The correlation between Trainer's Competencies and Intrapreneurial Behaviour is moderately positive, as evidenced by a r value of 0.553. This association is substantial, with a p-value of 0.000.

The trainer is essential in ensuring effective instruction delivery. A trainer's professionalism should be apparent in their instructional techniques and behaviour, which includes not only the effective delivery of training materials but also the exhibition of respect, compassion, and other pertinent attributes towards the trainees (*Langesee, 2023*). When a trainer exhibits competences that increase the probability of successful training transfer, and when knowledge is properly conveyed, staff can apply it to enhance their activities and progress in their careers by transformative leader (*Karampuri, et al., 2024*).

A link exists between HRM techniques and IB ( $r = 0.635$ ). The p-value of 0.000 indicates that Career Growth significantly influences the dependent variable. Selecting an appropriate training method is crucial for trainers to effectively communicate training material and promote the acquisition of necessary job skills and attributes by trainees, hence enabling optimal performance in their professional responsibilities. Training approaches play a crucial role in enhancing the effective transfer of training, resulting in increased employee performance and career progression. Various value addition elements contribute multidimensionally, enhancing performance, values, and quality of life, while fostering a favourable environment for productivity and human efficiency (*Vivek and Amrith, 2017*).

## Recommendations

- The Aviation Authority must establish a transparent database to monitor the skills deficiencies of employees. Subsequently, they

must disseminate it openly throughout the various departments, enabling them to evaluate the database and prioritise critical training areas that will benefit employees during a designated timeframe.

- 2. To enhance the efficacy of teaching programs, the aviation authority should implement a bidirectional feedback mechanism.
- 3. To enhance the credibility of the DEI, aviation industry authorities must empower trainees to provide comments candidly and transparently.

### Suggestions and Future Research Direction

This study investigates the impact of HRMP programs on the intrapreneurial behaviour of employees in the aviation sector in India. Future scholars may duplicate this finding across diverse domains. The research focus may also include gender specification, such as investigating whether males have rapid professional advancement soon after completing training in comparison to females. Future research could examine additional independent variables related to training and development to evaluate their impact on employees' intrapreneurial behavior, the behavior usually depends upon the policies and work environment (Tripathi, & Bhattacharjee, 2024).

### Conclusions

The research findings indicate that HRMP and DEI enhance employees' potential for Intrapreneurial Behaviour, as well as facilitate talent management and career advancement. Employees engaged in training are more likely to receive promotions within the organisation. Furthermore, they are more inclined to acquire the skills and attributes that will enhance their workplace efficiency and the organization's overall performance. Since all four independent variables are deemed acceptable, the

IVs collectively exert a significant impact on the Intrapreneurial Behaviour of employees in the aviation sector. The personnel are satisfied with the training process being implemented at the company.

### References

- Abbas, Q. & Yaqoob, S. (2009). Effect of Leadership Development on Employee Performance in Pakistan. *Pakistan Economic and Social Review*, 47 (2), 269–292.
- Ahmad, S. & Saxena, C. (2022). Artificial Intelligence and Blockchain Technology in Insurance Business. In *The International Conference on Recent Innovations in Computing*, pp.61–71, Singapore: Springer Nature Singapore.
- Ahmad, S., & Saxena, C. (2021). Reducing the Covid-19 impact on the insurance industry by using technologies. *Efflatounia-Multidisciplinary Journal*, 5(2), 1757–1765.
- Ahmed, F. & Ahmed, S. (2019). The impact of drug addiction among the students of tertiary level in Bangladesh. *Journal of Education and Practice*, 10(7), 17–21.
- Anthony, P.J. & Weide, J. (2015). Motivation and career-development training programs: Use of regulatory focus to determine program effectiveness. *Higher Learning Research Communications*, 2, 24.
- Burke, R. J., Divinagracia, L. A. & Mamo, E. (1998). Training and development activities and career success among Filipino managerial women. *Career Development International*, 3(6), 260–265.
- Charity, B. C.: Effect of training and career development on employee performance: a case of KCB branches in the north rift region, Kenya, (2015)
- Gauld, D. & Miller, P. (2004). The qualifications and competencies held by effective workplace trainers. *Journal of European Industrial Training*, 28 (1), 8–22.
- Hanif, F. (2013). Impact of training on employee's development and performance in hotel industry of Lahore, Pakistan. *Journal of Business Studies Quarterly*, 4 (4), 68.
- Jehanzeb, K. & Bashir, N. A. (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of business and management*, 5(2).



- Kakui, I. M. (2016). Effects of Career Development on Employee Performance in the Public Sector: A Case of National Cereals Produce Board. *Strategic Journal of Business & Change Management*, 3 (3).
- Karampuri, S.K.; Laxmi, M.R.; & Goli, G. (2024).Analysing Leadership Qualities of Lord Rama from Valmiki Ramayana by Using Nyaya System of Indian Philosophy. *Purushartha*, 17(1), 84-93.
- Kuknor, S., Rastogi, S., & Singh, S. P. (2021). Me-Leader versus We-Leader: Bhagavad Gita Perspectives on Transformational Leadership. *Purushartha-A journal of Management, Ethics and Spirituality*, 14(2), 57-64.
- Langesee, L. M. (2023). From qualification to competencies: defining a task-based competency profile for e-tutors in higher education. *International Journal of Management in Education*, 17(2), 109-129.
- Lippman, P. (2010). Can the Physical Environment Have an Impact on the Learning Environment? *CELE Exchange, Centre for Effective Learning Environments*, No. 2010/13, OECD Publishing, Paris.
- Muma, M., Iravo, A. and Omondi, M. (2014). Effect of training needs assessment on employee commitment in public universities: a case study of Jomo Kenyatta University of agriculture and technology. *International Journal of Academic Research in Business and Social Sciences*, 4 (9), 233.
- Rodriguez, J. & Walters, K. (2017). The importance of training and development in employee performance and evaluation. *World Wide Journal of Multidisciplinary Research and Development*, 3(10), 206-212.
- Sultana, N., Lima, R. P.& Ahmad, S. (2023). Enabling Technologies for Human Development in Developing Countries: A Bibliometric Analysis on Insur-Tech. In *International Conference on Computational Intelligence, Communication Technology and Networking (CICTN)*, pp. 396-400, IEEE.
- Thakore, D. (2013). Training–A Strategic HRM Function. *International Letters of Social and Humanistic Sciences*, 11, 84-90.
- Tripathi, P.M., & Bhattacharjee, A. (2024). Understanding Everyday Sadism, Dark Traits and Employee Silence at Work: Reflections from the Indian Epic Ramayana. *Purushartha*, 17(1), 64-83.
- Uddin, M. J., Ferdous, M., Rahaman, A. and Ahmad, S. (2023). Mapping of Technostress Research Trends: A Bibliometric Analysis. In *7th International Conference on Intelligent Computing and Control Systems (ICICCS)*, pp. 938-943, IEEE.
- Vivek, S., & Amrith, V. (2017). Spirituality and productivity-A relationship perspective. *Purushartha-A journal of Management, Ethics and Spirituality*, 10(1), 60-69.