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Research Paper

Manpower Optimization in Inbound Operations: A Study of Blue Dart Aviation Ltd., Chennai

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ABSTRACT

The air cargo and express logistics industry operates under strict time constraints because its inbound operational procedures establish its capability to deliver emergency shipments. The research evaluates the effectiveness of Blue Dart Aviation Ltd.'s Chennai facility through its current workforce distribution for inbound cargo operations because actual workload requirements need to be fulfilled. The research study employed a descriptive and analytical methodology to gather primary data from 50 operational employees and supervisors through a structured questionnaire and direct observation and time-motion studies. The results show that most respondents believe the organization has sufficient manpower resources, but they experience major problems with task distribution and shift planning and staffing during peak periods. The main problems face organizations because two major challenges confront them which include workforce shortages (which occur with a frequency of 2.41 times per day) and their heavy reliance on overtime work (which occurs with a frequency of 2.51 times per day) and their poor cross-training efficiency. The organization experiences two negative effects which result from these gaps because they extend turnaround time while decreasing employee productivity. The study presents a framework for targeted recommendations that includes workload-based staffing models and shift-specific manpower mapping and cross-functional training and data-driven scheduling tools. The proposed interventions will improve operational efficiency from its current 49% level to a higher 60% level while task allocation accuracy will increase from 70% to 75%.

Keywords: *Air Cargo Operations, Inbound Logistics, Manpower Planning, Workforce Distribution, Operational Efficiency, Shift Scheduling, Turnaround Time*

The current state of international trade encounters its highest demand for prompt delivery service. Customers ordering a product online at midnight expect it on their doorstep by morning, and the chain of operations that makes this possible begins with an efficient inbound cargo process. The inbound stage of logistics operations which includes unloading freight aircraft and physically sorting and segregating consignments and performing barcode scanning and documentation and preparing items for dispatch represents the most demanding and urgent work period within the delivery process. India's air cargo

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industry has expanded rapidly over the past decade because pharmaceutical exports and the e-commerce revolution have become the two main driving forces behind this growth. Blue Dart Aviation Ltd. established itself as one of the first companies to develop domestic air express logistics in India which created a major impact on nationwide movement of time-sensitive cargo. The company handles thousands of shipments each day through its main operations center at Chennai's Meenambakkam airport which operates a Boeing 757 freighter fleet that must meet strict turnaround time (TAT) standards that allow no time for operational delays. The advanced systems of the company face ongoing difficulties which arise from their need to manage their workforce operations. The arrival times of flights experience constant changes throughout the day. The shipping industry experiences peak demand during holiday periods and contractually established high-demand times. Some activities require expert knowledge while general workers can perform other tasks. The system faces operational problems because the combination of staff numbers and staff type does not match the existing demand for work which leads to a chain event that causes delivery delays and scanning operations to become delayed and scheduled delivery times to be missed and there to be more work expense overtime. The research examines a specific problem through its conducted research activities. The research assesses companies human resource management system at its Chennai inbound operations by analysing existing staff configuration and operational deficiencies to provide practical solutions that will improve operational performance. The study uses the primary data from fifty operational staff and their supervisor together with time motion studies and internal records and a structured questionnaire that assesses twenty aspects of manpower management. The study suggests solutions for one facility which shows that human resources function as the key component for inbound operations. The operations require advanced management beyond basic understanding.

Industry Background

The air cargo and freight logistics sector serves as a vital component for international trade which links all the countries. The system handles trade value which exceeds its weight-based freight volume because business prioritize fast delivery of high value products like semiconductors and pharmaceuticals and precision instruments like e commerce parcel. The International Air Transport Association (IATA) assessment shows that air cargo enables trillions of dollars in trade operations every year while Asia Pacific region maintains its position as the biggest and most rapidly expanding market for international trade tariff.

The air cargo sector in India has experienced continuous growth since its inception. The country handles between three and three and half million metric tonnes of air freight each year, with pharmaceuticals, electronics, perishables and precious stone forming the core export categories. The government created multiple policy initiatives to acknowledge the strategic value of the sector through the National Logistics Policy and the PM Gati Shakti Master Plan and the UDAAN scheme which helps to reduce logistics costs and improve airport access while digital system handle cargo clearance processes.

The sharpest growth story in the boarder picture is the express cargo segment. Customers now expect delivery services to provide both fast service and precise tracking which includes real-time updates and fixed delivery times and full responsibility for every package transfer. Logistics operators need to execute inbound processing at airports with extreme accuracy because they must handle multiple aircraft arrivals and process all cargo before the next work period starts.

Need for the Study

The express logistics industry operates as a business that measures all activities through their time value. The aircraft restriction starts after one minute of unprocessed ramp time and every unsorted consignment on the floor reduces the company service commitment toward its customers. Manpower optimization research becomes essential for this environment because its operations require practical analysis of required operational functions. The Chennai inbound operations of Blue Dart experience ongoing staff shortages which make it impossible to match staff capacity with actual work requirements. Shipment volumes experience changes according to flight schedules and seasonal demand patterns and e-commerce peak times and pharmaceutical supply chain operations. Organizations allocate their workforce according to historical data and practical knowledge instead of using actual workload measurements. The organization hybrid model between off-peak and surge periods results in excessive staffing during off-peak times and insufficient staffing during peak times which create different financial impacts. The organization needs to increase its workforce because excess workers create direct financial burdens. The organization needs more employees because insufficient staffing will cause processing delays and generate extra work hours and result in missed delivery deadlines which will cause financial penalties and harm the organization's reputation. The task becomes more difficult because the work requires both physical and specialized skills which different inbound tasks need different staff requirements and different work speeds. The staffing process requires an aggregate approach because this method of staffing cannot handle specific details about work requirements.

Scope of the Study

The study analyses inbound operations at Blue Dart Aviation's Chennai (MAA) location during the morning shift which experiences the highest cargo flow and operational demands. The research investigates all inbound processes which encompass the unloading of aircraft cargo and the separation of cargo into different packages and the scanning of barcodes and the updating of systems and the processing of documentation and the loading of shipments onto delivery vehicles. The research study maintains its analytical focus because it excludes all outbound operations together with all routing customer facing activities and cross broader shipment processes which manages organizational data. The study results apply exclusively to the selected period because the research design prevents testing their validity at other company sites or other organizations without necessary contextual changes.

REVIEW OF LITERATURE

The academic and professional literature on manpower optimization in logistics has grown substantially during the last twenty years because supply chain operations became more complex and human capital planning emerged as a key factor for achieving operational efficiency. The studies reviewed below provide the conceptual and empirical foundation for this research. Nath and Upadhyay (2024) conducted a comprehensive study of cargo handling operations at Indian air cargo terminals. The authors used Analytic Hierarchy Process to evaluate five criteria across different terminal scenarios and found that capacity estimation accuracy improved when physical operations and throughput metrics and financial variables were assessed together as opposed to assessing each factor separately. The findings of their research show how operational inefficiency develops into a system-wide problem which requires multi-variable frameworks for effective terminal management; this perspective directly influences the research analysis method used in this study.

The case study which Beate and Nilsson conducted about Roam Electric's Nairobi manufacturing facility inbound logistics showed that small structural decisions which

included supplier location and payment method and customs clearance method created large operational delays and additional expenses. The researchers showed that structured supply chain data management together with enhanced production planning systems will help organizations decrease their need for air freight services which matches the data-driven planning method developed in this study.

The researchers examined how effective manpower planning impacts productivity at PT ABM Investment Tbk according to their study results. The study showed that planned and actual manpower differences occurred because their organization chose to hire fewer employees which resulted in increased operational inefficiency.

The study states that an organization requires actual operational data to make proper workforce planning decisions while dashboard systems help synchronize planned activities with actual conditions.

Cooijmans developed a workforce planning optimization system to enhance reverse supply chain operations which included a forecasting model that predicts incoming field service defects and return volumes at ASML's return hub. The study showed that traditional forecasting systems such as Holt-Winters exponential smoothing and ARIMA models succeed when they have access to complete historical data, and organizations can use forecast results to create accurate workload estimates which improve their workforce scheduling efficiency and cost management. The methodology serves as a solution to address the morning-shift overload problem that this study discovered.

The Manned-Unmanned Teaming (MUM-T) concept, which Khudoyberdiev and his colleagues developed, combines automated guided vehicles with human forklift operators to enhance inbound transportation processes at fulfilment centers. The simulation-based analysis showed that MUM-T reached operational cost reductions of 51% together with 38% working time decreases and 32% traveling distance reductions when compared to traditional methods. The Blue Dart company needs to use human-machine systems that help with task-specific operations because it currently does not use fully automated systems for its inbound process proceeds. Jin et al. created a hybrid GM-BP forecasting model to predict manpower needs at Dalian International Hub Port which includes an indicator system that monitors internal operational factors and external environmental elements that influence staffing requirements. The GM-BP model demonstrated better prediction accuracy than the GM and BP neural network models when tested in comparative analysis which established a planning system that air cargo hubs can use.

Chitkara, Garg, and Sharma provided a comprehensive overview of inbound and outbound logistics functions within supply chain management, demonstrating how technological integration -- especially IoT and robotics and AI-driven demand forecasting -- transforms logistics workflows. The authors demonstrate through their research that digitalization improves operational efficiency while enabling organizations to prepare for unexpected events which directly supports our data-driven manpower planning recommendation for this study.

Gandbold et al. developed a simulation-based optimization technique for assigning warehouse workers which combines object-oriented discrete-event simulation with random neighbourhood search to enhance service delivery without needing to increase personnel strength. The results demonstrated that better assignment strategies made it possible to

narrow performance differences between inbound and outbound service levels because these strategies worked better than increasing staff numbers which emphasized that deployment strategy held greater importance than actual staffing levels.

Research Gap

The growing research on logistics optimization has not closed several critical research gaps that exist in current studies about this research area. Many manpower optimization studies examine warehouse and outbound logistics environments while they disregard the inbound air cargo operations which require specific handling procedures to meet their flight-driven arrival patterns and their strict turnaround times. The existing literature presents staffing requirements at a general level which lacks the detailed task-based information needed to determine appropriate staffing levels for each inbound process sub-activity according to its specific demand requirements. The research community has studied forecasting and data analytics tools as separate entities, but they have not conducted extensive research about how these tools affect inbound cargo manpower productivity. Existing case studies about Indian air cargo operations which use primary operational data from actual inbound handling facilities exist in limited numbers. The research study implements multiple primary data collection methods along with time-motion observation and task-level analysis to develop context-specific recommendations about operations at one of India's most crucial air cargo facilities.

Objectives of the Study

1. Primary Objectives

- To study and optimize manpower utilization in the inbound operations
- To identify operational bottlenecks arising from manpower imbalance and inefficient workforce deployment.

2. Secondary Objectives

- To map and analyse the existing inbound process flow in detail.
- To identify the factors contributing to manpower inefficiency in inbound operations.
- To evaluate the overall process efficiency of inbound activities across each sub-task.
- To explore practical interventions that minimize the impact of key performance indicators such as turnaround time and productivity variance.

RESEARCH METHODOLOGY

Research Design

The research employs a combined approach of descriptive and analytical research methods. The current state of inbound operations was described through a methodological framework that examined task execution, personnel distribution, work schedule development, and operational staff evaluations of performance standards. The gathered data was examined through the analytical framework which assessed performance metrics and calculated productivity ratios while conducting time-motion studies to identify production constraints and form evidence-based recommendations.

The research is applied and quantitative in character which solves an organizational problem through numerical data analysis instead of using general theoretical frameworks. The study focuses exclusively on the morning shift operations which take place at Blue Dart's Chennai inbound facility during its designated period.

Data Collection

Primary data was gathered through three complementary channels. The structured questionnaire which contained twenty closed-ended questions was given to fifty inbound operations team members who worked as floor handlers scanning staff documentation personnel and supervisors. The researchers used five-point Likert-type scales which ranged from Strongly Agree to Strongly Disagree and Always to Never and Very High to Very Low to create questions about twenty dimensions of manpower and operational performance. The researchers used direct observation together with time-motion studies to record actual morning shift operations which included task durations and idle time patterns and real-time manpower deployment. The supervisory interviews together with internal shift records provided additional information which supported the questionnaire results.

Secondary data was collected from company reports standard operating procedures internal management information system records published academic journals about logistics and manpower optimization and industry reports from ICAO and IATA.

Sampling

The researchers used purposive sampling to select participants who had direct experience with inbound operations. The researchers used convenience sampling to collect data from staff members who were present during the observation period which they had chosen through purposive sampling. The study used inbound workers as its sampling unit and completed the research with fifty participants because that number was enough for the analysis methods used in this research.

Data Analysis Tools

The researchers used percentage analysis to measure how participants responded to different questionnaire items while they used mean score analysis with Likert weights from 1 to 5 to measure how much participants agreed with each variable. The researchers used standard deviation to measure how consistently participants answered the questions. The researchers used correlation analysis to study how the two key variables manpower adequacy and productivity and manpower shortage and overtime frequency and cross-training and operational flexibility relate to each other. The researchers calculated descriptive statistics for all twenty items which included N mean median mode and standard deviation. The researchers used bar charts and pie charts as graphical tools to show how participants distributed their responses.

DATA ANALYSIS AND INTERPRETATION

The structured questionnaire research produced multiple operational themes which matched the inbound process structure of Blue Dart. Their data are presented in the tables. Each section is explained in detail.

Manpower Adequacy and Operational Flow

The first bunch of questions asked respondents about their opinion of adequacy of manpower resources and capacity to cope with work demands and their review of the main workflow from arrival of aircraft to initial cargo processing procedures.

Table 1: Current manpower strength in inbound operations

Sl No	Response Category	No. of Respondents	Percentage (%)
1	Strongly Agree	12	24%
2	Agree	18	36%
3	Neutral	16	32%
4	Disagree	2	4%
5	Strongly Disagree	2	4%
	Total	50	100%

Overall, 60% of the respondents were satisfied with the current manpower strength for inbound operations, while only 8% were dissatisfied. A further 32% of responders were neutral, which is a large proportion of the group who doubt whether current staffing meets the real needs of the workload. The pattern suggests that while there is a need to improve headcount, the existing distribution arrangement needs to be better managed.

Manpower Challenges

The questions 8 and 9 asked about two specific work-related aspects which involved measuring how often delays occurred because of manpower deficits and how frequently employees worked overtime.

Table 2: Delays occurring due to manpower shortage (Q8)

Sl No	Response Category	No. of Respondents	Percentage (%)
1	Always	10	20%
2	Often	12	24%
3	Sometimes	16	32%
4	Rarely	10	20%
5	Never	2	4%
	Total	50	100%

The study found that 44 percent of participants reported that manpower shortages lead to operational delays which occur either regularly or continuously. The descriptive statistics show Q8 carries a mean of 2.41 with a median of 2.00 and mode of 2 which demonstrates a consistent pattern toward the problem end of the scale. The mean for Q9 (overtime frequency) was similarly concerning at 2.51.

Management and Planning Support

The management infrastructure which establishes effective manpower deployment in an organization consists of supervisory support and team communication and equipment availability and cross-training and shift planning, which the study examined through its questions 10 through 14.

Table 3: Management and planning support dimensions (Q10–Q14)

Dimension	Mean	Median	Mode	SD	Interpretation
Supervisory support (Q10)	3.76	4.00	4	1.005	High agreement
Team communication (Q11)	4.00	4.00	4	1.050	High agreement
Equipment availability (Q12)	2.81	3.00	3	1.113	Moderate
Cross-training (Q13)	3.61	4.00	4	0.603	High agreement, low variance
Shift planning (Q14)	3.76	4.00	4	1.097	High agreement

Supervisory support and team communication receive the highest scores from all data in the complete dataset. Q11 achieved a mean of 4.00 which marks it as the top score among twenty assessment items. Cross-training achieves a strong rating of 3.61 with its standard deviation measuring at 0.603 which shows that people mostly agree about cross-training benefits to operational flexibility. Equipment availability shows a score of 2.81 which stands as the major problem that this group faces because it indicates that operational delays will happen when there is enough staff but they lack proper and working equipment.

Operational Performance

Questions 15 through 18 addressed task clarity, manpower planning's impact on turnaround time, employee productivity, and bottleneck resolution.

Table 4: Operational performance dimensions (Q15–Q18)

Dimension	Mean	Median	Mode	SD	Signal
Task allocation clarity (Q15)	2.20	2.00	2	1.040	Critical concern
Manpower planning and TAT (Q16)	2.22	4.00	3	1.050	Bimodal split
Employee productivity (Q17)	3.73	4.00	4	1.217	High, high variance
Bottleneck resolution (Q18)	3.94	4.00	4	1.045	High agreement

The study shows that Q15 and Q16 produce the strongest evidence of danger. The task allocation clarity assessment received a score of 2.20 which showed a median and mode score of 2. The majority of respondents at the study site showed they needed better methods to understand their job duties which would begin after their shifts started. The Q16 survey question about current manpower planning at Q16 shows a mean score of 2.22 which has a median score of 4.00. The distribution shows two separate groups because one staff member group benefits from effective planning while the other group does not. The study found employees who worked at Q17 showed positive results at Q17 although their distribution showed high performance differences which resulted from how workload distribution operated.

Overall Efficiency and Improvement Need

Table 5: Overall manpower utilization efficiency rating (Q19)

Sl No	Response Category	No. of Respondents	Percentage (%)
1	Very High	15	30%
2	High	10	20%
3	Moderate	22	44%
4	Low	3	6%
5	Very Low	0	0%
	Total	50	100%

A combined 50% of respondents rated overall manpower utilization efficiency as high or very high, while 44% placed it at moderate and only 6% at low. The mode of 3 (moderate) and mean of 3.73 together suggest that the system operates at its current level but does not reach its full performance capabilities. Notably, Q20 — which asked whether manpower optimization strategies need improvement — returned a mean of 3.94 and drew strong agreement from 70% of respondents, validating the central premise of this study.

Descriptive Statistics Summary

Table 6: Descriptive statistics for all 20 questionnaire items

Q No.	N	Mean	Median	Mode	SD
Q1	50	3.73	4.00	4	1.002
Q2	50	4.00	4.00	4	0.910
Q3	50	3.69	4.00	4	1.086
Q4	50	3.92	4.00	4	0.977
Q5	50	3.39	3.00	3	1.201
Q6	50	3.69	4.00	4	0.948
Q7	50	3.21	4.00	4	1.002
Q8	50	2.41	2.00	2	1.117
Q9	50	2.51	2.00	2	1.255
Q10	50	3.76	4.00	4	1.005
Q11	50	4.00	4.00	4	1.050
Q12	50	2.81	3.00	3	1.113
Q13	50	3.61	4.00	4	0.603
Q14	50	3.76	4.00	4	1.097
Q15	50	2.20	2.00	2	1.040
Q16	50	2.22	4.00	3	1.050
Q17	50	3.73	4.00	4	1.217
Q18	50	3.94	4.00	4	1.045
Q19	50	3.73	4.00	3	0.961
Q20	50	3.94	4.00	4	1.047

The overall pattern that emerges from the descriptive statistics shows that the system operates at moderate-to-good performance across its various dimensions while showing its greatest vulnerability in delay management (Q8) and overtime dependency (Q9) and task clarity (Q15) and planning-to-TAT linkage (Q16). The remaining items between 3.60 and 4.00 show that people generally approve of supervision and communication and productivity and bottleneck resolution although Q17 exhibits high SD of 1.217 which indicates areas of disparity. The overall mean of 3.55 across all items shows that the inbound operation is active yet not functioning at its best.

Findings

1. Supervisory Support is a Structural Strength

The data shows that operational performance of inbound operations reaches its peak when supervisors establish their presence and demonstrate their operational expertise. Supervisory support received 3.76 mean rating from respondents while team communication achieved 4.00 mean rating which stands as the highest rating in the research. The operational asset becomes operational when supervisors perform effectively, and the team maintains functional communication channels to handle real-time challenges. The organization can advance its current strength through the implementation of improved data tools and standardized handover processes for supervisors.

2. Task Allocation is the Most Critical Deficiency

The research discovered its most important finding through task allocation definition because it showed a mean score of 2.20 and a mode score of 2. Most respondents at the facility stated that their work duties remained unspecified until the beginning of their shifts. The facility

faced operational difficulties because personnel members lacked knowledge about their job duties during the concurrent operation of unloading, segregation, scanning and documentation activities. The operation incurs manpower expenses because employees spend time waiting for instructions while others work on the same tasks.

3. Manpower Shortage and Overtime are Systemic, Not Incidental
44% of respondents say delays are always or often caused by manpower shortages, and a similar share report frequent overtime. The staffing problems lead to predictable staffing patterns which demonstrate that the organization fails to match its workforce to actual work requirements. The morning peak hours demonstrate this pattern because multiple flights arrive at the same time.

4. Cross-Training is Valued but Underdeveloped
The training program shows high agreement for cross-training because participants scored it 3.61 while showing a standard deviation of 0.603. Participants reached almost complete agreement that cross-training programs help to increase flexibility. The actual operations together with supervisory interviews show that training materials still need to develop structured and systematic training programs which will allow staff members to perform all inbound operations. The potential exists; the implementation lag.

5. Equipment Gaps Add to Manpower Pressure
The equipment availability score reached an average value of 2.81 which demonstrated that operational delays occurred when there was enough staff because the tools from scanners to material handling equipment were either inadequate or not properly maintained. The study results support the requirement to consider equipment readiness as a crucial factor in determining manpower optimization methods.

6. Safety Compliance Gaps Were Observed
The research team observed during the study period that many floor staff members conducted their inbound duties without wearing complete personal protective equipment. The situation presents two different types of danger because incomplete personal protective equipment usage results in an increased risk of handling mistakes and workplace injuries.

Suggestions and Recommendations
1. Implement Workload-Based Manpower Planning
The most fundamental recommendation is to replace assumption-based staffing with evidence-based, workload-driven manpower planning. The process needs to conduct systematic analysis of historical flight arrival time data along with cargo volume data per flight and task-specific processing rate data and seasonal demand pattern data to determine the required workforce for each inbound sub-task during every shift. The organization should transform existing data from its management information systems into dynamic staffing templates which shift supervisors can access at the beginning of their duty periods.

2. Define Task-Wise Allocation at Every Shift Start
All employees need access to a duty chart or task assignment sheet before their shifts start which shows their specific tasks for that shift including aircraft unloading, cargo segregation, scanning, documentation, and vehicle loading. This minor organizational adjustment solves the task clarity problem which was discovered in Q15. Right now, work routines just drag on without clear direction. To fix that mess, bosses must kick off each shift with a quick chat

lasting around five minutes. This short talk walks people through daily tasks instead of leaving them guessing. Questions that can't wait get sorted before anyone dives into work.

3. Develop a Structured Cross-Training Program

Working across roles already happens here now it requires structured learning woven into regular routines. One moment someone handles sorting later they shift to labelling, each building skills outside daily duties. Moving people between assignments means everyone gains experience where it counts. Over time, familiarity with several stations strengthens how work flows when demand spikes. Fewer bottlenecks appear because more hands understand what comes next.

4. Strengthen Communication Infrastructure

Results look good overall when it comes to talking across teams, though things fall apart now and then since casual ways of sharing information do not hold up well right before shifts switch or when work gets hectic. To fix this, three approaches must be put in place structured briefings at shift start, digital logs everyone can update live, along with clear rules so managers can reach workers directly on the floor. Everyone coming into the warehouse needs instant access to what tasks are waiting, which shipments take priority, also any last-minute shifts in who is assigned where.

5. Proactive Bottleneck Management

Although delays are now handled only once they happen, looking back at how things moved before could show exactly when trouble hits most often. Instead of waiting for problems to appear, studying earlier patterns might reveal peak stress moments during plane offloading, sorting goods, or running scans. By watching turnaround times closely while also being present where work unfolds, shifts in behaviour become visible.

What used to be constant crisis response may slowly shift toward seeing issues coming. Patterns emerge not just from numbers but from matching those numbers with real actions on the ground. Over time, reacting less means preparing better - without announcing change, it simply takes shape.

6. Equipment Maintenance and Availability Planning

We need to make sure we have a plan to take care of all the equipment that comes into our place like barcode scanners and conveyor systems and trolleys and forklifts and material handling units. We have to check on all of this equipment all the time so it does not break down. We should have equipment ready to use at important spots when we are busy so if something breaks, we can keep working. Before we start work each day, we must check our equipment to make sure everything is working correctly. This is something we have to do every day no exceptions. We do not want our work to stop because something is broken.

7. Improve Flooring and Ergonomic Conditions

The concrete floors in the segregation and sorting areas are a problem for workers. They have to use a lot of energy to handle packages. This is bad because it damages a lot of packages. If we put rubber mats in the areas where workers stand a lot it will help them. The rubber mats will make it easier for workers to stand for periods. It will also help protect packages, from getting damaged. The segregation and sorting areas will be safer and better if we do this. It is a thing to do and it will make a big difference right away. We do not have to spend any money to make this change to the segregation and sorting areas.

8. Enforce Safety Compliance

The company needs people to wear the personal protective equipment all the time. This means they have to wear shoes and work gloves when they are working. The supervisors have to check that everyone is wearing the personal protective equipment at the start of every work shift. The company should also have safety classes for people and, for people who have been working there for a while to remind them about safety. They should do this when new people first start working and have refresher classes on.

CONCLUSION

The study looked at the company Chennai inbound operations to see if they have the number of people working for them. It found out that the company is good at managing its people and they work together. The people in charge at the company are good at their jobs. The teams communicate well and get a lot done. However, the company has some problems, with how it runs things, which makes it hard for them to have the number of people working at different times of the day. Company's Chennai inbound operations need to figure out how to make sure they have people working during each shift.

The three essential gaps which exist within this system include three major problems which prevent organizations from running their operations efficiently from task assignment which creates confusion to personnel shortages which happen on each shift and to the way organizations handle operational problems which appear unexpectedly. The solutions to this problem require organizations to implement organized approaches which make it easier to resolve all existing operational challenges. The recommendations in this paper do not require major capital investment or organizational restructuring. The process requires organizations to implement evidence-based scheduling instead of making decisions based on intuition and to establish team guidelines which help workers accomplish their tasks during each shift. The organization will achieve its scheduled operational efficiency increase from 49% to 60% through task allocation improvements which will raise accuracy levels from 70% to 75% if they execute their planned changes in a unified manner. The improvement creates a continuous benefit for the organization because the organization will experience better operational efficiency through its inbound processes which will result in faster delivery times and reduced overtime expenses and fewer delivery failures and staff members who work at their normal capacity instead of using overtime to handle unexpected work demands.

The air cargo sector of India maintains its upward growth while customer demands for fast and dependable delivery services continue to rise. The competitive advantage will shift toward operators who can maintain high-volume operations without facing additional costs. The most effective method to achieve that goal requires organizations to use workforce planning which utilizes precise data and specific task requirements.

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Conflict of Interest

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