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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

**PRACTICES AND CHALLENGES OF EMPLOYEE ACQUISITION AND
RETENTION IN THE CASE OF
ABYSSINIAN FLIGHT SERVICES AND AVIATION ACADEMY**

BY: HIWOT MAMUSH

ADVISOR: SOLOMON MARKOS (PHD)

**A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF
ADDIS ABABA UNIVERSITY FOR THE PARTIAL FULFILLMENT OF
THE REQUIREMENTS OF THE DEGREE OF MASTERS OF ART IN
HUMAN RESOURCE MANAGEMENT**

JUNE, 2022 G.C

ADDIS ABABA, ETHIOPIA

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Signature

Date

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DECLARATION

I, Hiwot Mamush, hereby declare that this thesis entitled ‘Practice and Challenges of Employee Acquisition and Retention in the Case of Abyssinian Flight Services and Aviation Academy’, has been carried out by me for the partial fulfillment of the requirement for the degree of Masters of Arts in Human Resource Management from the Addis Ababa University. This thesis is original and has not been submitted for any other university for any diploma or fellowship.

Hiwot Mamush

Signature: _____

Date: _____

CERTIFICATION

This is to certify that the thesis entitled ‘Practice and Challenges of Employee Acquisition and Retention in the case of Abyssinian Flight Services and Aviation Academy’ Submitted to Addis Ababa University School of Commerce for the award of the Degree of Master of Arts in Human Resource Management has been carried out by Hiwot Mamush under my guidance and supervision.

Advisor: Solomon Markos (PhD)

Signature: _____

Date: _____

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LIST OF ABBREVIATION

AFSAA:	Abyssinian Flight Services and Aviation Academy
ET-CAA:	Ethiopian Civil Aviation Authority
CAA:	Civil Aviation Authority
ECARAS :	Ethiopian Civil Aviation Rules And Standard
DMD:	Deputy Managing Director
MD:	Managing Director

ACKNOWLEDGEMENT

First Thank you for GOD and the Virgin Merry for giving me health, strength, courage and power during this difficult time to survive all the burden which I have with handling my kids, office work, responsibility at home as a mother ..etc. to overcome all problems and to accomplish this research paper successfully.

Thanks to my advisor Dr. Solomon Markos for his valuable comments, guidance and correction to accomplish my study.

And also thanks to all Abyssinian Flight Services and Aviation Academy staff members and ex-employees especially Ato Fantaw Biyargo who supports and helped me in providing information and evidences for this research work.

I would like to thank also my colleague Aberash Gemechu, executive secretary of the Governor National Bank of Ethiopia who standing by my side and encouraging me during conducting this thesis.

Finally, I thank you my families especially my small kids who scarify their time as they were ignored & missed well treatment during my thesis work.

ABSTRACT

The rationale of this research is to investigate practice and challenges of employee acquisition and retention in Abyssinian Flight Services & Aviation Academy. Having observation of the increasing rate of employee termination rate of the organization the researcher discovered the current activity of employee acquisition and retention practice as the company is under risk if the tendency of employee termination is continues with the current movement. To address this study descriptive analysis method was employed and also quantitative and qualitative approaches were used. To gather data for the study questionnaire and interview have been used. The researcher used Census method as the population size is limited and manageable then questionnaires were administered to the current staffs 80 and some terminated staffs 8 with the total population of 88. A purposive sampling was used for an interview from each department representatives and management staffs. Data obtained through questionnaire has been analyzed by using descriptive statistics (percentage, mean and standard deviation) supported by SPSS version 25 software. Hopefully the study is useful for the area of Aviation industry especially private airlines as it can be a base for future study. Finally the result is collected from 85 respondents; the study found that more of the recruitment practices are comfortable. However more of the practices with relation to attraction and retention of employees are ineffective so that the reason for high employee's turnover is clearly seen from the data results. The study recommends acquiring talented employees without effective retention mechanisms brings nothing success for the company stability and development. Thus, the management should establish effective policy and strategies for employee retention and acquisition practices, improve benefits, compensation, and incentive packages, make fair and equitable annual salary increment, reward and recognition should be based on performance evaluation management system and apply fair carrier and development opportunities equally for all employees.

Key Words: Aviation industries, Employee Retention, Employee Acquisition, Challenges, Turnover

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Employees are considered as valuable assets to organizations, which require effective management of these employees in firms (UI Mujeeb, Muhammad & Muhammad, 2011). This is because companies will not be successful without the unreserved efforts of their employees which are geared towards the attainment of their objectives.

Through employee retention, employer can encourage employees to remain with the organization. Every organization spends time and money to groom a new employee and to enhance their knowledge and skills. But when the fully trained employees leave their jobs, the organization is completely at a loss.

In this regard, Management is strongly required to point out the factors why employees quit organization so that the proper treatment can be adopted by the management because of increase in direct and indirect expenses incurred on the employees' turnover (Ongori, 2007). Failing to pay attention to retain committed employees could prove fatal as far as survival of the organizations is concerned.

On the other hand successful employee acquisition involves much more than job interviews and acceptance. It's all about finding the ideal candidate, with the right fit, and making a great first impression. When done strategically, employee acquisition can reduce risk and save money over the long haul (S₃ management Group, 2018).

In Abyssinian Flight Services and Aviation Academy (AFSAA), recruitment, Training and Development cost is very high than other business company especially for technical staffs like Pilot and Technician since the main services of the company are Air transport services and Pilot Training. For example to replace or hire a pilot it costs the company minimum 6500USD for the required training before the employees assigned on duty to fly. As Ahrichs, (2000) indicated that many organizations do not estimate correctly the costs that are incurred due to high turnover levels. This is true as many employers have underestimated costs associated with turnover of key staffs.

In addition it's difficult to replace other aviation professionals working as supportive staff for the company because in Ethiopia aviation industries are very limited in number as the researcher found information from Ethiopian Civil Aviation Authority (ECAA) which is the regulatory body for airline companies in Ethiopia. Private airlines registered under ECAA are about 16 among these, active air transport services are only 4(Four) private operators other than Ethiopian Airlines (ETA) so that experienced aviation professionals are also not available as large as other business company professionals.

Thus, as far as the researcher observed in AFSAA the tendency of employee termination is increasing as of 2019. For example the last three years from 2019 – 2021 the rate of termination progressively increased from 7 to 15 in number. So that high employee turnover is a clear indication of internal issues within the organization (Armstrong, 2001).

with all the above cases the situation brings attention to the researcher as it needs further investigation to find the reason of employee termination with regards to the problems to retain because If human resource manager cannot identify actual reasons for employee turnover, an effective retention policy can never be made.

In addition If the employees termination rate especially talented and skilled are continue with the current situation, the company will fail to achieve its goal with the shortage of professionals and the cost associated with Turnover, For example in Bangladesh, skilled employees join the aviation companies with high expectations, but reality frustrates them and forces to switch. As a result, gradually this sector is facing shortage of talents and failing to achieve their goals.

Therefore human resource acquisition and retention systems are two of any organization's most critical sustainability factors (Cascio, 2014; Macke & Genari, 2019). In this regard, The researcher aims to find out the Practices and Challenges of employee acquisition and retention in AFSAA in order to attract employees and remain with the company for long period of time and that will help the company to be more competitive in the Aviation Industries in Ethiopia. Since it is believed that Effective organizations need high performing Human Resources Management practices and successful human resource acquisition and retention systems to enhance overall organizational efficiency as indicated on Academy of Marketing Studies Journal (2020)

1.2 Background of the Study Company

Abyssinian Flight Services and Aviation Academy (AFSAA) is the First private airline operator next to Ethiopian Airlines in Ethiopia established in April, 1999 under the laws of the country and a holder of an Air Operator Certificate issued by Ethiopian Civil Aviation Authority (ETCAA).

AFSAA is engaged in the provision of international and domestic non schedule commercial air transport operation, and in 2007 the first private pilot training school established in Ethiopia, known as currently Abyssinian Aviation Academy. Since then it has graduated a number of foreign and national pilots with private pilot license, Commercial Pilot License, Instrument and Multi-engine Ratings.

In addition to the Air Charter Service and Aviation Academy the company gives the services of Aerial Photography & Filming, Aerial Survey, Air Ambulance (Medical Evacuation) and Flying for Humanitarian Organizations.

AFSAA has a broad customer base. In this regards its customers include : Government and non government organizations; Development agencies; Embassies, such as the US and UK Embassies; Humanitarian organizations; UN Agencies, such as the World Food Program (WFP), UNESCO and UNICEF; Investors, tourists, business travelers, missionaries and churches . .etc.

Since the company establishment AFSAA has acquired 17 aircrafts for commercial charter air service and for pilot training and its work force has increased from 3 to 80.

The management is structured with Managing Director who is the chairman and owner, under him Deputy Managing Director (DMD) is assigned and under DMD Nine line managers and/or department heads are structured and leading the company based on the regulatory body of Ethiopian Civil Aviation Authority (ECAA) rules & regulations, Labor law and internal company policy.

The Company is staffed with highly skilled and experienced professional pilots that have logged many hours of flying time and who have excellent safety records. Aircraft technicians are qualified and certified by the Ethiopian Civil Aviation Authority (ECAA) and most of other supporting staffs have accumulated many years of professional experience in the airline industry and other sectors.

Generally the employees are categorized under Technical staffs (Pilot and Aircraft Technicians), Operational Staff (Flight Control, Bookings, Safety, Quality Control, Radio-operators and Flight Dispatchers), Supportive Staff (Administration and Finance). In addition the company includes employees with different nationalities other than Ethiopian like: South Sudanese, North Sudanese, Yemeni, Indian and an American.

1.4 Statement of the problem

Effective organizations place high emphasis on their people and their most important asset in achieving their goals (Peters and Waterman, 1982). The same works practically for Abyssinian Flight & Aviation Academy as employees are the most valuable asset for the success of the company goal.

A successful organization is a one which is willing to retain its employees, knows their needs and capable of satisfying it, keeps them involved and engaged all the time (Ghada, Walid and Mohammad 2017).

However, the researcher observed in her stay in AFSAA that employee retention and acquisition strategy and policies is not properly in place to prevent valuable employees from leaving their jobs. As the researcher found information from the company Annual activity report of the last three years from 2019 – 2021, the tendency of employee termination increased from 7 to 15 in number. On the other hand The Company invests more money and time to acquire a new employee and to enhance their knowledge and skills especially for Technical staffs (Pilot and Technicians). Consequently, the cost associated with Turnover of the company staff is very high and affecting the company profitability.

For instance aircraft technicians needs to get initial and recurrent trainings after recruitment to be qualified for the company aircrafts Caravan-208, Cessina 172 and Diamond-DA40&42 that is the rules and standards of Ethiopian Civil Aviation Authority, the regulatory body of Aviation Industry. So that those trainings are available only abroad the country or/otherwise outsourcing certified instructor by the subject training from abroad with the payment in USD per each trainee employee.

Accordingly, since aviation professionals are very limited in the country Ethiopia, losing professional and experienced personnel affecting company service quality, competitiveness and overall management. Meaghan et al. (2002) indicated that as valued people are meaningful and

create a certainty of process of good atmosphere which are hard to replace if they decided to say good bye to get some new opportunities, most of things are subjected to reduce the possible of shortage of well-skilled people at all level from top to bottom.

As the researcher refers the study from ‘Singapore Airline’s Employee Retention Approaches’ Employee turnover is an impediment to the growth and development of an organization, particularly in organizations that rely on employee knowledge and skills for good performance. Singapore Airline lies in this category. When the company experiences a high employee turnover, much of the skills and know-how goes with the workforce, thus leaving the organization in detrimental position. Business Essay (2021, March 18).

Thus even though AFSAA invests for required training on employees, the tendency of termination will bring the same threat as happened on Singapore Airlines unless the causes are prevented.

On the other hand the researcher observes the problem of management issues with regards to compensation; reward and recognition for employees are not given based on proper performance evaluation system even though the evaluation checklist document is in place. Whenever the company increases employee salary either annually or end of the budget year the percentage of increment is given by assumption and negotiation with department heads and higher management decision so that falling to abide by appropriate performance evaluation may bring job dissatisfaction. As Pfeiffer and Gellar (2008) claim that work stressors may result in ambiguity of performance appraisal, thus leading to conflicts, high dissatisfaction, and subsequently to high turnover.

Finally as far as the researcher knowledge goes there is no empirical research that has been conducted in relation to the study topic on private aviation industries in Ethiopia, instead the different studies focused on the government airline only. The major concern of the researcher to do this study is the increasing rate of employee turnover as it affects the company growth and development as shown below:

Table 1.4. Employees Turnover rate

Budget year	Total No. of Employee during the budget year	Terminated during the budget year	Turnover rate
2019	87	7	8%
2020	84	15	17.9%
2021	75	15	20%

Source: AFSAA Annual Activity Report 2019 - 2021GC

The above information clearly indicates the increasing rates of termination. However the number of employees hired during the budget year is fluctuating. Considering the above mentioned problems and the significance level of employee turnover rate of AFSAA, the researcher has investigated the reasons of employee's decision to quite their job through the investigation of the practice and challenges of employee acquisition and retention in AFSAA.

1.5 Research Questions

The study mainly focuses on the following basic Questions:

1. How Abyssinian Flight Services & Aviation Academy practice employee acquisition and retention strategies?
2. What are the challenges to implement acquisition and retention practices?
3. What are the effective acquisition and retention strategies that able to attract and retain valuable employees of the company?
4. What are the reasons for increasing the tendency of termination?

1.6 Research Objectives

1.6.1 General Objective

The general objective of the study is to investigate the Practices and Challenges of employee acquisition and retention at Abyssinian Flight Services and Aviation Academy.

1.6.2 The specific objectives of the study

- To examine the current practices of employee acquisition and retention strategies of the company.
- To identify the challenges to retain and acquire employees.

- To determine possible methods of retention and acquisition strategies that able to attract and retain valuable employees.
- To evaluate the role of retention and acquisition strategies with respects to employee turnover.

1.7 Significance of the Study

The study can have practical significance stated as below:

The findings of this study are considered important to provide various essential inputs with regards to the methods of employee acquisition and retention system required for AFSAA and helps the company to apply the recommendations.

The study can be important to the higher management and HR department of AFSAA to design the standard employee acquisition & retention policies in order to retain talented and productive employees for the purpose of the company competitive advantage and to achieve its goal.

The outcome of the study is significant to minimize the rate of turnover; instead it can help employees to remain in an organization for a maximum period of time. In addition since Good Performance Management Aids Retention and Productivity, the study can give a clue to AFSAA with regards to implementation of appropriate performance management system.

The study is important to help AFSAA as it can guide to implement appropriate compensation and retention system as it can boost employee retention rates significantly and such a scheme also helps to generate good publicity for the company, and create a brand that people have good feelings towards.

It is believed that employee can make or break a business. Since private airlines or AFSAA business generates foreign currency to the country because of the air transport services, then the stability of the company has a great contribution to Ethiopia with incurring foreign currency.

The research paper can be also helpful for other researcher or readers who would like to know about the practice and challenges of employee acquisition and retention in private airlines Aviation Company.

1.8. Scope of the study

In this study other general aviation or private airlines are not included due to the small size of staff member and business location complexity because most of them have air operator license Certificate for their business in Ethiopia but their main duty station is out of ADDIS and abroad so that the staff members cannot be manageable for the survey study and other HR administrations for local and abroad workforces different kinds of benefit packages are incomparable with AFSAA.

Both primary and secondary data have been used with Target population consisted with 85 including current and terminated employees.

The geographical boundary of the research is on the 1st private Airline in Ethiopia, Abyssinian Flight Services & Aviation Academy. The study included Top management, management or department's representatives and non-management staffs like Operational and supportive staffs of AFSAA.

1.9 Limitation of the Study

Study in the area of General Aviation Industries is unusual. Hence sufficient private airlines literature materials and handbooks are limited except journal articles. In addition, the researcher cannot include other private aviation industries as a comparison because of the geographical location or duty station of competitors, some of them also located in domestic out of Addis that can be difficult to collect data because of the current political safety issues and that can affect the researcher with Financial and time limitation.

1.10 Organization of the Study

The study organized in to five chapters, the first chapter includes; background of the study, statement of the problem, research questions, objective of the study, significance, Limitation of the study and definition of terms. Chapter two presents literature review on topic of the study, chapter three present the methodologies of the study which discuss about the research designs and the way of conducting research. Chapter four dealt with data presentation, finding of the research, discussion and interpretation of data. Finally chapter five provides summary, conclusion and recommendations.

1.3 Definition of Terms

The researcher has presented definitions for some of the main concepts that applied in this study as below:

Aviation Industry: The aviation industry encompasses almost all aspects of air travel and the activities that help to facilitate it. This means it includes the entire airline industry, aircraft manufacturing, research companies, military aviation, and much more. Robert Singleton (2021).

Employee retention: defined as policies and practices that companies use to prevent valuable employees from leaving their job. Hong et. Al. (2012, p.63)

Talent acquisition: refers to the process employers' use for recruiting, tracking and interviewing job candidates, and on boarding and training new employees. It is usually a function of the human resources (HR) department. By Kate Brush,(December, 2020)

Recruitment: is the process of searching for prospective employees and simulating them to apply for jobs in the organization. (Edwin B. Flippo).

Employee Turnover: is defined as the rate at which employees enter and leave a company in a given fiscal year. Society for Human Resource Management (2011)

Compensation: is the remuneration received by an employee in return for their contribution to the organization.

CHAPTER TWO

2. REVIEW OF RELATED LITRATURE

2.1 Introduction

This chapter gives an overview about theoretical and empirical literatures with the research frameworks of employee Acquisition, recruitment & selection, employee Retention, compensation, career development, pay & benefit, management & leadership role and turnover. And finally this chapter includes the Research Gap and the diagram which indicates theoretical frame works.

2.2 Theoretical Literature review

Effective organizations need high-performing Human resources management practices and successful human resource acquisition and retention systems to enhance overall organizational efficiency. Daleep p. & Sweta D. Dr. (2020)

According to the National Business Aviation Association (May 21, 2018), Business aviation is facing a critical shortage of pilots, maintenance technicians and other skilled aviation professionals. As a result, managers are looking for tangible, proven strategies that flight departments can use to retain their best people. Under the association the Vice chairman 'Herman' acknowledges that increasing salaries, improving schedules, and offering stronger retirement benefits will require buy-in from a number of key players, including aircraft principals, human resources and department leadership. In many cases, company pay structures and benefit packages will require creative solutions to promote retention.

S3 Management Group (2018) describes Successful employee acquisition involves much more than job interviews and acceptance. It is all about finding the ideal candidate, with the right fit, and making a great first impression. When done strategically, employee acquisition can reduce risk and save money over the long haul. In addition the management group describes the right employee acquisition strategy and successful execution will help ensure the growth of the organization and help it reach its long-term goals. It's all about hiring smarter and having a clear understanding of the type of employees we need to make up a productive and satisfied workforce.

Kotze & Roodt (2005) focused on how retention helps in reducing turnover costs, including retraining, recruitment, induction and relocation among others.

2.3 Research Framework

2.3.1 Employee Acquisition

Jash S. (September, 2019) from his literature under recruitment process indicates: Society of Human Resource Management defines talent acquisition is “the process of attracting and recruiting the best talent available to ensure the organization has the right people, with the right skills, who are in the right job, and are working against the right requirements.” This process involves the company Human Resources department along with other key company employees to find, attract, interview and onboard employees. In general talent acquisition is finding and attracting people to work at your company, such as finding the best person to do the job well.

As per the Journal article S3 Management Group (2018) states a successful employee acquisition involves much more than job interviews and acceptance. It is all about finding the ideal candidate, with the right fit, and making a great first impression. When done strategically, employee acquisition can reduce risk and save money over the long haul. From communicating the right values in job postings to on boarding the candidates appropriately, employee acquisition strategies can make or break company’s candidate selection process. Components such as accurate job descriptions and welcome packages each play a critical role in the overall process.

For the appropriate acquisition process; strategies such as accurate job description, predictive hiring and job matching, conditions of employment and welcome package are important acquisition strategies because the right employee acquisition strategy and successful execution will help to ensure the growth of the organization and help it reach its long term goals.

Although recruiting is an indistinct function of HR department, but talent acquisition is relatively a new idea or a concept that is relatively different than just hiring someone for any position. A separate designation of Talent acquisition is required to meet the demands of the companies. Moreover talent acquisition is a unique profession and this job can be performed by skillful person who has the skills in sourcing tactics, candidate assessment, and compliance, hiring standards, employment branding and corporate hiring initiatives this makes talent acquisition process different than the traditional recruitment process.

The recruitment role is responsible for sourcing talent and bringing qualified candidates to the company. However, modern talent acquisition is becoming a unique skill-set. Because talent acquisition professionals many times also handle post-hire talent issues, such as employee retention and career progression, the talent acquisition role is quickly becoming a distinct technique Muiz A.(2020).

2.3.2 Talent acquisition practices

Companies usually plan to hire talented people in order to avoid desperate hiring; to make sure there is no reason to put the company into a position of desperation. Because Rushing the hiring process put HR in a difficult place because of rushing the hiring process, employers face difficulty in finding quality employees, Low skill level, bad attitude, poor performance and unacceptable behavior causes trouble and liability at the workplace.

To attract the highest quality employees, it's important to elevate the employment brand and things. There is no need to pay premium prices in order to attract top talent because people who are driven by cash or have it as their primary motivation, they will surely not passionately engaged with the mission and vision of the organization instead Just focus on telling the right story which doesn't cost and create the company positive image in minds. Desperate hiring only creates rushed decisions, poor performance, high turnover, increased stress, loss of revenue, potentially catastrophic liability. To avoid all these desperation hiring, make sure to tightening up the culture and provide great service to the company with every hire (Muiz A. 2020).

2.3.3 Challenges of employee Acquisition

Global aviation human resource management states carriers and the aviation community as a whole are becoming increasingly aware of the need for pilots to be competent in crew resource management skills and that that 'successful completion of a flight or mission requires not only flying skills but the ability to work well in a crew situation' (Hedge et. al.,2000). Recruitment and selection, obviously, are critical components of this issue. The airline industry is not only short of skilled pilots, but of quality front line people as well. The problem is described and qualified in an article in Airline Business (1998), as follows like other service companies, airlines are finding it increasingly difficult to attract, retain, and afford quality frontline people. <https://www.researchgate.net>. Training and re-training of employees constitute one of the most

crucial aspects of management in both the public and private sector organizations. According to Choo and Bowley (2007: 341) new employees normally undertake on-the-job training, and in some cases, they are sent abroad to acquire a specialized skill. These costs are enormous and when a highly trained employee resigns without justifying these huge training expenses, organizations stand to lose all the investments already made. Organizations also suffer productivity loss when an employee quits (Bewketu K. 2017).

2.3.4 Recruitment

According to Edwin B. Flippo (2014), Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.

Recruiting makes it possible to acquire the number and types of people necessary to ensure the continued operation of the organization.

Thus, According to Famularo, Recruitment process involves five elements:

- **Recruitment Policy:** it specifies the objectives of recruitment and provides a framework for the implementation of the recruitment programme. It also involves the employer's commitment to some principles as to find and employ the best qualified persons for each job, to retain the most promising of those hired, etc. it should be based on the goals, needs and environment of the organization.
- **Recruitment Organization:** The recruitment may be centralized like public sector bank or decentralized. Both practices have their own merits. The choice between the two will depend on the managerial philosophy and the particular needs of the organization.
- **Sources of Recruitment:** Various sources of recruitment may be classified as internal and external. These have their own merits and demerits.
- **Methods of Recruitment:** Recruitment techniques are the means to make contact with potential candidates, to provide them necessary information and to encourage them to apply for jobs.
- **Evaluation of Recruitment Programme:** The recruitment process must be evaluated periodically. The criteria for evaluation may consist of cost per applicant, the hiring ration, performance appraisal, tenure of stay, etc. After evaluation, necessary improvements should be made in the recruitment programme.

2.3.5 Selection

Anthony, & Kacmar, K. M. (2002) mentioned that selection is the process of choosing individuals who have the necessary qualifications to perform a particular job well. R. Crompton and W. Morrissey (2008) suggested that it is required to select that person who can perfectly take the responsibility. Organizations differ as to the complexity of their selection system. Some organizations make a strategic decision to fill positions quickly and inexpensively by scanning over application blanks and hiring individuals based on this information alone. Other organizations, however, make a strategic decision to choose the best person possible by having an elaborate and sometimes costly selection system.

Thus, the selection process is a tool in the hands of management to differentiate between the qualified and unqualified applicants by applying various techniques such as interviews, tests etc. the cost incurred in recruiting and selecting any new employee is expensive. The cost of selecting people who are inadequate performers or who leave the organization before contributing to profits proves a major cost of doing business.

In order to attract the applicants you need for your company, you have to prepare a job description with consistency and coherence, mentioning all of the skills that the vacancy needs along with the required experience and professionalisms, according to the type of job that the candidate would perform in the workplace. Liam Doherty (September, 2021).

The above author also states that although it depends on the job you are recruiting for, in developing a profile of the ideal candidate, you could consider the headings such as: education or training qualifications, work experience, specific skills & knowledge, communication skills, overall personality and personal attributes.

2.3.6 Employee Retention

Hong et al. (2012, p.63) define employee retention as ‘policies and practices that companies use to prevent valuable employees from leaving their job.’ According to Sumarni (2011), Employee retention refers to a company's ability to keep potential employees loyal to the company. In addition, Zineldin (2000), defined retention as the obligation to do business or exchange information with a specific company on a regular basis.

The retention of skilled employees can be considered an important advantage source for any organization. Nevertheless, while an organization seeks to retain its employees, different challenges also need to be faced (Barney 1991; Pettman 1975; Wernerfelt 1984).

Scholars indicated as retention can help companies to handle competent employees to stay for the maximum period of time. According to Bansal, (2014) the main goal of employee retention is to prevent competent employees from leaving.

Thus, for implementation of retention Agarwal et al., (2011) indicates areas such as compensation, recruitment, training, performance appraisals, rewards and incentives, and career planning are necessary to keep employees happy and engaged in their roles. Prabhjot K. and Amandeep K. (2017). There are also different employee retention strategies which include various measures to ensure an employee's stays in an organization for the maximum period of time and feeling themselves as a part of organization and refers to policies and practices use to prevent valuable employees from leaving their jobs.

2.3.7 Importance of employee retention

As Shaw & Fang (2009) refers, the main concern of employee retention is to ensure that the high performing labor force in terms of creativity and innovation level does not leave so that the level of competitiveness in the industry can grow. Researchers also indicated retaining employees are important for the company's stability. As Mohammad A. & Tayseer A. (2020) indicates Employees are a crucial resource for any organization, and the company's failure or success is often linked with its ability to attract, retain and reward talented and capable employees appropriately.

Employees are an important resource in an organization as they positively contribute to the execution of organizational objectives and mission. Armstrong (2006) states that the retention of such employees has been shown to be significant to the development and the accomplishment of the organizations goals and objectives especially in building competitive advantage over other organizations in the phase of increased globalization.

Thus, in order to acquire and retain talent employees company needs to have policies to be implemented. Daleep P. & Sweta D. Dr. (2020) stated for attracting and retaining talents, policies are implemented to meet the need of workers regardless of multinational business or smaller business.

2.3.8 Compensation

Adari T. & Prof. G.S (2018) Compensation is the remuneration received by an employee in return for their contribution to the organization. It is an organized practice that involves balancing the work employee relation by providing monetary and non-monetary benefits to employees.

The study also indicates the importance of compensation on employee performance such as: Job satisfaction, Motivation, Drive employee performance, Low Absenteeism, Low Turnover, Peace of Mind and Increase self-confidence. In addition, the lucrative compensation will also serve the need for attracting and retaining the best employees.

On the other hand Hong et al. (2012) observe that compensation, as a tool for reducing turnover in organization, should not take the form of cash only. It also comprises benefits such as 'pension, life, and health insurance, retirement plans, and allowances, including company cars or subsidized transportation to the places of work' (Hong et al. 2012, p.65). Compensation also acts as a tool for attracting and retaining employees when the remuneration enables them to access a wide utility of goods and services that are offered in the free market.

Considering the importance of employee retention, most managers prefer to use employee compensation strategies to retain workers because they are effective. Through various studies, it has been established that attractive wage plans enhance devotion, which enables an organization to keep talented workforce Singapore Airline Business Essay (2021).

2.3.8.1 Importance of compensation to attract and retain employees

A well designed compensation and benefits plan helps to attract, motivate and retain talent in the organization. A well designed compensation & benefits plan will benefit in the following ways; Journal article of HR research review (2018).

- **Job Satisfaction;** employees would be happy with their jobs and would love to work for organization if they get fair rewards in exchange with their performance.
- **Motivation:** we all have different kinds of needs. Some of us want money so they work for the company which gives them higher pay. Some value achievement more than money, they would associate themselves with firms which offer greater chances of promotion, learning and development. A compensation plan that hits workers' needs is more likely to motivate them to perform in the desired way.
- **Drive employee performance:** The basic idea is that if an employee knows that his/her bonus depend on the occurrence of a specific event (or paid according to performance, or if a certain goal is achieved), then the employee will do whatever he/she can to secure this event (or improve their performance, or achieve the desired goal). In other words, the bonus is creating an incentive to improve business performance.
- **Low Absenteeism:** it employees enjoy the office environment and are happy with the compensation. Their performance will be high and absenteeism will be very low.
- **Low Turnover:** would employees want to work for any other organization if working organization offers them fair rewards.
- **Peace of Mind:** An organization offering of several types of insurances to workers relieves them from certain fears. Workers as a result now work with relaxed mind. They perform very well without any mental stress.
- **Increases self-confidence:** Reward system helps to increase the self confidence of the employees. It helps to increase the performance of the employees in the organization.

2.3.9 Career development, Pay and Benefit

Career development is a motivational incentive which promotes retention and productivity of employees (Musa, Ahmed, & Bala, 2014). One of the strategies for retaining skilled business aviation professionals is providing a Career Path. Career-minded professionals are typically motivated by a clear plan for salary increases, bonuses and retirement contributions. The airlines have defined advancement programs, which help professionals plan their careers. For operators that only fly one or two aircraft, there are ways to provide career development opportunities instead of the traditional path of advancement. One example is to give personnel opportunities to volunteer with industry groups, another is to offer ancillary duties with corresponding pay increases to challenge staff members and enable them to learn new skills. According to the CEO

of Aviation personnel International ‘Barden’ states ‘Employees want to know what the end of their career looks like’ and collective bargaining agreements make airline career paths very transparent. Business aviation doesn’t have that transparency, but we have to find a way to address career progression, National Business Aviation Association (2018).

Under the attraction and retention of employee concept Griffeth et al. (2000) highlighted the importance of pays and benefits as critical factor towards employee retention. Furthermore, Griffeth et a. (2000) noted that pay and benefits alternatives have an influence on turnover. These have the advantage of being flexible, and capable of targeting particular behaviors that a company might want to change or promote without increasing fixed costs (Rappaport, Bancroft, & Okum, 2003). Sited by Teepakorn K. & Chanin Y. Phd. (2018)

2.3.10 Management and leadership role

Company managers together with HR manager expected to ensure the implementation of HR policies with regards to retention and acquisition as it is affecting most of the company business. Employee retention is a significant factor affecting most business fields, and continues to be one of the main challenges driven by company managers. All organization managers and stakeholders have to consider employee retention in their plans and estimate its long-term effect on the organization’s behavior and productivity (Mohanty, 2009).

Amandeep K. & Prabhjot K. (2017) Leadership is a process of encouraging and helping others to work enthusiastically towards objectives. It is the human factor that binds a group together and motivates it towards goals transforming the groups potentials into reality. A capable leader provides direction for the organization and leads followers towards achieving desired goals. Leadership style is one of the influential factors for employee to leave their job or intent to leave. The study conducted by Jane et al. (2012) in public universities revealed that, unfavorable leadership practice was one of the basic reasons for employees to leave.

2.3.11 Turnover

As per Chanin Y. & Teepakorn K. (2018) Employee Turnover is defined as ‘the rate at which employees enter and leave a company in a given fiscal year. The consequence of turnover affects the company especially when highly professional employees terminated. As Herman (2005) indicates employee’s turnover is the most significant matter that needs to be considered

as an urgent situation to maintain the productive of the company so that the problem of employee turnover is likely to occur. In the real business, Armstrong, (2009) and ReiB, (2008) indicated that employee turnover is considered to be one of the persisting problems in organizations.

Employee turnover and employee retention has been such a significant issue for many industries, not only in hospitality industry but also in airline industry. Attractively, while today's organizations are indeed different in terms of challenging of retention is growing. Chanin Y. & Teepakorn K. (2018). On the other hand turnover and retention also have costs and benefits, which need to be calculated and compared in order to make valid business cases for retention (Jones & Gates, 2007).

Journal of Aviation Aerospace education & research (2017) Stated, Part of calculating the costs of turnover should include researching the effect of turnover on workforce and financial performance, and other metrics critical to aviation, such as safety. Which means it's a matter of safety that to control the status of employee turnover.

Maintaining talented valuable employees is crucial for any company (Carmeli and Weisberg, 2006). Not only the loss of an employee's job-specific skills, but also the high costs voluntary turnover raises (Aguinis et al., 2012; Perryer et al., 2010), makes companies develop an effective retention strategy. Therefore, HR departments highly expected to implement retention measures to prevent employees from leaving.

2.3.11.1 Turnover Intention

Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing: Ngamkroeckjoti C, Ounprechavanit P, Kijboonchoo T (2012). Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention. According to Kumar RR (2011), turnover is a critical human resource issue in all sectors of the economy which affects productivity, product and service quality, and profitability.

Researchers like Shamsuzzoha and Shumon (2013) stated that turnover has proven to be one of the most costly and seemingly intractable human resource challenges confronting by several organizations globally. Jha S (2009) identified that turnover force the organization to incur a

huge costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. For organizations, the turnover of employees means the waste of investment in the selection and training of personnel. Besides, the high rate of employee turnover in an organization adversely affects the motivation of existing personnel; increases the workload and makes work planning difficult.

Thus, the resignation of skilled employees, who are considered as human capital, is an important issue that has a negative impact on the efficiency, effectiveness and general performance of an organization Kaya H, Abdioğlu H (2010).

2.3.11.2 Effects of Turnover

Phillips and Connell (2003: 1) concur and enumerate the costs of turnover to include, recruiting costs, selection and or employment costs, orientation costs, training costs, lost wages/salaries, administrative costs, lost productivity, loss of human capital, and customer satisfaction issues. It is important for management to know why employees, particularly high performing employees resign from the organization. The common way of investigating employee's resignation is by conducting an exit interview which also is another cost to the organization. Bewketu Kebede, (2017).

2.3.11.3 Measuring Employee Turnover rate

The employee turnover rate is calculated by dividing the number of employees who left the company by the average number of employees in a certain period in time. This number is then multiplied by 100 to get a percentage with the below formula.

$$\text{Turnover Rate} = \frac{\text{X employees that left during the period}}{\text{Total number of employees in that period}} \times 100\%$$

This means that in order to calculate the employee turnover rate, we actually need **3 variables**:

1. The number of **employees who left** (voluntary and involuntary) the company in a certain period of time
2. The number of employees the company was employing at the **beginning** of a certain period.
3. The number of employees the company was employing at the **end** of certain period.

It's important to note that turnover rates vary significantly from industry to industry. However, turnover rates should (ideally) be lower than 10%, which is a very healthy turnover rate across the board (www.applauz.me).

2.3.12 Research Gap

The Empirical review done shows studies and literatures that have been carried out on local companies and international airlines with regards to the challenges of employee acquisition and retention but more of the studies focused on Governmental airlines and different companies. However, as far as my knowledge goes researcher couldn't find the related studies conducted on private airlines in Ethiopia since more than 10 private airlines existed in the country.

Some of the variables are not addressed properly such as Management role, indirect contribution of retention mechanisms for the airline company in the country and implementation of labor law with regards to compensation and employee rights additional to company's internal policy for the purpose of acquiring and retaining talent employees.

2.4 Theoretical Framework

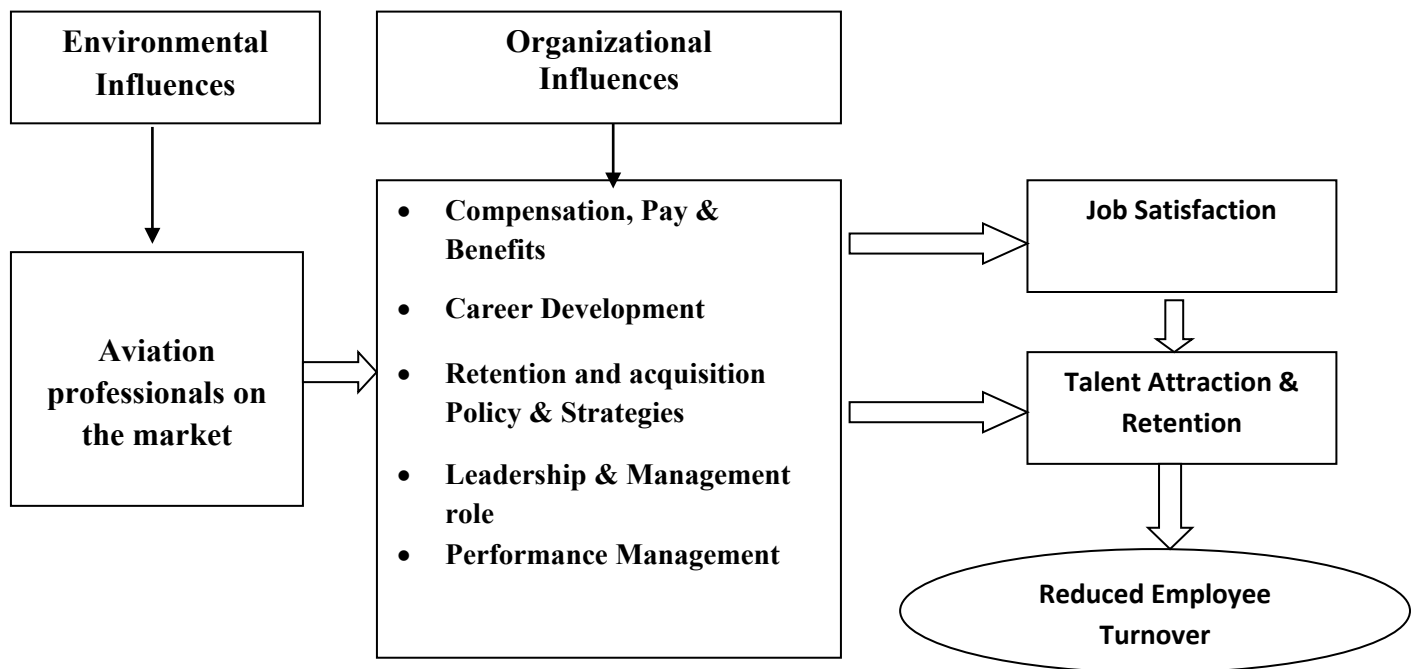


Figure 1. Theoretical Framework

Source: Adapted from; Das, M. Baruah (2013) and Tee Chee Wee (2013)

2.5 Empirical Literature review

Challenges of employee acquisition and retention practices is somehow different in aviation industries than any other industries with regards to training availability, high training cost with foreign currency, shortage of qualified aviation professionals and challenges of acquiring & retaining skilled employees.

Federal Aviation Administration (2018) studies of the pilot labor market suggest four factors will significantly influence the size of the pool of qualified pilots from which airlines can select new pilots to replace retirees and other losses: 1. Industry growth, 2, Pay, 3, education costs, and 4, Federal Aviation Administration Certificate requirements (License) According to the Business essay of Singapore Airlines study about Employee Retention Approaches recruitment of highly talented employees is incredibly important for any organization, including Singapore Airline. However, retention is crucial and challenging activity. Therefore related studies were conducted on retention on different airlines and non- airline industries. And also various literatures indicated factors of employee retention mechanisms.

Thus, the study of Singapore Airlines retention approaches suggests; Retention policies ensure the reduction of hidden organizational costs, different employee retention approaches, Employee empowerment, employee training and appraisal system and compensation. (Business essay 2021).

For example from abroad airlines Teepakorn Kampitak and Chanin Yoopetch, Ph.D., (2018) conducted a research on Employee Retention in Thailand's Airlines Industry. Based on Thai Airways International Public Co. Ltd annual report (2016) and Bangkok Airways Public Co. Ltd annual report (2016) The research results revealed various important factors that had a certain level of influence on employee retention; such as job satisfaction, organizational culture, pay and benefits and retention strategies.

The study on Kenyan Airways (January, 2021) on human resource management initiatives, recommends that; Employee training, Career development, Job satisfaction, Compensation policies, had a statistically significant effect on employee retention at Kenya Airways. The study recommended also Kenya Airways management should adopt human resource management initiatives so as to boost employee retention.

In addition, Banerjee A, (2019) conducted a research on failure of employee retention and its consequence on organization through content analysis. The result concluded that the reasons for the retention failures are job security, developmental opportunities, peer relations and the most important one is also performance appraisal system. Based on the research these factors are the elements of lack of job engagement and failure in man power planning.

The research study Qatar Aviation, (2018) on ‘The impact of career development practices on employee retention in Qatar aviation’ concludes the career development practices in Qatar aviation industry play an important role to retain their employees in their organization. Hence, the aviation based organization should focus more in improving the company’s career development practices and make sure this process works effectively in order to produce a capable human capital and sustainability of organizations’ development which enables the Qatar’s economic growth.

From local studies, Bewketu K. (2017) conducted the research on An Assessment of Professional Employees Turnover and Employee Retention practices. The researcher used both primary and secondary data sources. With regards to primary data, the data collected through questionnaires were filled by the terminated and existing employees and interview were conducted with management and other concerned body. In addition HRM books and literatures, websites (internet) and other available sources were collected from the organization and departmental documents and records were analyzed. The research’s results revealed various important factors which have certain level of influence on employee retention; such as retention mechanisms, good working environment, advancement and promotion and career development.

The research study by Demessie Wondimu (2016) about ‘Assessment of Employee Acquisition and Retention strategies’ of Ethio-Telecom suggested that the organization to focus on mainly in employee retention strategies as employee acquiring is nothing without retaining. In other words recruitment and selection process is cost and tedious for the organization so, it is advisable to retain the existing employees rather than focus on search.

Therefore, the researcher concludes that in order to study about the practice and challenges of employee acquisition and retention, the most commonly important elements are employee retention and acquisition strategies & policy, job satisfaction, performance management, carrier development, pay, benefits and compensation strategies

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

This chapter includes the research approach and design, population & sample, sources of data collection, research instruments, techniques and measurement of data collection, method and procedures of data analysis and finally validity and reliability.

3.2 Research Approach

The researcher preferred to use both quantitative and qualitative approaches, and hence it is a sequential mixed research method (Creswell 2009).

Because the researcher wants to support the quantitative data by the information obtained through qualitative data. Qualitative method engaged to collect data that can describe and support the information obtained through quantitative methods for the study on practice and challenges facing Abyssinian Flights & Aviation Academy. Mixed research method is considered to be very efficient in answering research questions compared to the quantitative and qualitative approach when used in isolation (Creswel, 2014)

3.3 Research Design

The research design specifies the objectives of the study, methodology and techniques to be adopted for achieving the objectives (Shajahan S and Shajahan L, 2009).

The researcher used descriptive research design because it is preferred to review and analyze the population quantitative data responses, interview including open-ended questionnaires and secondary data (documents from company policy, HR manual and annual reports).

Descriptive research is used to obtain information concerning the current status of the phenomena to describe “what exists” with respect to variables or conditions in a situation and also used to develop theories, identify problems with current practices, make judgments or determine alternative solutions for the existing practices. (By Ana Maria DO Regala)

3.4 Population and Sample

3.4.1 Target Population

Mugenda & Mugenda (2003) characterizes a target population as the population to which a researcher needs to generalize the findings of a study.

The study targets the population of 80 (Eighty) current employees of Abyssinian Flight Services & Aviation Academy who are working in different departments such as: Flight Operation, Technical staffs (Aircraft Maintenance and Pilot), Supportive staffs (administration, Finance and pilot training support). And also the study includes at least 8 (Eight) terminated employees minimum from the last Three years so that the total population for the study target is 88.

3.4.2 Sample

A census or total population has been taken for analysis because the total population is limited in number. Census refers to the quantitative research method, in which all the members of the population are enumerated. Census implies also complete enumeration of the study objects and the system is also Reliable and accurate.

While a kind of non-probability sampling technique namely purposive sampling were deployed to select respondents for the interview. The rationale for applying purposive sampling for selecting key informants for the interview was based on the researcher's preference to select those who can respond better, those who have more experience, who can give more and clear explanation about the company and provide relevant information for the success of the study.

3.5 Sources of Data Collection

The researcher used both primary and secondary data. The primary source is collected from the company current employees and ex-employees using structured questionnaires. Secondary sources were collected from the company internal policies & manual, annual report and other Aviation publications.

3.6 Research Instruments

Both primary and secondary data type were deployed in this study so that for gathering the required Primary data a well-designed survey questionnaire and interview were used referring and adopting standard questionnaires, related literature and studies. Secondary data from company HR policy, administrative manuals, documents and aviation publications were reviewed for the completeness of the study.

3.7 Techniques of Data Collection

The researcher conducted questionnaires and interviews as data collection techniques for the study. Questionnaires were prepared for all populations (current & ex-employees) and interview questions to the management and department representatives. The researcher had briefing about the content of variables for respondents who were below the diploma educational levels (messengers, cleaners and drivers) to give clear understanding about the questionnaires.. The researcher collected data with face to face approach and meet the majority of respondents directly in person on their working stations and some of them returned back the questionnaires through e-mail attachment. A structured questionnaire properly addressed the acquired information through both open and closed ended questions and structured interview in order to get back the required data. Thus, Quantitative data were collected through survey method particularly through semi-structured questionnaire on one hand, and qualitative data collected through structured interview

3.8 Measurement of Data collection

The researcher used the measurement of descriptive statistics like frequencies and percentage for respondents demography and for 'yes' or 'no', no comment questions. Whereas for the questionnaires of respondent's feelings or opinions on the practice and challenges of employee retention and acquisition using Likert scale where by a scale of responses from 1 to 5, such that strongly disagreed=1, Disagreed=2, Neutral=3, Agreed=4 and Strongly Agreed=5. The variable items were structured clearly to be easily understood by the respondents.

3.9 Method of Data Analysis

According to (Daniel, 2012), data analysis is the acts of transforming data with the aim of extracting useful information and facilitating and overcome to the conclusion. As described in the preceding section, the researcher design has used mixed method this means both quantitative and qualitative analysis used. The data has collected using questionnaire that analyzed through descriptive analysis by using SPSS version 25 software. In addition simple tabulation of the responses on a statement-to-statement basis was done. The data were finally interpreted based on statistical findings.

3.10 Procedures of Data Analysis

The researcher reviewed the data to ensure completeness, accuracy, relevance and for the presence of any outliers. The data also validated and the analysis began with a review of the descriptive statistics including percentage, frequency distribution, mean and Standard Deviation (SD).

3.11 Validity and Reliability

Validity and reliability of the measures need to be assessed before using the instrument of data collection (Hair et al., 2003)

3.11.1 Validity and Reliability Test

Reliability test made to measure the extent the different items in the same construct or the different questions in the questionnaire are consistent using the internal consistency measurement i.e. Cranach's Alpha. The Cronbach alpha is the most widely used reliability factor. Various views on acceptable alpha values vary from 0.70 to 0.95 (Tavakol & Dennick, 2011). This means the rule of Thumb of 0.7 which was the cutoff value of Cronobach alpha for being accepted.

3.12 Scale Reliability Analysis

The researcher used Cronbach's Alpha statistics (SPSS) version 25 to check the reliability of a set of questions designed to test the 5-point Likert scale as described so far. Therefore, this research data was checked based on this reliability test for a measure of consistency, and the number of items was 14, and the result of Chronobach's Alpha is 0.857 which indicates the variables are consistent and accepted.

Table 3.12 Reliability Coefficient of study variable

Reliability Statistics Result	
Cronbach's Alpha	Number of Items
0.857	14

3.13 Ethical Consideration

The researcher observed and implemented the principles of ethical issues like confidentiality and dignity of the participants, integrity, on no account plagiarism, and with never fabricating and destroyed data.

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter consists of data analysis, interpretations and discussions of the data which gathered from respondents through questionnaires and interview. The researcher prepared a total of 28 (Twenty-Eight) questionnaires out of which 14 items (with Likert scale) , 7 items (with ‘yes’ or ‘no’ questions), 2 items Open-ended questions and 5 items Interview Questions. Employees; management and non-management staffs including ex-employees answered 85 questionnaires and gave their opinions and constructive comments for the improvement in relation to employee acquisition and retention practices in Abyssinian Flight Services & Aviation Academy. The questionnaires were administered as below:

4.2 Status of Questionnaires Distribution to and Return from Respondents

Table 4.1 Status of Questionnaires (Distribution and Return)

Questionnaires Distribution to and Return from respondents						
Status	Distributed Questionnaires	Returned Questionnaires	Percent	Not-returned	Percent	Total
Amount	88	85	96.6	3	3.4	100.00

The above table shows the researcher distributed 88 questionnaires and 85(96.6%) of questionnaires were collected and only 3(3.4%) questionnaires were not returned. Thus the researcher collected adequate information for the study.

4.3 Respondents' Demographic Information

Descriptive statistics used to analyze the demographic characteristics of respondent and hence the result of the analysis is described as below;

Table 4.2 Respondents' Demographic Information

S/N	Demography	Characteristics	Frequency	Percent (%)
1	Gender	Male	64	75.3
		Female	21	24.7
		Total	85	100%
2	Age	Below 25	3	3.5
		26-35	25	29.4
		36-45	30	35.3
		46-55	13	15.3
		Above 55	14	16.5
		Total	85	100.0
3	Marital status	Married	61	71.8
		Unmarried	24	28.2
		Total	85	100.0
4	Service year (work experience)	less than 1	4	4.7
		1-5	25	29.4
		5-10	41	48.2
		above 10	15	17.6
		Total	85	100.0
5	Respondents Type	Current employees	77	90.6
		Terminated employees	8	9.4
		Total	85	100.0
6	Employee position	Top management	2	2.4
		Management	7	8.2
		Subordinates	76	89.4
		Total	85	100.0
7	Department or /Section	Technical (pilot)	19	22.4
		Technical (Aircraft Technician)	13	15.3
		Operation staff (Flight operation and maintenance)	12	14.1
		Supportive staff (Admin., Finance & Training support)	41	48.2
		Total	85	100.0
8	Level of Education	High school	8	9.4
		Diploma holder	34	40.0
		Bachelor Degree	36	42.4
		Master Degree & above	7	8.2
		Total	85	100.0

The above Table 4.2 demographic characteristics of respondents indicate that the male participants were 64(75.3%) and the females were 21(24.7%). Comparing the proportion of male respondents to female, majority respondents were male.

According to their age ranges, it could be seen that 3(3.5%) were below 25 years, 25(29.4%) were between 26-35 years, 30(35.3%) were between 36-45 years, 13(15.3%) were between 46-55, and also about 14(16.5%) were above 55years. Therefore the majority of employees 30(35.3%) were between 36-45years thus, respondents could give reliable information, because they can have more understanding about the company's employee acquisition and retention strategies. And also 14(16.5%) were above 55 years that indicates the study includes more matured and well experienced aviation professional respondents significant to the data inputs.

The above data also indicates, 24(28.2%) were single and the majority of respondents 61(71.8%) were married which indicates more of the respondents responsible personnel. The table indicates 4(4.7%) of respondents were serve the company less than one year, 25(29.4%) were serve from 1 to 5 years and 15(17.6%) served above 10 years and the majority 41(48.2%) of employees served the company from 5-10 years this implies the respondents know well about the companies policies and practices to provide adequate information to the study. On the other hand the respondents served with less than 1 years and from 1 to 5 years also could helps the researcher to get adequate information about the company current practices and strategies.

The data indicates the researcher also includes terminated or ex-employees other than the current employees of the company: 77(90.6%) current employees and 8(9.4%) terminated employees. The reason why the researcher included ex-employees was to give more reliable information with regards to retention practices if it could be the reason for their termination.

The respondents were from all level of hierarchy with 2(2.4%) Top management, 7(8.2%) Managements which indicates total number of managements were 9 Nine 2(2.4%) + 7(8.2%) = 9(10.6%) and 76(89.4%) were subordinates.

In addition the respondents were from various departments and professions representing 19(22.4%) were Pilot, 13(15.3%) were Aircraft Technicians, 12(14.1%) were Flight Operation & maintenance dpt. And the majority of respondents from non-technical or supportive staffs of Administration, finance and pilot training were 41(48.2%).

With regards to respondents educational background, 8(9.4%) high school, 34(40.0%) Diploma holder, 36(42.4%) Bachelor Degree and 7(8.2%) were MA and above. The data shows the majority of respondents were Degree holders that could help the researcher to get the real information with better understanding about the questionnaires with regards to the practice of acquisition and retention within the company.

4.4 Perceptions on Recruitment and Selection Process

Table 4.3 Perceptions on Recruitment and Selection process

1. How did you come to know about the vacant position in AFSAA?				
Valid		Frequency	Percent	Valid Percent
	Advertisement	24	28.2	28.2
	Recommendation	30	35.3	35.3
	application request	31	36.5	36.5
	Total	85	100.0	100.0
2. Were the interviews properly coordinated and conducted?				
Valid		Frequency	Percent	Valid Percent
	Yes	68	80.0	80.0
	No	6	7.1	7.1
	No comment	11	12.9	12.9
	Total	85	100.0	100.0
3. Were the questions asked related to the job descriptions?				
Valid		Frequency	Percent	Valid Percent
	Yes	68	80.0	80.0
	No	3	3.5	3.5
	No comment	14	16.5	16.5
	Total	85	100.0	100.0
4. Have you been working in Aviation industry before you come to AFSAA?				
Valid		Frequency	Percent	Valid Percent
	Yes	34	40.0	40.0
	No	51	60.0	60.0
	Total	85	100.0	100.0

1. How do you rate the overall recruitment and selection process of AFSAA?				
Valid		Frequency	Percent	Valid Percent
	Excellent	11	12.9	12.9
	Good	54	63.5	63.5
	Fair	15	17.6	17.6
	Poor	5	5.9	5.9
	Total	85	100.0	100.0
2. Were there any inconvenience faced regarding job designation?				
Valid		Frequency	Percent	Valid Percent
	No	67	78.8	78.8
	No comment	18	21.2	21.2
	Total	85	100.0	100.0
3. If you are a pilot/Technician have you been taking the required training for the company aircraft type, before employment?				
Valid		Frequency	Percent	Valid Percent
	Yes	6	7.1	7.1
	No	28	32.9	32.9
	No comment	51	60.0	60.0
	Total	85	100.0	100.0

Table 4.3 for Question #1 indicates 24(28.2%) of the respondents knew the vacancy through advertisement, 30(35.3%) through recommendation and the remaining 31(36.5%) submitted advance application request. Respondents frequency and percentage value of recommendation and application request for the recruitment were almost proportional as indicated 30(35.3%) and 31(36.5%) respectively. From this data the researcher understood that the company would not be successful to advertise the vacancies because of the shortage of aviation professional on the market instead the company preferred to acquire professionals either with recommendation or application request.

From the data indicates 68(80%) of the respondents answered ‘yes’, 6(7.1%) answered ‘no’ and other 11(12.9%) of them didn’t have comment for the question about the interviews process. The majority of respondent’s responses were positive, so that the researcher concluded that during employment the company conducted proper interviews practices.

About the questions asked related to the job description indicates 68(80%) of the respondents said ‘Yes’ wear as 6(7.1%) said ‘no’ and the remaining 11(12.9%) of them didn’t have comment hence The majority of participant responses as the questions were asked by the company were related to their job descriptions.

The study also included whether respondents had Aviation industry experience before employment in AFSAA or not. 34(40%) of the respondents said 'yes' and the rest of the remaining respondents about 51(60%) said 'no'. From the survey result the majority of respondents 51(60%) said 'no' hence the researcher understood that related company's work experienced or aviation professionals were limited on the market. On the other hand the data indicates the company recruited more of or 60% of the employees those need training investments to have company's business operation familiarization.

With regards to the practice of recruitment and selection process, the data indicates 11(12.9%) of respondents rate excellent, 54(63.5%) rates as it was good, 15(17.6%) rate as it was fair and the rest of respondents 5(5.9%) rate as it was poor. The survey data indicates the majority of respondents 63.5% were rate the recruitment and selection process as it was 'Good'. From the respondents result the researcher understands AFSAA has good recruitment and selection practices but the rate given for 'excellent' very few compared to the rate given for 'good' so it seems to be the practice should be reviewed to make better than the current system.

About the question if any inconvenience faced regarding to job designation, the data indicates 67(78.8%) respondents said 'no' and the remaining respondents didn't have any comments at all. Thus the researcher understands that majority of the employee didn't face significant inconvenience regarding to the job designation in the company.

For the question about whether Pilot and Technician have been taking the required training for the company aircraft type or not before employment, 6(7.1%) said 'yes', 28(32.9%) said 'no' the remaining respondents said 'no comment' at all. From the data the researcher understands that the majority of the respondents of 60% said 'No comment' this indicates the company recruited the core Technical employees (pilot and technicians) employed without the company aircraft type or flight operation required training. Hence the respondents result indicated as more training investment required on the newly hired employees to make familiar with the company flight operation. On the other hand the data indicates only 7.1% of the respondents said 'yes'. This indicates how it is challenging to acquire technical employees as per the company's aircraft type flight system.

4.5 Employees Level of agreement on the Acquisition and Retention Practices.

From the field study significant responses were collected to analyze the true circumstances of AFSSAA practice and challenges of employee acquisition and retention as mentioned below:

Employee’s level of agreement on the practice and challenges of acquisition and retention in AFSSAA were measured on a 5-point Likert type of scale with Strongly Disagreed= 1,

Disagreed=2, Neutral=3, Agreed=4 and Strongly Agreed=5

The mean of the respondents score for each variable indicates the level of agreement on the practices and challenges about the study, and the Standard Deviation (S.D) indicates the deviation from the central value.

The below table shows Level of agreement with regards to Retention and acquisition Practices in Abyssinian Flight Services & Aviation Academy.

4.5.1 Implementation of Retention and acquisition policy and strategies

Table 4.4. Retention and acquisition policy and strategies

	Level of Agreement					Total	Mean	Standard Deviation
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
1. The Company has well designed retention and acquisition policies and strategies								
Frequency	11	47	24	3	0	85	2.22	0.713
Percent	12.9	55.3	28.2	3.5	0	100		
2. The company retains outstanding employees								
Frequency	13	50	9	13	0	85	2.26	0.902
Percent	15.3	58.8	10.6	15.3	0	100		

From Table 4.4 above Respondents were asked about the company’s designed retention and acquisition policies and strategy 11(12.9%) replied strongly disagreed, the majority of the respondents 47(55.3%) disagreed and 24(28.2%) of respondents were neutral, wear as the minority 3(3.5%) of respondents were Agreed about the idea. More of the respondents were disagreed (55.3%), hence the data indicates the company as well as employees are not administrated based on a well designed retention and acquisition policy and strategy.

For the question asked about the practice on ‘retention of outstanding employees’ 50(58.8%) or the majority respondents were replied Disagree, 13(15.3%) were Strongly disagree and the minority 9(10.6%) and 13(15.3%) replied Neutral and Agree respectively. This indicates as more than 70% of the respondents didn’t agree with the practice on retention of outstanding employees, which shows the company has weak practical effort to retain talented employees.

4.5.2 Practice on Compensation, Benefit, Reward and Recognitions

Table 4.5 Compensation, Benefit, Reward and Recognitions

	Level of Agreement					Total	Mean	Standard Deviation
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
3. I am satisfied with the reward and recognition system of the company								
Frequency	14	49	6	16	0	85	2.28	0.959
Percent	16.5	57.6	7.1	18.8	0	100		
4. There are equal incentive opportunities for outstanding employees								
Frequency	17	63	0	5	0	85	1.92	0.658
Percent	20.0	74.1	0	5.9	0	100		
5. The company has well designed compensation strategies								
Frequency	17	46	19	3	0	85	2.09	0.750
Percent	20.0	54.1	22.4	3.5	0	100		
6. The company provides satisfactory employee benefits								
Frequency	8	54	12	8	0	85	2.24	0.750
Percent	9.4	67.1	14.1	9.4	0	100		

Regarding the respondents feeling about how they are satisfied with the reward and recognition system of the company, 49(57.6%) were replied Disagreed and 14(16.5%) were said Strongly disagreed, the rest of respondents 16(18.8%) and 6(7.1%) were replied Agreed and neutral respectively. Hence the data indicates most of the respondents were not satisfied with the reward and recognition practice of the company.

For the question asked about the practice of fair incentive opportunities for outstanding employees', only 5(5.9%) of the respondents were Agreed, but the rest of respondents 63(74.1%) Disagreed and 17(20%) of them strongly disagreed with the idea. This indicates employees, especially outstanding employees were not happy with the practice of company's incentive opportunities as the majority (94.1%) of respondents feeling indicates there were unfair practice of offering incentive packages.

About 3(3.5%) of respondents were Agreed for the ideas about company's well designed compensation strategies, but 46(54.1%) and 17(20.0%) were Disagreed and strongly disagreed respectively, whereas 19(22.4%) replied neutral in showing that they were not sure about the company's compensation strategies. Hence the majority of respondents disagreed with the idea so that respondents feeling shows employees are not administered with well designed compensation strategies.

With regards to the company practice of providing satisfactory employee benefits, Only 8 (9.4%) were replied Agreed, 12(14.1%) Neutral and the rest 54(67.1%) were replied Disagreed and 8(9.4%) Strongly disagreed. Here also the data indicates the majority of employees were not satisfied with the company's benefit packages.

4.5.3. Work environment and Management role

Table 4.6 Work environment and Management role

	Level of Agreement					Total	Mean	Standard Deviation
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
7. I am comfortable with the working conditions of the company								
Frequency	6	23	15	39	2	85	3.09	1.054
Percent	7.1	27.1	17.6	45.9	2.4	100		
8. Management of the company plays important roles for employee retention								
Frequency	16	48	15	6	0	85	2.13	0.799
Percent	18.8	56.5	17.6	7.1	0	100		

The researcher founds that the only highest percent of respondents feeling replied with ‘Agreed’ were for the question about comfortable working environment of the company as 39(45.9%) were Agreed, very few employees 2(2.4%) were Strongly agreed, 23(27.1%) were disagreed, some of them 6(7.1%) Strongly disagreed and the remaining respondents 15(17.6%) were replied Neutral. The data indicates majority of employees were comfortable with the company’s working condition. It seems the company gives freedom to make comfortable working condition.

Regarding the question with the Management role for employee retention’, the majority or 75% of respondents 48 (56.5%) and 16(18.8%) replied Disagreed and Strongly disagreed respectively with the mean value result of 2.13. the rest 15(17.6%) and 6(7.1%) were replied Neutral and Agreed. This implies the role of management for employee retention practices were not practically seen by the majority of respondents.

4.5.4 Practice of fair and equitable salary increment, carrier planning & development and Turnover

Table 4.7 Practice of fair and equitable salary increment, carrier planning & development and Turnover

	Level of Agreement					Total	Mean	Standard Deviation
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
9. There is fair and equitable annual salary increment								
Frequency	22	54	4	5	0	85	1.91	0.734
Percent	25.9	63.5	4.7	5.9	0	100		
10. The tendency of employee turnover is increasing								
Frequency	1	5	3	23	53	85	4.44	0.906
Percent	1.2	5.9	3.5	27.1	62.4	100		
11. The company has career planning & development opportunities equally for all employees								
Frequency	9	68	1	7	0	85	2.07	0.669
Percent	10.6	80.0	1.2	8.2	0	100		

Out of the given respondents 5(5.9%) agreed with the practice of fair and equitable annual salary increment wear as 89.4% or the highest number of respondents were replied 54(63.5%) Disagreed and 22(25.9%) Strongly disagreed then the rest of respondents 4(4.7%) were Neutral. This indicates except few in number the majority of employees (89.4%) responses can be evidences for the problem on practicing fair and equitable annual salary increment as the data shows there is unfair decision practices on salary increment.

About 53(62.4%) of the respondents were Strongly Agreed with regards to ‘The tendency of employee turnover is increasing’, but very few in number 3(3.5%) were neutral and the rest were 1(1.2%) and 5(5.9%) Strongly agreed and disagreed respectively. Hence Above 75% of the respondents (27.1% and 62.4%) were agreed and strongly agreed respectively with the increasing rate of employee’s turnover with the highest Mean value result of 4.44, which indicates employees termination rate is increasing.

Respondents were asked regarding the practice of career planning & development opportunities equally for all employees, the Maximum number of respondents 90.6% were replied Strongly disagreed 9(10.6%) and disagreed 68(80.0%), but only 7(8.2%) were agreed and the only 1(1.2%) was neutral. From the respondents feeling indicated on the data most of or 90.6% of employees were not comfortable as they feel as the company's career planning & development opportunities not given fairly for all employees equally.

4.5.5 Salary Payment and performance evaluation

Table 4.8 Salary Payment and performance evaluation

	Level of Agreement					Total	Mean	Standard Deviation
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree			
12. Considering all my efforts & achievements in my job, I feel I get paid appropriately								
Frequency	9	45	12	19	0	85	2.48	0.959
Percent	10.6	52.9	14.1	22.4	0	100		
13. I am getting salary increment based on my performance evaluation result								
Frequency	21	43	9	12	0	85	2.14	0.953
Percent	24.7	50.6	10.6	14.1	0	100		
14. The company has appropriate performance evaluation management system								
Frequency	26	54	3	2	0	85	1.78	0.624
Percent	30.6	63.5	3.5	2.4	0	100		

Regarding employees feeling with the payment related to their efforts and achievement on their job, out of the total, 63.5 % of the respondents 45(52.9% and 9(10.6%) were Disagreed and strongly disagreed respectively whereas 19(22.4%) were Agreed and the rest of respondents 12(14.1%) were Neutral. Hence above 50% of employees feeling was uncomfortable with regards to the payment related to their efforts & achievements which show payment and their

effort is not compatible. On the other hand some of the respondents 19(22.4%) were satisfied as they felt comfortable with the payment in relation to their efforts and achievements.

For the question asked, if salary increment made based on performance evaluation result, 75% of the respondents were Disagreed 43(50.6%) and Strongly disagreed 21(24.7%) while some of the respondents Agreed 12(14.1%) and the rest 9(10.6)% were Neutral. The Majority of respondents result indicates the salary increment method of the company would not be based on employee's performance results rather it seems with management decision without employee's evaluation results that would affect employee's motivation. In this regard, respondents were also asked about whether the Company has appropriate performance evaluation management system or not then maximum number (94.1%) of the respondents were Disagreed 54(63.5%) and 26(30.6%) but very few in number 2(2.4%) were agreed and the rest 3(3.5%) were Neutral.

Hence the result indicates the company has not implementing appropriate performance management systems to have consistent system and fair decision while awarding salary increment, reward and other benefit packages.

4.6 Research Findings

More of the findings of the previous study revealed that the causes of employee turnover were because of low benefit package and in the case of payment, training and development, organizational culture, and job security. In this study the main causes of employee turnover is not only because of the stated benefits packages but also due to poor Leadership and management role for the implementation of retention strategies, lack of effective policy and strategies exclusively for employee acquisition and retention system and employees evaluation is not based on performance evaluation but based on management personal decisions.

In addition the researcher founds that in this study, qualitative data including open-ended results were more supportive and evidences to the quantitative data results for the researcher unbiased conclusion and recommendation about the study

In general the findings of this study is more similar with the previous study except some pointes as mentioned,

In detail the finding of the study indicated that AFSAA do not have well designed acquisition and retention policy and strategies, the company do not have practical efforts to retain outstanding employees, respondents are not satisfied with the reward and recognition practices of the company, there is not equal incentive opportunities for outstanding and talented employees, there is no well designed compensation strategies and employees are not satisfied with the company benefit packages, management as well as top managers of the company do not play significant role to retain employees, there is no fair and equitable annual salary increments instead the increment is based on the management decision rather than based on performance evaluation system, there is also unfair practices with regards to career planning and development opportunities are the findings that become the main factors to the increasing rate of employee turnover in the company.

On the contrary the study indicated that the company has comfortable working environment related to the freedom that makes employees feel comfortable, most of employees are recruited through recommendation and application request and most of them are comfortable with the recruitment system related to the interview as the question were related to the job descriptions and the majority were not faced with any inconvenience regarding their job designation but some

of the respondents specified through open-ended question that, HR department is not appropriately staffed as per the company size.

The results showed the majority of employees were hired without experience in aviation industries and especially pilot and technicians hired with their professional license but without required experiences on the company's aircraft and flight system so that the company expected to invest more resources (money & Time) to qualify the recruited employees after recruitment before they are assigned on the flight duties. Hence this indicates how it is challenging to acquire aviation professionals.

The researcher founds that the company don not have a strategy for employee acquisition, the recruitment and selection practice is good but needs more improvement, management of the company interrupts the HR department during recruitment and selection by giving personal decisions rather than following the requirement procedures. Acquiring skilled manpower for the company was very challenging due to the shortage of expertise.

Therefore effective employee accusation and retention strategies especially for Aviation industries are very crucial issues for the sustainable growth and development of the company. Because Aviation Business is facing a critical shortage of pilots, maintenance technicians and other skilled aviation professionals, in this regard Abyssinian Flight Services and Aviation Academy needs to have high performing human resource management practices and successful human resource acquisition and retention systems to enhance overall organizational efficiency.

4.6.1 Discussion of Employee acquisition and Retention Strategy Findings

Findings were collected from Interviews, questionnaires including open-ended questions, company's annual report and employment agreement documents

To make the finding and discussion more clear about the Retention practices, the researcher used the mean score of the respondents the minimum and maximum length of 5 point Likert type scale the range is calculated by $(5-1=4)$, then divided by five as it is the greatest value of the scale which equal to $(4\div 5=0.8)$, then 1 is the list value in the Likert scale was added to identify the maximum value of this cell. The length of the mean (M) score determine by score between 1 to 1.80 represents that respondents they "Strongly disagree", between 1.81 to 2.60 represents respondents they " Disagree" , between 2.61 to 3.40 represents were " Neutral", between 3.41 to

4.20 represents respondents they “Agree”, and from 4.21 to 5 represents there respondents they “Strongly Agree”(Mohammed, 2016) cited by (Fantaw,2021).

Accordingly, Mean value 1.00-1.800 represents Retention practices are not effective at all, 1.81-2.60 Retention practices are slightly ineffective, 2.60-3.40 Retention practices are moderately effective, 3.41-4.20 the Retention practices are effective and 4.21-5.00 Retention practices are very effective.

According to the respondents answer and secondary data sources the company does not have well designed retention and acquisition policy. From the literature review Hong et al, (2012 p63) employee retention as policies and practices that companies use to prevent valuable employees from leaving their job. The aggregated mean (2.22) also confirms that the company retention policy is ineffective. In addition the practice on retaining outstanding employees also ineffective as the mean value indicates (2.26). According to (Daleep P. & Sweta D. Dr., 2020) for attracting and retaining talents, policies are implemented to meet the need of workers regardless of multinational business or smaller business.

The purpose of reward and recognition is a continuous practices within a year or semiannual..etc. to motivate employees for better performance and achievement for the company goal. On the contrary in Abyssinian Flight Services, reward and recognition for the employees were given within three or four year’s gap. From the survey result, the aggregated mean (2.28) implies the company’s reward and recognition system is ineffective. As the literature indicates employees are crucial resources for any organization, the company’s failure or success is often linked with its ability to attract, retain and reward talented and capable employees appropriately (Mohammad A. & Tayseer A., 2020).

According to (Agarwal et a.,2011), areas such as compensation, recruitment, training, performance appraisals, rewards and incentives, and career planning are necessary to keep employees happy and engaged in their role. In this study the aggregated mean (1.92) shows the practice of applying fair incentive opportunities for outstanding employees are ineffective so that the survey result indicates there is no appropriate performance evaluation for employees to do reasonable and fare salary increment to avoid any biased and disappointment.

According to National Business Aviation Association (2018) article about compensation states an annual cost-of-living pay increases, holiday bonus and modest retirement-fund match is no

longer adequate to retain the best aviation professionals. More creative compensation plans are needed. For example, some companies are giving raises twice a year instead of annually, while others are offering retention-pay increases. At least the same practice is needed for AFSAA as the aggregated mean value (2.09) and (2.24) indicates that the company is ineffective with regards to practicing a well designed compensation strategies and with providing satisfactory employee benefits respectively. But considering the importance of employee retention, most managers prefer to use employee compensation strategies to retain workers, which is not available in AFSAA as a policy and strategy.

The aggregated mean (3.09) also shows the company working environment is moderately effective. Hence the result implies employee relationship with their work colleagues and the freedom they have makes the environment comfortable for the employees that would have contribution for retention. According to the Journal article of Management Science Letters (2020) work environment is one of the factor affecting employee retention, which represents to what level employees tend to work and remain in the companies that offer a positive work environment, where they feel that they are important and able to improve their productivity.

From the aggregated mean (2.13) result, management teams of the company do not have significant effort to minimize employee's turnover. The previous study Mohanty, (2009) shows, All organization managers and stakeholders have to consider employee retention in their plans and estimate its long-term effect on the organization's behavior and productivity. In this study the researcher finds that Management of the company do not give a priority emphasis about retaining employees but gradually this gap affected the company with the increasing rate of employee turnover.

According to scholars finding (Mathis and Jackson, 2006), among the main retention drivers which determines employee retention are; fair and non-discriminating treatment, Career opportunities and training & development. The aggregated mean (1.91) indicates that employee's annual salary increment is not fair and equitable. Hence the practice of annual salary increment is ineffective. The result shows there is unfair and non- consistent salary increment practice that may causes for employee turnover to look for other competitive salary and benefit packages.

On the issue of company career planning and development opportunities AFSAA do not apply equally for all employees since the result of respondents from the aggregated mean (2.07) indicated. Thus, AFSAA needs to improve the company's career development practices as it is

one of the factor which affects employee turnover since the employees aspire to have such opportunities to develop their skill and to be capable human resources. Career-minded professionals are typically motivated by a clear plan for salary increases, bonuses and retirement contributions. The airlines have defined advancement programs, which help professionals plan their careers. (Business Aviation Association, 2018).

75% of respondents (27.1% and 62.4%) were agreed and strongly agreed about the increasing rate of employee turnover. However the aggregated mean (4.44) very effective is confirming that the tendency of employees turnover rate is high. Employee turnover and employee retention has been such a significant issue for many industries, not only in hospitality industry but also in airline industry (Chanin Y. & Teepakorn K.,2018). Hence the result is confirming the motivation factor for the researcher to do this study as the problem of high employee turnover brings a question to do further investigation. Because employee turnover is considered to be one of the persisting problems in organizations,(Armstrong, 2009) and (ReiB, 2008).

The practice of payment in relation to employee's efforts and achievements is ineffective as the respondents result clearly seen with the aggregated mean value (2.48). Thailand's airline industry supports the idea with Griffeth et a. (2000) noted that pay and benefits alternatives have an influence on turnover. Hence the survey results shows the majority respondents are not happy with the company payment as it is not be competitive with other similar Aviation industries so that this can be one of the factors for the increasing rate of employee termination. From the scholars ideas, pay and benefits must be competitive, which means they must be close to what other employers are providing and what individuals believe to be consistent with their capabilities, experience and performance (Mathis and Jackson, 2006).

The survey result with regards to employee salary increment, employees were asked whether salary increment is based on their performance evaluation result or not, the aggregated mean (2.14) indicates the practice of salary increment based on performance evaluation result is not effective. This indicates there is a gap on management with making unfair administrative decisions that would affect employee development and motivation then the practice also affects the employee's retention. As previous researcher indicates, Kim, (2014) cited by (mekonnen Getachew, 2019) Performance appraisal is an important management tool that has two important functions: to support administrative decisions, and support employee development.

In addition the Maximum number (94.1%) of respondents in this study Disagreed (63.5%) and (30.6%) Strongly disagreed indicates the company do not have appropriate employee performance evaluation management practices also the aggregated mean (1.78) confirmed that the practice is not effective at all. The result shows employees benefit packages including annual salary increment and other compensation is offered without appropriate performance evaluation, instead it is by the management own decision. Hence the practice affects employee retention which leads them to turnover decision. According to (European Research studies Journal,2017) A good performance management process involves not just rewarding the employees for good work, but also retaining them by strategically planning for their development and career growth.

4.6.2 Discussion of Employee Recruitment and Selection practices

With regards to AFSAA employee recruitment and selection practices, majority of respondents were comfortable with the recruitment and selection process as the percentage indicated on the data. Also majority of respondents (71.8%) were hired through recommendation and advance application request compared to the remaining staffs hired through advertisement. For the survey question about employees work experiences in aviation industry before applying to AFSAA, (60%) of respondents were not have previous Aviation or related companies experiences. Both the data results indicated that the high percentage of employee hired through recommendation and application request is due to the shortage of skilled manpower for technical operation staffs.

Hence the result confirms the shortage of Aviation expertise on the market and how challenging to Acquire Aviation professionals. According to the survey made by Pilot and Technician Outlook; Long-term demand for newly qualified aviation personnel remains strong, as 612,00 new pilots, 626,000 new maintenance technicians and 886,000 new cabin crew members are needed to fly and maintain the global commercial fleet over the next 20 years. www.boeing.com

During selection the company coordinated and conducts interview properly as (80%) of respondents confirmed. The result indicates employees are satisfied with the interview practice that the company applied as the selection process. The pervious researcher also refers, it is a tool in the hands of management to differentiate between the qualified and unqualified applicants by applying various techniques such as interviews, test ..etc.(Keith Davis)

The researcher finds that about (80%) of respondents confirms as the questions were asked during selection were related to their job descriptions. Hence the result shows employees are comfortable with their duties and responsibilities as it can help them to work based on their experience and professions. Previous study presents; In order to attract the applicants you need for your company, you have to prepare a job description with consistency and coherence, mentioning all of the skills that the vacancy needs along with the required experience and professionalisms, according to the type of job that the candidate would perform in the workplace. (Liam Doherty, September 6, 2021)

The researcher also finds that (63.5%) of respondents rate 'Good' for the company's overall recruitment and selection process. Hence the data indicates AFSAA has good recruitment and selection practices but the rate given for 'excellent' is (12.9%) with few respondents also indicates the practice should be reviewed to make better than the current system and more effective selection practices in order to bring up to the level of high performing human resource. The study from Federal Aviation Administration (2019) exposes, Ultimately, the purpose of a personnel selection process for an organization is to select in those individuals that will perform the target job at or above some level of acceptable job performance and to eliminate those individuals who do not have a reasonable likelihood of performing at or above that level.

The majority (78.8%) of respondents replied that there is no inconvenience faced regarding their job designation. Hence the result has a positive effect for employee acquisition system which can enable employees to motivate and achieve the company goal. As the Journal article S3 management Group (2018), states strategies such as accurate job description, predictive hiring and job matching, conditions of employment and welcome package are important acquisition strategies because the right employee acquisition strategy and successful execution will helps to ensure the growth of the organization and help it reach its long term goals.

Moreover the researcher found that the core staffs of aviation or Airline industries are Pilot and Technician which is the same is true for AFSAA, then all those core respondents 28(32.9%) were not taking the required company's Aircraft type before employment in AFSAA. The result shows two major indications; the first one is how acquisition of the main core staffs of Aviation professionals is challenging because it is difficult to get qualified applicants based on the company's aircraft type even though the applicants have their own pilot license. Previous study

from The Federal Aviation Administration (2019) states Selection of the new pilots is a critical human resource management challenge for operator.

In addition, according to the Journal article of Pilot and Technician Outlook states, Meeting projected pilot, aircraft mechanic and flight attendant demand is wholly dependent on industry's investment in a steady pipeline of newly qualified personnel to replace those who have left or will soon exit the industry through mandatory retirement, early retirement, recent layoffs and furloughs, and ongoing attrition. (<http://www.boeing.com>).

The second finding is the training investment required for the newly hired employees. After the investment made on those employees, unless the company retain those recruited employees with well designed retention and acquisition strategies the company will get loses both financially and skilled man power. For example; As the researcher referred on this study background, to replace or hire a pilot it costs the company a minimum of 6500USD per individual pilot. According to Choo and Bowley (2007:341) new employees normally undertake on the job training, and in some cases, they are sent abroad to acquire a specialized skill. These costs are enormous and when a highly trained employee resigns without justifying these huge training expenses, organizations stand to lose all the investments already made.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

Findings were collected from Questionnaires, Interviews, Company HR Manuals & policy and annual report from HR department.

- The main findings of this study is the company do not have well established acquisition and retention policy and strategies so that the company advised to establish proper strategy and policy for retention and acquisition practices in order to attract and retain employees.
- The survey result revealed turnover rate of employees was increasing from 8% to 17.9% then 20% respectively for the last three years from 2020-2021. The case is very alarming because as the researcher knows from the previous study and literature review turnover is the most significant matter that needs to be considered as an urgent situation to maintain the product or service of the company. Turnover rates should be lower than 10%, which is a very healthy turnover rate across the board. Thus in AFSAA the turnover rate is very unhealthy so that the company should work to bring a change as recommended in this study last topic, which will enable the company protecting from failure.
- AFSAA Employees are not evaluated based on their performance activities on their duties so that the company advised to evaluate employees based on their performance activities for fair management administrative decision, for employee motivation, better competition, and encouragement especially to attract and retain talent employees.
- The Company offers the minimum level of compensation and benefits such as Salary, Transport allowance, medical coverage and educational fees for related studies. The benefit packages should be competitive at least average to similar industries.
- There is no fair and equitable annual salary increment as the increment is based on management decision rather than performance evaluation.

- The management including Top management does not play significant roles to prevent employee's turnover so that management together with HR team should work together and establish a system for employee retention packages.
- Reward and recognition were given to employees within about four years or three years interval. But the recognition for talented and capable employees should be awarded periodically at least the practice should be in every year.
- The challenges to retain especially technical staffs like Pilot and Technicians is the salary payment and the type of aircraft which pilots aspiring to fly is not competitive with other private operators.
- Training and development is mostly given for technical and operation staffs as it is mandatory requirement by ET-CAA to do legal flight operation but for the majority or other department staff the opportunities is not given fairly.
- The employees are comfortable with working environments as they have freedom and good relationship with work colloquies.
- With regards to acquisition of employees or recruitment questions concerned, majority of employees hired through recommendation and application request, the interview process was conducted and coordinated appropriately, the questions asked were related to the job description, recruitment and selection process were good. But most of employees were not have aviation background before employment then, the major challenges were acquiring experienced pilot or technician related to the company aircrafts which indicates that more investment is needed to train and qualify for pilot and technicians and other operational staffs.

5.2 CONCLUSION

Under the conclusion the researchers sum up the findings of this study using the data obtained through primary data, both qualitative and quantitative, by using questionnaires and interview to be described the extent of practice and challenges of acquisition and retention in AFSAA and identify the major reason of increasing employees turnover. The data analysis was done using SPSS system.

Major Findings;

The Major challenges of acquisition and retention practices in AFSAA found to be shortage of aviation operation expertise, the company capacity of unable to provide competent benefit package compared to other aviation operators due to weakness in retaining talented professionals, unable to establish effective acquisition and retention strategic system and weakness of management role to take aggressive action to control employee turnover so that the result brings to high turnover that costs the company with local & Foreign currency for employee replacement.

From the questions of acquisition practices, the researcher finds as majority of employees recruited with recommendation and application requests, and they are also comfortable with the recruitment process related to their interview and job designations. the researcher also finds that Professional licensed pilot & technicians were hired without company's aircraft flight system so that the company invests to train them either locally or sending them abroad to qualify them before they are assigned on duty, which needs more investment but unless they are retained, hiring and investing activity only cannot be successful instead it will take the company to loss.

The practices of retention and acquisition were described in the discussion part with moderately effective, effective or ineffective. In conclusion of 85 respondents, there is only activity that is moderately effective, that is the working environment with (mean=3.09) and also the result very effective (mean=4.44) confirmed about the increasing rate of employee turnover.

The rest of questionnaires result were ineffective such as about unavailability of well designed retention and acquisition policy, compensation packages were not competitive,

unfair incentive opportunities, employees are not satisfied with their salary and benefit package, management & leadership of the company do not play significant role to employee retention, career planning & development opportunity is not given equally for the majority of employees, the salary increment is not based on performance evaluation.

From secondary data the researcher founds that; other than the basic salary; the existing company benefit packages are: transport allowance for all employees 600birr only, medical coverage is limited to 7500 birr budgeted per annum for each employee, educational coverage is given about 75% coverage for related studies with assigned duties only. Thus the survey result indicates that, respondents are not satisfied by the company benefit packages. That can be the reasons for the increasing rate of employee turnover. Based on the nature of duties, Pilots has flight allowance packages different from other positions.

In general, the researcher knows from different studies as the effective employee acquisition and retention practices that able to acquire and retain talented employees in the company to be: providing competitive benefit packages with other similar operators, Management & leadership together with HR manager need to establish policy and strategies for employee acquiring and retention system, provide fair and equitable incentive and benefits, salary increment based on performance evaluation, fair career & development opportunities for all employees, arrange reward and recognition practices periodically, improve and revise compensation packages in comparison with other aviation operators, establish & implement effective performance evaluation system.

Therefore, the researcher suggests the company to focus on mainly in employee retention strategies considering the challenges for replacement of the core aviation professionals and the turnover cost as highly affects the company growth and development.

5.3 RECOMMENDATIONS

Based on the finding and conclusions stated so far, the researcher concluded that, the practices of employee acquisition and retention in Abyssinian Flight Services and Aviation Academy is ineffective; thus the researcher suggests the following possible and constrictive recommendations for implementation to be applied by AFSAA for the practices to have effective acquisition and retention system and to control the increasing rate of turnover.

- Employer should establish effective employee acquisition and retention strategies to attract and retain and also to control employee turnover rate.
- Salary increment should be based on employees performance evaluation result than management personal decision through implementing effective performance management system.
- Management and leaders of the company should focus on revising and updating benefits, incentives and compensation packages referring other competitive private flight operators in the country.
- Provide fair career and development opportunities for all employees for operations, non-operational staffs, principals and human resource experts.
- Arrange Reward and recognition program as a policy and implement the reward and recognition practices periodically: it can be in every six months or a year. Rather than making once up on a time. Such rewards can be depending on employees experience or service year, performance result and efforts and all about the contribution of employees.
- Shortage of manpower is unavoidable because of undeveloped Aviation industries in the country; keep in mind this, the best solution for the company is retaining existing employees. That can help to minimize the challenges to acquire aviation professional and to minimize turnover costs. As researcher knows from previous studies, employer is recommended as Retention is more important than recruiting, because recruitment without appropriate retention is nothing instead it is a loss. Because investment costs for training and re-training for Caravan rating (6500USD/person) very huge. Also technical (initial and recurrent training), Flight instructors and other trainings like, safety, security, dangerous goods and other mandatory aviation trainings costs are very huge it took more than half a million in birr.

- From the alarming findings of unhealthy turnover rate and considering all the above recommendations, AFSAA should work for the solution to improve all ineffective practices of retention and acquisition, then work to minimize employees turnover rate because the resignation of skilled aviation professionals who are considered as human capital, is an important issue that has a negative impact on the efficiency, effectiveness and general performance of a company. Also turnover costs or replacement of professionals is very challenging and affects the company profitability.

5.4 SUGGESTIONS FOR FUTURE STUDIES

This study provides a lot of facts and findings about practice and challenges of employee acquisition and retention in AFSAA. Apart from the findings that this research had described and explained, it has also provided valuable implications for studying about Aviations employees' retention and acquisition practices for future research. The suggestions for further studies are as follows:

- The study needs to expand the respondents of the primary research into the whole Ethiopian Private Airlines (General Aviation Industries) to have private aviation industry broad understanding in the country.
- Investigate the Comparison of Governmental and Private Airlines with respects to the practice and challenges of employee acquisition and retention.

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<https://www.researchgate.net/publication/329388783> THE IMPACT OF CAREER

DEVELOPMENT PRACTICES ON EMPLOYEES' RETENTION IN QATAR AVIATION

Appendix-

QUESTIONNAIRES

Addis Ababa University School of Commerce

Graduate Studies

A Questionnaire to be filled by respondents

This questionnaire will be used to collect data on Practice and Challenges of Acquisition and Retention in Abyssinian Flight Services & Aviation Academy. The study is conducted in partial fulfillment of the requirements for award of MA degree in Human Resource Management. All responses will be kept confidential and the results are used only for academic purpose.

Instructions:

This questionnaire consists of a number of questions about the organization in which you work currently or before (terminated). Please read each question carefully and tick (√) the number/ box (□) corresponding to the response that most accurately represents your view. There is no right or wrong answers as these are opinion related questions.

Thank you for your kind cooperation.

If you have any enquiries feel free to contact the researcher at: 251 911 15 99 18

Section 1. Back ground Information of Respondents.

1. **Gender**
a. Male b. Female

2. **Age Group**
a. Below 25 c. 36 – 45
b. 26 – 35 d. 46 – 55 e. above 55

3. **Marital status**
a. Married b. unmarried c. Divorce

4. **For how long have you been working in this company? (in year)**
a. Less than 1 b. 1 – 5 c. 5 – 10 d. above 10

5. **Are you working currently in the company?**
a. Yes b. Resigned by own request c. Terminated by the company

6. **What is/was your position?**
a. Top management b. management c. subordinates

7. **Which departments/position are/were you working for?**
a. Technical (Pilot)
b. Technical (Aircraft Technician)
c. Operation staff (Flight operation and Maintenance)
d. Supportive staff (Administrative, Finance & Training support)
e. Management Staff

8. **What is the highest level of education you have completed?**
a. High school b. Diploma holder c. Bachelor Degree
b. d. Master Degree & above

Section 2. Questionnaires related to Employee Retention practice.

Instruction: Select the options given below.

Your agreements with your organization's retention and acquisition strategies (Likert scale)

1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

Nº	Retention Practice	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
1.	The company has well designed acquisition and retention policies & strategies					
2.	The company retains outstanding employees					
3.	I am satisfied with the reward and recognition system of the company					
4.	There are equal incentive opportunities for outstanding employees					
5.	The company has well designed compensation strategies					
6.	The company provides satisfactory employee benefits					
7.	I am comfortable with the working environment of the company.					
8.	Management of the company plays important roles for employee retention.					

Nº	Retention Practice	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
9.	There is fair and equitable annual salary increment					
10.	The tendency of employee turnover is increasing					
11.	The company has career planning and development opportunities equally for all employees.					
12.	Considering all my efforts and achievements in my job, I feel I get paid appropriately					
13.	I am getting salary increment based on my performance evaluation result					
14.	The company has appropriate performance evaluation management system					
15.	<p>If you have any additional comments with regards to retention practices in Abyssinian Flight Services and Aviation Academy please specify:.....</p> <p>.....</p> <p>.....</p>					

Section 3. Questionnaires related to Employee Recruitment and Selection practice (supportive questions for Acquisition practice)

Instruction: Put “√” mark in the box that reflects your idea parallel to your choice.

1. How did you come to know about the Vacant Position in AFSAA ?

- a. advertisement b. recommendation c. application request

2. Were the interview properly coordinated and conducted?

- a. yes b. No c. No comment

3. Were the questions asked related to the job description?

- a. Yes b. No c. No comment

4. Have you been working in Aviation industry before you come to AFSAA?

- a. Yes b. No c. No comment

5. How do you rate the overall recruitment and selection process of AFSAA?

- a. Excellent b. Good c. Fair d. poor

6. Were there any inconvenience faced regarding role/job/designation?

- a. Yes b. No c No comment

d. if yes kindly specify

7. If you are a pilot/Technician have you been taking the required training for the company Aircraft type, before employment?

- a. Yes b. No c No comment

8. If you were to suggest any change in the recruitment and selection process what would you suggest?

INTERVIEW

Interview questions to the company's selected each department representatives and management.

1. What employee acquisition strategy the company use to attract and retain employees?

2. What are the challenges to implement retention policies?

3. What are the challenges of employee acquisition?

4. What are the reasons for increasing the tendency of termination?

5. What are the management roles to minimize turnover?

