



COOPERATIVE EDUCATION REPORT

Enhancing Customer Loyalty through Strategic Human Resource Management at Buddha Air

WRITTEN BY

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ABSTRACT

This study evaluates the impact of strategic human resource practices on customer loyalty at Buddha Air, a leading airline in Nepal. Recognizing the crucial role of employee satisfaction in enhancing service quality, this research elaborates on how effective HR management drives customer loyalty. It focuses on key HR strategies such as employee relations and performance management, demonstrating how these can be leveraged to align employee satisfaction with customer service experiences. The study employs a mixed-methods approach, drawing on data from employee surveys, customer feedback, and HR records to test the hypothesis that there is a significant correlation between HR practices and customer service satisfaction.

The findings are expected to provide valuable insights for Buddha Air, helping the airline to communicate its values more effectively and refine its HR strategies to foster a customer-centric culture. By reinforcing the connection between employee satisfaction and customer loyalty, the research aims to guide Buddha Air in enhancing its service quality, thereby strengthening its position in the competitive aviation market. The study's results could serve as a model for other airlines seeking to improve customer loyalty through strategic HR management, emphasizing the importance of a satisfied and motivated workforce in delivering exceptional customer experiences.

In conclusion, this research underscores the transformative potential of strategic HR practices in the aviation industry, highlighting the integral link between employee satisfaction and customer loyalty. By systematically addressing employee needs and aligning them with organizational goals, airlines can create a more committed and customer-focused workforce. This alignment not only enhances service quality but also fosters a culture of continuous improvement

and excellence. Therefore, strategic HR management is essential for airlines aiming to achieve long-term success and customer loyalty in a highly competitive market.

Keywords: Human Resource Management, Customer Loyalty, Employee Engagement, Service Quality, Buddha Air, Aviation Industry



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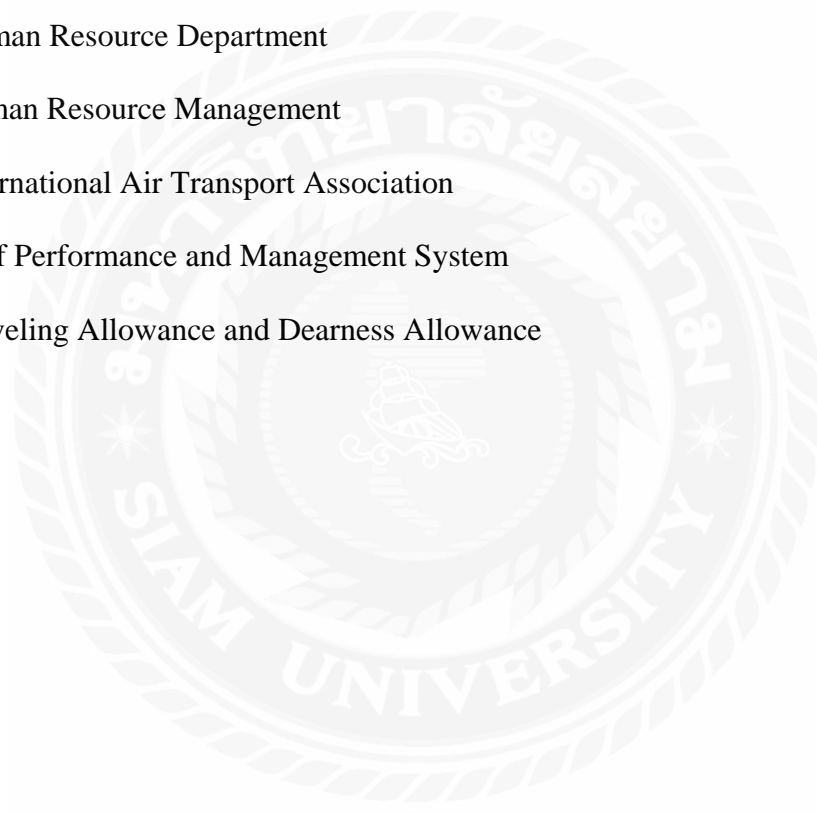
Lastly, I would like to thank my friends and family for their tremendous support and encouragement throughout my internship. I drew motivation from the fact that they believed in me. I have learned a lot from this internship and will be applying the skills and knowledge in my future career in Human Resources with excitement.

Prashansa Gautam

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ABBREVIATIONS

BA	Buddha Air
CAAN	Civil Aviation Authority of Nepal
HR	Human Resource
HRD	Human Resource Department
HRM	Human Resource Management
IATA	International Air Transport Association
SPMS	Staff Performance and Management System
TADA	Traveling Allowance and Dearness Allowance



LIST OF FIGURES

Figure 1: Organizational Structure	18
Figure 2: My Job Position in Organizational Structure	19
Figure 3: HR Director	45
Figure 4: Administrative Department	46
Figure 5: Administrative Manager	47
Figure 6: My Working Station at Buddha Air	48
Figure 7: SPMS Department	49
Figure 8: Training Department	50
Figure 9: Payroll Department	51
Figure 10: Working with Administrative Manager	52

LIST OF TABLE

Table 1: SWOT Analysis of the Company	21
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Table of Contents

ACKNOWLEDGEMENT	5
ABBREVIATIONS	6
LIST OF FIGURES	7
CHAPTER 1: INTRODUCTION	10
1.1.1 Company Profile	10
1.1.2 Mission of the Company	11
1.1.3 Vision of the Company	11
1.1.4 Objective	12
1.1.5 Major markets and customers	12
1.1.6 Products and services	14
1.2 Organizational Structure	15
1.2.1 My Job Position	17
1.2.2 My job Position in the organizational Structure	18
1.3 Intention and Motivation	18
1.4 Strategic Analysis of the Company (SWOT Analysis)	19
1.5 Objectives of the Study	19
CHAPTER 2: CO-OP STUDY ACTIVITIES	21
2.1 Job Description	21
2.2 Job Responsibilities	21
2.3 Activities in Coordination with Co-Workers	23
2.4 Contribution as a Co-op Student in the Company	24
CHAPTER 3: LEARNING PROCESS	26
3.1 Problems of Buddha Air	26
3.2 How to solve the problems	29

ENHANCING CUSTOMER LOYALTY

	9
3.2.1 Literature Review	30
3.3 Recommendation to Buddha air.....	31
3.4 What I have learned during co op studies	32
3.5 Special Skills and New Knowledge Learnt	34
CHAPTER 4 : CONCLUSION.....	36
4.1 Summary of highlights of my Co-Op studies at Buddha air.....	36
4.2 Evaluation of the work experience	37
4.3 Limitation of my Co-Op studies at Buddha Air.....	38
4.4 Recommendations for Buddha Air	39
REFERENCES.....	41
APPENDIX	42

CHAPTER 1: INTRODUCTION

This chapter is intended to familiarize the readers with the company profile of Buddha Air, one of the leading airlines of Nepal. The chapter highlights the company profile, organizational structure, strategy, and what motivated me to select this particular company.

1.1.1 Company Profile

a. Description of the organization

Buddha Air Pvt. Ltd is a commercial air transport operator registered as a private limited company at the Company Registrar Office of the Ministry of Industry, Government of Nepal, under the Company Act, 2021 BS of Nepal. Buddha Air was granted its Air Operator Certificate on 21 January 1997. Buddha Air operates across various destinations within Nepal, including mountain flight and some other destinations in the cross border of Nepal. Buddha Air's aircrafts in operations are the Beech craft 1900D manufactured by Raytheon Aircraft (now Hawker Beech craft), ATR 42-320 and ATR 72-500 manufactured by Avions De Transport Regional, France.

In 2020, Buddha Air announced first plans to enter the rural aviation market in Nepal by serving smaller STOL-airfields by fall 2021. This subsidiary called Yashodhara Air was set up in January 2021 with the aim of operating by 2022. Buddha Air became the first international airline to operate charters to Paro Airport in Bhutan in August 2010. In 2011, Buddha Air began international flights from

Pokhara Airport to Chaudhary Charan Singh International Airport in Lucknow, India, however these flights were discontinued soon after. The airline also announced plans to fly to New Delhi's Indira Gandhi International Airport in the future. Internationally, Varanasi Airport is also seasonally served from Tribhuvan International Airport.

Buddha Air is the first airline in Nepal, and one of few in South Asia, to have a state of the art closed-door hangar facility. Built at a cost of US \$2.5 million at the Tribhuvan International Airport, Buddha Air also provides aircraft maintenance facilities to other airlines as well, particularly the Bangladeshi airline Novoair which sends its ATR aircraft for maintenance at the hangar. Buddha Air is planning to construct another hangar that can accommodate aircraft up to the size of an Airbus A319 at under-construction Pokhara International Airport.

1.1.2 Mission of the Company

- i. Be the domestic and international market leader in the air transportation industry.
- ii. Setting industry standards for safety and security.
- iii. Providing world-class customer service.
- iv. Creating an open and participative work environment.

1.1.3 Vision of the Company

To be a trustworthy airline, providing the best service to its customers.

1.1.4 Objective

- i.To achieve the highest levels of safety standards and performance.
- ii.To identify hazards and address them accordingly through risk mitigation.

1.1.5 Major markets and customers

Buddha Air had a marketing team with experienced personnel in the travel and tourism business. Apart from a good network with travel and tour operators for the marketing of services, the airlines had diversified its promotion through mass media and digital marketing using Facebook page, Twitter and Instagram.

During its 20 Years of Services advertising campaign, the company provided a human-feel by promoting the contribution of their crew members, engineers and other staff to provide the best services to the customers. It indicated the consolidated efforts of the company family assuring its image as the country's leading airlines in terms of safety and services.

The pricing strategy of the company was essentially not based on the price leadership. It believed in adopting a differentiation strategy for pricing with a premium for reliable and safe flights to its customers. However, it followed three tiers of prices for attracting customers. They were categorized as normal fare, reduced fare and discounted fare which were based on seasons and booking from the passengers.

Buddha Air also had a club membership provision under the banner called "Royal Club" for those passengers who flew frequently with it. The membership was open for every passenger in which each flight was given certain points and a passenger

would receive a free ticket to one destination based on the accumulated points. So far, there are 8,225 Platinum members and 119,820 Gold Card members registered with the company. The company considered it as a marketing strategy to maintain a long term relationship with customers and also the key to success in today's highly competitive market. As a result, Buddha Air has been able to share 60 percent of the market covered by the destinations where its flights services are available.

After more than two decades of its service to the country's civil aviation and tourism sector, Buddha Air was recognized as "the most successful airlines" for its sustained growth as well as for the safety and satisfaction of its customers. However, it had tackled the price war in the face of higher cost of operations as a result of the increased number of airlines in this sector. Recalling the difficult situation due to the indiscriminate price competition, the Managing Director of the airlines, said that the pricing strategy was challenging and there was a strong urge for an unfair price competition from the rivals. "The low cost strategy as pursued by our competitors was not appropriate for our company as we had relatively higher cost of operation as we owned bigger aircrafts," he said. While the price war remained a major hurdle in its operation, an attempt to venture into international flights was another challenge it encountered for the sustained growth of the airlines.

1.1.6 Products and services

Since 1997, Buddha Air has been successfully providing flight services in Nepal.

Buddha Air flies to major destinations such as Kathmandu, Pokhara, Bharatpur,

Bhairahawa, Simara etc. Over 10 million passengers have flown with Buddha air.

Buddha Air provides flight services to the following routes:

Domestic flight routes

Discover more as Buddha Air flies to 12 destinations within Nepal. They have also expanded their domestic route network and are the only airlines in Nepal to operate flights between Pokhara & Bhairahawa and Pokhara & Bharatpur.

International flight routes

Expanding Buddha Air wings to soar the international skies, they also operate flights to destinations like India. Buddha Air is the only airline in Nepal to have nonstop and direct flights from Varanasi to Kathmandu and vice-versa.

Mountain flights

What better way to enjoy the country known for its majestic mountains than through a mountain flight - the best way to experience Nepal's Himalayas when you're short on time and do not want the physical exertion of trekking/hiking.

Buddha Air specializes in operating three distinct mountain flights

Everest experience

Fly to the top of the world on Buddha Air aptly named Everest Experience Mountain flight. This early flightseeing tour gives you a close encounter of majestic peaks, lakes and glaciers from a guaranteed window seat. Buddha Air

Everest Experience Mountain flight has also been awarded Trip Advisor's Certificate of Excellence in 2015, 2017 & 2018.

Peaks of Pokhara

If they want unadulterated views of Pokhara's famous Himalayas like the Annapurna ranges and Machhapuchhre (Fishtail), an early morning mountain flight is your best option. The flight departs from Pokhara Airport.

Everest to Annapurna

Fly with Buddha Air on mountain flight to view the eastern and western Himalayas of Nepal. (Mt. Everest to Annapurna). Kathmandu - Mt. Everest - Pokhara Flight will take off from Tribhuvan International Airport, Kathmandu, and land at Pokhara Airport. The flight duration will be one and a half hours. Some of the peaks you will see in this mountain flight are Mt. Everest (8848 m), Shartse (7457 m), Lhotse (8516 m), Nuptse (7861m), Ama Dablam (6856 m), Pumori (7161 m), Cho Oyu (8188 m), Gauri Shankar (7134 m), Annapurna III (7555 m), Mardi Himal (5588 m), Machhapuchhre (Fishtail 6993 m), etc.

1.2 Organizational Structure

a. The organizational Structure

Organizational design is defined as a process of reshaping organization structure and roles, or it can be more effectively defined as the alignment of the structure, process, rewards and talent with the strategy of the business. Every organization has its own organizational structures and designs. Sound organization design is

essential for successful operation of an institution whether economic or social. Organization structure refers to a hierarchical arrangement of a position of the members and the department of an organization. It shows authority and responsibility among the members. It identifies who is to command and who is to obey. It is the mechanism to direct, coordinate and control the activities. It is the static concept that cannot be easily and quickly.

Buddha Air has a vertical (tall) organization structure providing clear, distinct layers with well-defined and obvious lines of responsibility and control for employees that allows close supervision of employees due to its narrow span of control and a clear promotion structure. Buddha Air's structure has a chain of management, with BOD, Executive Chairman and Managing Director at the top decisions making level, and then delegating authority to lower level supervisors and subordinates respectively. The company has further created departments and divisions/units within the department according to distinct nature of job and purpose, which allows all independent departments, divisions and units to have clarity of roles and focus on particular goals so that optimum output of company goals and targets is achieved.

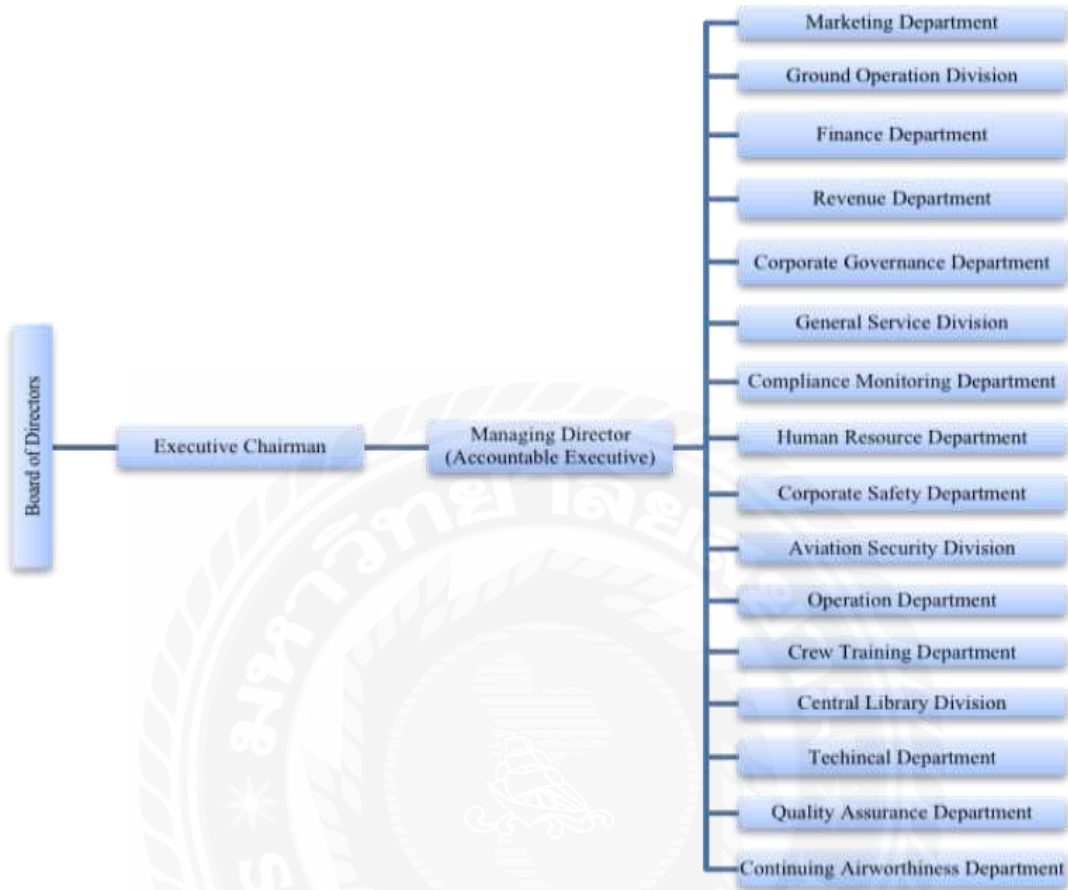


Fig 1: Organizational Structure

1.2.1 My Job Position

I got an opportunity to work as an intern at Buddha Air Pvt. Ltd, Jawalakhel, Lalitpur, Nepal. I am working as an intern in the Human Resource Department of Buddha Air. I work in the administrative sector. My major work is updating and maintaining the database of the employees and facilitating them. I also got a chance to assist with the payroll process. My internship started on the 1st of

February 2024. My working hours at the office were from Sunday to Friday, from 10am to 5pm

1.2.2 My job Position in the organizational Structure



Fig 2: My job Position in the organizational Structure

1.3 Intention and Motivation

I always had a desire to work in the aviation field and wanted to gain hands-on experiences. I'm excited to be a part of a reputable company like Buddha Air. I am motivated to broaden my knowledge in the field of aviation industry and to make the best contribution from my side for the smooth functioning of work at Buddha Air.

I'm attracted to Buddha Air firstly due to its excellence and its reputation for providing remarkable services to their passengers. I'm extremely honored to be part of the team that emphasizes on passengers well being, comfort, proficiency and satisfaction of customers. And also their continuous dedication for improvement with an innovative approach is something that aligns with my work values and something that will help for my professional growth. I'm highly motivated by the fact that I'm working in a vibrant environment along with a professional that has high experience and can guide me through any difficulties or challenges. This is also a great opportunity for me to gain skills, build connections and also learn and contribute to the advancing industry of aviation in Nepal.

1.4 Strategic Analysis of the Company (SWOT Analysis)

Table 1: SWOT Analysis of the Company

1.5 Objectives of the Study

The main objective of the Co-op study was to implement theoretical knowledge into the practical works. This internship time served as a warm-up for a future opportunity. Not only did it provide me with an opportunity, but it also allowed me to have a thorough understanding of HR practices.

The following is the objective of my study:

- To evaluate the current human resource strategies.
- To relate HR practices to increase customer loyalty.

Strength	Weakness	Opportunities	Threats
Dominant market share	Regional competition	Expansion of international routes	Geopolitical instability and adverse weather conditions
Extensive domestic network	Operational dependence on specific airports or infrastructure limitations	Growth in the tourism industry in Nepal and neighboring countries	Regulatory changes and compliance requirements
Modern and well maintained fleet	Aging fleet or outdated technology challenges	Forming strategic partnerships with other airlines	Increased competition from both established and emerging carries
Loyal customer base (Royal Club)		Investment in modern and fuel-efficient aircraft	Economic fluctuations and external shocks (e.g. Global pandemics)

- To identify key HR strategies that contribute significantly to employee retention and satisfaction.

CHAPTER 2: CO-OP STUDY ACTIVITIES

2.1 Job Description

I worked as an HR Intern at Buddha Air Pvt.Ltd. My main responsibilities were in the administrative sector helping in the smooth functioning of HR of the company.

2.2 Job Responsibilities

Bond Entries and Verification:

Entered details of employee bonds in the company database and ensured the same are right and secured.

Leave Entries:

Updated pending leave requests of employees in the system with right and current information for each entry. I coordinated with the HR team in cases of discrepancy in any entry and got any missing information, if applicable.

Meal Calculations:

Meal allowance provided for staff that have worked for 11 hours or more. The staff is identified as duty hours that are more than 11 hours. In this way, it is verified.

Creating daily wage card

Created new daily wage ID card numbers for newly hired employees to make their temporary ID card.

Medical claim form management and analysis

Provided medical claim form, analyzed data in relation to employee medical benefit usage and calculated bills which were sent or provided by the employees and state discrepancies if found.

Departmental Communication: Personnel Updates

Circulated official information within the department concerned about new appointments, transfer, promotion, nomination, and resignation of employees.

New Staff Attendance Verification & Overtime Calculation

Cross-checked and validated the attendance sheet for newly appointed staff and forwarded the estimated overtime to the payroll division for salary purposes.

Staff TADA Preparation

Preparation of the Travelling Allowance and Dearness Allowance (TADA) for maintenance and training, either within the country or abroad.

Staff List Verification

- **Spelling Corrections:**

Ensuring that all employees' names and other personal information are correctly spelled in the databases will avoid confusion or errors in important documents and communication.

- **Document Verification:**

It is the authentication of personal documents which have proofs of identity, educational qualifications, and certifications. They are, therefore, important to be in compliance with regulatory standards and to confirm the credentials of staff.

- **Appointment Date Corrections:**

The appointment date is quite important for the exact account of tenure and the benefits of eligibility and other employment benefits.

2.3 Activities in Coordination with Co-Workers

Starting my internship as HR at Buddha Air Pvt. Ltd., I received a briefing on work procedures from my supervisor. He made it pretty obvious for me on what I should be doing and gave me a hint on how the details of the tasks should be. Meeting each and every person from the team and the supervisors made me feel at ease in the place of work.

Some of the duties seemed very easy, but the supervisor just made sure that they were done very keenly without mistakes. Most of my co-workers were so supportive and very helpful, as I was new and I had to meet the deadline.

My work dealt with various departments, including the salary, communication, and finance. I used to daily work with the HR Manager and Payroll department.

I always run every situation by my colleagues and supervisors in all the decisions I would be making. The staff and colleagues consulted on bond entry, meal verification, and attendance verifications, and most importantly, in complex situations or exceptions, to ensure that I am humanly well-equipped with an all-rounded knowledge about processes

to act. More so, the involvement of others gave me room for realization of certain valuable insights and perspectives that help in problem-solving and decision-making skills. Teamwork not only brought quality outcomes to my work but also derived a positive team atmosphere where knowledge and experience are shared.

2.4 Contribution as a Co-op Student in the Company

As a co-op student with Buddha Air, I contributed mainly to its Human Resource department by enhancing operational efficiencies and the engagement of the employees.

Major contributions are enlisted below:

Innovative Problem Solving:

I have, therefore, used new knowledge from my studies in applying different and fresh perspectives in how to handle the various HR challenges, especially in the area of employee retention and engagement strategies.

Process Improvement:

I have proposed and helped implement several improvements in our administrative processes using the existing system with additional new features, which have increased the department's efficiency. These include maximizing our HR management system in automation tasks such as leave tracking and employee performance reviews.

Team Collaboration:

I have worked very closely with all team members from top-level management to the bottom level during my tenure and contributed to having a cohesive work environment.

Learning and Development:

And I have been able to participate very much in the learning opportunities within the company—those that are beneficial to me for personal growth and the ones that benefit the firm from new ideas and techniques brought into practice.



CHAPTER 3: LEARNING PROCESS

3.1 Problems of Buddha Air

At Buddha Air during my internship, the limitation was to face the challenge in respect to approaching enough key data in regards to employee satisfaction, feedback from customers, and the kind of internal HR strategies that were put in place. Certainly, that limitation has indeed made it so very difficult to understand the full relationship there is between HR practices and customer loyalty, especially in consideration of all the variables from employee training and job satisfaction to turnover.

Limited Access to Data:

The details of data regarding the concerned employees were not opened at all with respect to satisfaction, feedback from the customers, or internal HR strategies for the entire duration of the internship. This in fact limits the unlimited understanding of HR practices and customer loyalty.

Complexity of HR Impact:

It is a Herculean task to understand and show the direct influence that HR practices actually have on customer loyalty. Amongst many other aspects of this process, one should analyze how training, job satisfaction, or employee rotation influences the parameters of the customer's world experience. Drawing these links convincingly could be a Herculean task for an intern without years of substantial experience and guidance.

Limited Exposure:

In my case, limited exposure to the industry may pose a real challenge while executing theoretical knowledge into real-time practical scenarios. A wider gap still exists between the way business studies are done and how to apply them in business.

Navigating Company Culture:

For an intern, it will be really difficult to grasp the company culture and its implication for customer interaction. Very often, company culture has a deep impact on employee behavior and their attitudes towards work, which are also significantly influential regarding service to customers. An intern would likely not fully understand these nuances without closer observation and interaction.

Measuring Outcomes:

It is a complex process to establish and analyze metrics that measure the impact of HR strategies on customer loyalty effectively. As an intern, I had no experience in establishing and analyzing metrics to source meaningful data and interpret it effectively.

Keeping Up with Industry Trends:

Being a very dynamic industry, aviation sees best practices quickly evolving. Keeping pace with the modern tendencies in HR and customer service of an airline may prove not that easy, especially for a freshman in this field.

Language and Communication Skills:

As a result, I have faced some communication challenges, particularly with the existence of diverse companies such as Buddha Air, which happens to run in a multilingual country like Nepal. It's always challenging, but one is expected to write effective internal communication or training materials with all these linguistic groups.

Difficult Staff Interactions:

Interactions faced during the internship were with a few individual staff members and telephone interactions. Some staff members were difficult to communicate with, and this made it really hard to pass the required information across properly.

Tedious Supervisor Follow-ups:

An example is that part of my work involved the tiresome follow-ups that were carried out on supervisors for different staff. I always had to follow up, which in turn was tiresomely boring at times. It used to waste a lot of time, and even getting clear, precise information or justification with those supervisors was quite a problem.

Remote Management Difficulties:

It has always been a nightmare managing performance-based activities throughout the outstations spread over the vast geography of Nepal. Inability of the Human Resource Department to reach out to each of the outstations frequently would mean that almost all

issues are being managed remotely, which could lead to some challenges in understanding and solving these issues effectively.

3.2 How to solve the problems

While working at Buddha Air, in order to understand and develop strategies to mitigate the challenges associated with lack of resources and a diverse working environment, I have had to first use a proactive approach in learning and data analysis. I had been given all-inclusive data only in part, so I made the best use of the provided data and always asked questions of experienced personnel. This did much to help me acquire in-depth knowledge of the data's implication for HR practice and customer loyalty, together with improving my analytical skills.

Following this, I also carried out creative problem-solving simultaneously to achieve it, going by the limitation of resources that were available. We then worked on some small yet very innovative HR solutions as a team of interns.

While I know that effective communication in such a multilingual working environment is quite important, I did take deliberate steps to improve my use of language. This took place when I undertook very elementary language courses, aimed at enabling me to communicate with those employees who spoke a different language. I kept all written communications clear and simple in the language I used. This enabled less friction in the conversations that took place but also ensured that any contribution that I made to the company was easily read and understood by each linguistic group. The strategies helped

me very well to steer through the challenges of my internship, positively contributing to the organization and getting invaluable practical experience.

3.2.1 Literature Review

The interplay between Human Resources (HR) practices and customer loyalty has been extensively documented within the service industry, underscoring a nuanced yet profound connection. Central to this discourse is the "Service-Profit Chain" model, articulated by Heskett, Jones, Loveman, Sasser, and Schlesinger (1994), which posits that employee satisfaction is a critical precursor to enhancing service quality, thereby boosting customer loyalty and profitability (Heskett et al., 1994). Complementing this model, Loveman (1998) empirically demonstrates that employee satisfaction directly impacts how customers perceive service quality, which in turn significantly influences their loyalty (Loveman, 1998). Moreover, the pivotal role of training and development is emphasized in the work of Tracey and Hinkin (2008), who argue that specifically tailored training initiatives markedly improve service delivery, directly affecting customer satisfaction and subsequent loyalty (Tracey & Hinkin, 2008). Despite these insights, the application of HR strategies often encounters operational challenges, as highlighted by Kaplan and Norton (2001), who identify the alignment of HR practices with strategic business objectives as a frequent obstacle (Kaplan & Norton, 2001). Additionally, Schein (2010) explores how organizational culture can act as a barrier to the effective implementation of HR strategies, affecting both employee behavior and customer interactions (Schein, 2010). This literature collectively provides a robust

framework for understanding how strategic HR management influences customer experiences and loyalty, particularly in the aviation sector, and sets a theoretical backdrop for analyzing HR practices at Buddha Air.

3.3 Recommendation to Buddha air

I personally felt that access to important organizational data was a bit restricted during my internship at Buddha Air, particularly with issues pertaining to employee satisfaction, customer feedback, and internal HR strategies in general. It will be of great help if the company makes important strides toward opening up such important information to its employees. This definitely will enable me to undertake a more detailed, data-based study on how HR practices might affect customer loyalty, an area that is very complex and multifaceted, composed of several elements such as employee training, job satisfaction, and employee turnover.

Having a wider access to data, this allows interns and other employees to conduct general research studies and analysis that are integral to personal development and organizational enhancement. For example, as information on how to identify the extent of the employees' satisfaction and how this relates to the level of customer service is available, Buddha Air can now start setting targets and identifying areas of training that could help improve employee performances and, in the process, their satisfaction. Along the same lines, the analysis of customer feedback with regard to HR strategies can be more easily tailored for improved customer experiences.

An open access policy, like this, will further entrench a culture of transparency and improvement in the company. It would set up a feedback loop within the company so that every individual, irrespective of their level of hierarchy in the organizational structure—yes, interns, too—is informed and part of the strategic directions of the company. Ultimately, that will help bring innovations into services, lift up the morale of employees, and bring more smiles into the lives of customers by pushing Buddha Air to yet higher pinnacles of success in the competitive airline industry.

3.4 What I have learned during co op studies

I have gained an enriched experience throughout the co-op studies, both academically and professionally, from this period. A summary of major learnings from the program is tabulated below:

Professional Skills Development:

The co-op program really helped me enhance my professional skills in effective communication, teamwork, and problem-solving, which are basics in the professional world. It helped me learn to adapt to different professional environments, interact constructively with colleagues and supervisors, and navigate workplace challenges effectively.

Application of Academic Knowledge:

The major takeaway from the co-op experience was the opportunity to implement theory obtained in the classroom setting with real-world scenarios. This particularly underlined for me how important the concepts and theories I was learning were when seen in

practice, therefore bridging the gap between my academic learning and practical application.

More Effective Microsoft Skills:

Internship days have helped to improve Microsoft skills. On the other hand, the most applied Microsoft skills in delivery of the internship tasks include Microsoft Word, Excel, and PowerPoint, which were enhanced with regular practice.

Industry Insight and Experience:

My co-op placement was a very practical experience of the industry. Such an exposure is very important for understanding industry standards, practices, and expectations, including the current trends and challenges. It made practical the theoretical knowledge I had gotten at the university.

Networking Opportunities:

The co-op program also created great networking opportunities for me. It enabled me to make contact with great professionals in my field, expanding my professional network and opening up future career opportunities. These are the connections that have proven to be very precious toward further mentorship, advice, and insights in rich professional journeys.

Personal and Professional Career Coaching:

Working in the real world has already enabled me to further define future career objectives and confirm aspirations. It was an opportunity that made one more specific about the kind of jobs and the responsibilities that fit best and the areas of specialization

in which one might be interested. Moreover, the experience beefed up my resume, thereby adding to my competitive edge in the job market.

Adaptability and Resilience:

The work term has taught me how to be both adaptive and resilient in facing new challenges and unfamiliar situations. Learning to adjust quickly to new roles and expectations was a major aspect of development that has now made me fully prepared to deal with the dynamics of the modern workplace.

Overall, my co-op studies have been a life-transforming experience, offering me a super good base of skills, knowledge, and contacts to surely benefit in the future, including my career.

3.5 Special Skills and New Knowledge Learnt

This internship helped me acquire a set of special skills and new knowledge that is important for further work in the field of human resources. Here are the key competencies and insights that I have developed during your internship:

Employee Relations and Employee Engagement:

It is based on skills to handle complaints and questions by staff while offering support and being a communication channel between the staff and management.

Organized team building activities and employee engagement programs designed to uplift morale and create a great work environment for all.

Performance Management:

Learned the importance of giving feedback and how constructive criticism in employee development was meaningful.

HR Data Management:

Learned about maintaining and updating employee records through information systems in HR for accuracy and data confidentiality.

Compliance and Legal Awareness:

Enhanced understanding on the level of rules that govern employment and the regulations so that practices in the company are met within the legal standards.

New Knowledge Acquired

Human Resource Planning:

I came to understand the alignment of HR strategies with overall business objectives and how effective HR management could drive organizational success.

Learned of the workforce planning; and it was understood quite well how important the human resource is in the making of structures of an organization.

Labor Laws and Ethics:

Acquired knowledge on both local and federal employment regulations and learned how to grasp the framework of the law under which employees' and employers' rights and responsibilities are established. Issues learned around fairness in hiring, privacy issues, and ethical handling of employee information in HR.

Cultural Competency:

Engaged with an employee base of great cultural diversity and now deeply appreciates cultural diversity in relation to HR practices. Have learned ways to handle multicultural teams and develop an atmosphere of inclusion at the workplace.

CHAPTER 4 : CONCLUSION**4.1 Summary of highlights of my Co-Op studies at Buddha air**

During my co-op studies at Buddha Air, I was involved with a lot of human resource activities that proved very helpful in improving my professional skills. I worked on maintaining the employees' database and on preparing the payroll and some other daily HR operations, which has developed my problem-solving and team skills. Working on strategic HR practices really gave me an insight into how employee satisfaction and customer loyalty are increased, which are the prime focus of Buddha Air's core business: service excellence. This has provided a glimpse of the overall organization structure and culture, which helped in understanding the corporate dynamics one would experience working in the competitive aviation industry. This helped me get in touch with the right people in the industry and take mentorship from the colleagues who were experienced professionals, which in turn really added value to my professional network and my future career opportunities. The complexities I handled, like limited data access and elaborate staff interactions, would definitely benefit me in my further career by toughening up my abilities to navigate tough and delicate situations. This integration of academic theory with practice has been an exceptionally great learning experience that would prove very helpful in the future for me to be well prepared for advanced positions in the field of human resources and overall management.

4.2 Evaluation of the work experience

a. Self assessment

During my time in Buddha Air, I gauged my theoretical concepts into practical application, complex situations, and dynamic work experience. Being responsible for updating the employee database and processing payroll, I have successfully managed the intrinsics of human resource management. The participation in evaluation and implementation of HR strategies at both strategic and operational levels enabled a deep understanding of how HR practices influence employee satisfaction and customer loyalty. This will help me analyze my strengths, such as analytical thinking and problem-solving, and hence will be open to understanding areas of improvement, such as operating with restricted access to data and handling critical interactions with staff.

b. Contribution to my career development

The Buddha Air co-op studies were substantially contributive to the development of my career. The ability to work in an actual working environment bridges the gap between what is learned in class and its practical application. Working in a vertical organization structure, I got helpful experience in understanding the levels of responsibility and control, which bettered my competence while working within defined hierarchical systems. This position also offered me professional networking and mentoring, which enhanced my perception of the aviation industry, the place

of HR in that industry, thereby giving a solid foundation of a career in human resource management.

c. My personal satisfaction with Co-Op studies at Buddha air

I was very much satisfied with my co-op studies at Buddha Air. The feeling of working in such a prestigious organization in the field of aviation and that too in line with my aspirations in life made me greatly satisfied personally. The challenges and skills that I acquired through the period of internship went a long way in shaping my personal and professional growth. The work environment was supportive and cooperative, which enabled learning as well as the ability to contribute toward the organization. The satisfaction of finally being able to put academic knowledge into practical use and see what practical effect my work has on the organization is very rewarding.

Overall, I would say, my learning at Buddha Air was definitely one of the milestone steps in my career development and it gave me a good understanding of how HR can be a strategic business tool to attain organizational goals and add value in employee engagement and customer satisfaction.

4.3 Limitation of my Co-Op studies at Buddha Air

These limited several aspects of the co-op studies at Buddha Air shaped the whole learning experience. For instance, the limited availability & access of organizational data does not support a full analysis of HR practices and their impact on customer loyalty. This gap limits full understanding with regard to the adoption of internal strategies and the resulting

outcomes. Moreover, since it is difficult to translate the impact of HR to measured improvements in the services given to customers, this forms a challenge in directly relating HR initiatives with customer loyalty. Limited broader exposure to company operations also limited my scope of broad application of theoretical knowledge with different organizational settings. Lastly, the communication barriers in the diverse linguistic environment of the company sometimes created hindrances for effective communication and exchange of knowledge

4.4 Recommendations for Buddha Air

From this understanding of working experience and observation, here are my recommendations for how Buddha Air can enhance its intern program and, hence, organizational effectiveness overall:

Enhanced Data Accessibility:

Hence Buddha Air should seriously consider giving access to a wider inside data to the interns as well as other employees. This way, deeper analyses could be carried out, enabling and leading to better decisions and hence providing effective HR practices and greater understanding of the dynamics of customer service.

Mentorship Program:

A structured mentorship program for interns and new employees would significantly benefit them. Regular sessions with experienced mentors would ensure better knowledge transfer, faster and more effective on-boarding, and enhanced career development.

Increase Cross-Departmental Exposure:

Allowing interns to experience roles in different departments could provide a more rounded understanding of the business. This will not only make them learn but will also bring up stronger innovation and collaboration from across the company.

Training in Multilingual Communication:

Within Nepal's linguistic diversity, language training and the communicative competence of employees will help in better coordination within the organization and also in customer interface, thus increasing overall effectiveness and satisfaction of customers.

Development of Clear Metrics for HR Impact:

Establishing and using clear metrics to gauge the impact of the HR strategy on customer loyalty and satisfaction should help to make more informed decisions and prove value for HR initiatives. The purpose of this recommendation is to capture the constraints faced during the co-op and utilize the opportunity to enhance the effectiveness of the internship program for the success of Buddha Air.

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APPENDIX



Figure 3: HR Director



Figure 4: Administrative Department



Figure 5: Administrative Manager



Figure 6: My Working Station at Buddha Air



Figure 7: SPMS Department



Figure 8: Training Department



Figure 9: Payroll Department



Figure 10: Working with Administrative Manager