



ST. MARY'S UNIVERSITY

**ASSESSMENT OF EMPLOYEE ACQUISITION AND
RETENTION STRATEGIES OF ETHIO TELECOM**

BY

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Declaration

I declare that the thesis work entitled ‘Assessment of Employee Acquisition and Retention Strategies of Ethio telecom’ is my original work and all sources of material used for the work have been duly acknowledged.

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Abstract

The purpose of this research is to assess employee acquisition and retention strategies in Ethio telecom. Having understood the significant level of employee turnover rate of the organization, the researcher was motivated to assess the employee acquisition and retention strategies. The general objective of the study was to investigate the organization's acquisition and retention strategies and to evaluate its appropriateness in light of gaining and retaining valuable human power and reduce employee turnover. The study would help the organization to understand what the effective employee acquisition and retention strategies that able to attract and retain valuable human power. The researcher used descriptive research methodology and analyses data in a descriptive statics with frequencies and percentages. The researcher has found and concluded as the absence of fair and appropriate (equitable) allowance, incentives and rewards; unfair and biased employee evaluation system; absence of flexible working conditions; absence of fair and equitable annual salary increment, absence of clear job description and specifications and employees do not participate in management of the organization. Finally the researcher recommended the organization to rely on clear and concise job descriptions and specifications ,to make rewards to a large extent depend on the value the employees place on the inputs they bring to the job in the form of education, experience, training, time, etc, support flexible working arrangements and to have clear, precise and consistent employee recruitment and selection policies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Robbins (2003) suggested as human resource is the heart of any company that determines the success and productivity of the organization. Companies which carefully recruit, select, and retain the best employees having the required skills and knowledge will be able to beat the competition in this global world. Human capital is an important source of competitive advantage and provides the organization with a competitive edge over their competitors.

Mackary (2007) states that after careful selection and recruitment of people the next step is retaining this group of competent staff in the organization as they, with their knowledge and skills are very much an invaluable asset to the organization. Retaining employees is very difficult task for any organization today, especially the retention of highly capable employees, who are essential in the organization in this dynamic 21st century business environment where organizations that wish to survive and be successful have to be highly versatile with the ability to respond swiftly and effectively and thus adapt well to the ever –changing business environment.

Therefore, it is crucial for organizations to ensure that they are able to attract, recruit, select, socialize and retain the best of their people, who are likely to contribute much to the survival and the success of the company. Acquiring and Retaining of good people even moderately good is essential for any organization. If people leave for the competition, it sends out a clear message that there is something more attractive about the competition .If ones staff feel like that, then customers will feel the same way too and that can quickly develop into a very corrosive cycle.

The above scholars try to advise organizations to have an effective and reliable acquisition and retention strategies to get human resource with the required skills, knowledge and ability and able to retain for long time in the organization.

Organizational facts

Ethio telecom is an integrated telecommunications solution provider operating in Ethiopia. The company currently provides telecom service in the entire country on voice, internet & data, channels, with comprehensive plans in place to meet the requirements set out by the Ministry of Communications & Information Technology (MCIT) and peoples of Ethiopia.

Thus, the organization is borne from this ambition in order to bring about a paradigm shift in the development of telecom sector to support the steady growth of our country so, it has a vision to be a world class service provider of telecommunications with a mission of connecting every Ethiopian through information communication technology with recognize its employees as most valuable assets and create conducive working environment that allows them to develop and grow (Ethio telecom HR division, November ,2012).Employee acquisition and retention strategies are becoming important topics today for many reasons.

The economy is rising up, young employees want more career growth, management doesn't always understand how to motivate younger people and in developing economies like Ethiopia, the workforce is simply in great demand and the competition for talent is fierce. And most importantly of all, we have to remember that people are what we call an appreciating asset. Therefore, effective employee acquisition and retention strategies are imperative for continuous development and growth of Ethio telecom. So the study is about assessing Ethio telecom's employee acquisition strategies like recruitment, selection, placement and socialization with employee retention strategies about its effectiveness to attract and retain valuable human resource in the organization based on the organization facts and the theoretical frameworks

1.2 Operational Definitions of Terms

Employee Acquisition: It is the process of finding, assessing, and hiring candidates to fill roles that are required to meet company goals and fulfill project requirements (Vance (2014)

Employee Retention: Employee retention is the ability of an organization to retain its employees (Cardy & Lengnick-Hall, 2011).

Employee Turnover: Employee turnover is a voluntary separation act initiated by an employer or employee after establishing employment for any length of time (Chalkiti, 2012).

Job Satisfaction: Job satisfaction is the manner and passion a worker expresses from internal and external drivers; it is how an individual feels toward his or her performance at a job (Ghorbanian, Bahadori, &Nejati, 2012).

Recruitment: Recruitment referees to organizational activities that influence the number and types of applicants who apply for a job and whether the applicants accept jobs that are offered (Ivancevich, 2004)

Employee Benefit:Rewards that an organization provides to employee for being members of the organization, usually not related with employee performance(Byars and Rue, 2004)

Compensation:Compensation is the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required(Mathis and Jackson, 2006)

1.3 Problem Statement

Malhotra (2002) explained as the talent is rare, valuable, difficult to imitate, and hard to substitute, organizations that better attract, select, and retain this talent should outperform those that do not. Given that the war for talent is very real and relevant to organizations around the globe, it is critical that organizations recognize the need for a strategic approach towards attraction as part of an employer branding strategy.

Greer (2004) found that the main determinants of employee acquisition and retention are good organizational culture, effective selection procedure, equitable and fair compensation structure; fair appraisal preview, equitable input-to-output ratios, exclusions of political factors, incentives and valued benefits, job enrichment and job satisfaction ,training and opportunities for personal growth, opportunities for promotion and effective management of diversity and prevention of sexual harassment.

EgiguMekonen (2014) and SolianaMulu (2015) concluded on their research on cause of employee turnover at Ethiopian revenue and customs authority and employee retention and

organizational performance on Awash Tanery respectively as the main factors for employee turnover are dissatisfaction with salary, burden of works, disappointment with working environment, unfavorable rules and regulations and lack of recognition except that Soliana find as salary cannot be factor for turnover. Both of the researchers' didn't assess the effects of acquisition strategies such as recruitment, selection and equitable input-output ratio, political factors on employee turnover that Greer(2004) had got as an important variables that able to determine the effectiveness of employee acquisition and retention strategies. Ethio telecom basic labor union collective agreement (2007) states that every permanently employed workers have medical insurance, annual salary increment and bonus, education and training schemes, transfer and promotion as employee acquisition and retention strategy.

However, the turnover rate of Ethio telecom is significant as depicted in table 1.1

John (2014)said that when employees leave a company and have to be replaced that is called turnover. The two general types of turnover are voluntary and involuntary. As a general rule, voluntary turnover is the measure used to discuss and compare employers. Turnover rate can be calculated as the number of employees who left divided by the total number of employees at the beginning of the period.

The researcher focus on the voluntary turnover only as it able to clearly measures the effectiveness of acquisition and retention strategies of employers

Table 1.1 Ethio telecom employee turnover rate

Year	Employed	Leaver	Turnover rate
2013	1,304	276	21.2
2014	1,877	353	19.00
2015	1,409	393	28.00

Source: Ethio telecom personnel section turnover rate report 2015

According to the report the number of leaver is increasing at increasing rate, however, the number of employed is fluctuated from year to year.

Having understood the above researchers' gap and the significant level of employee turnover rate of Ethio telecom, the researcher has determined the factors that motivate employees to quite their job through the assessment of acquisition and retention strategies of the organization.

1.4 Research Questions

Based on the research problem and organizational facts of Ethio telecom the researcher assessed the acquisition and retention strategies that the organization used to in its working activities. The researcher answered the following questions in the study

- How Ethio telecom practices employee acquisition strategies?
- How Ethio telecom practices employee retention strategies
- What are the appropriate employee acquisition and retention strategies with respect to employees' perception?
- What are the effective acquisition and retention strategies that able to attract and retain valuable human resource in the organization?

1.5 Objectives of the Study

With respect to the above research questions the following are the general and specific objectives of the study

1.5.1 General Objective

The general objective of the study is to investigate the organization's acquisition and retention strategies and evaluate its appropriateness in light of gaining valuable human power, reduce employee turnover, serves to attract and retain employees.

1.5.2 Specific Objectives

The specific objectives of the study are to:

- Determine the employee acquisition strategies and practice of Ethio telecom.
- Assess the employee retention strategies and practices of Ethio telecom.

- Investigate the appropriateness of acquisition and retention strategies with respect to perception of employees.
- Determine the effective acquisition and retention strategies that able to attract and retain valuable human resource in the organization?

1.6 Significance of the Study

Today employee acquisition and retention are the main problems of every organization in this global world, as the economy is rising up, young employees want more career growth, management doesn't always understand how to motivate younger people and in developing economies like Ethiopia, the workforce is simply in great demand and the competition for talent is fierce. An assessment of the value of this study is to help the organization to understand the employee's job satisfaction and the techniques of attracting and keeping staff. Other researchers may find this study as a reference for further study in relating topics. Furthermore, it was my hope that this study shall help the government and private organizations as a benching mark.

1.7 Delimitation of the study

Geographical delimitation: Ethio telecom has 12,655 permanently employed workers as of January, 2016 human resource data with hundreds of offices scattered out throughout the country. As a result it was difficult to use all employees and offices.

Topical delimitation: in the acquisition and retention strategies it was difficult to get completed data that deals about incentives, benefit packages and means of promotions especially for higher officials of the organization.

Methodological delimitation: the researcher used both close-ended and open-ended questionnaires and some of the participants were not fill open ended questionnaires as a result the researcher was forced to use only the available data.

1.8 Organization of the of the Study

The study organized into five chapters. Chapter one consists of background of the study, statement of the problem, research questions, objective of the study and organization of the study, chapter two possessed review of related literatures, chapter three contained research

design, methodology, sampling techniques, validity reliability of questionnaires test and, chapter four discussed data presentation and data analysis and finally chapter five deals about summary, conclusion and recommendations

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature

According to Farin (2016), Managers today recognize that an organization's staff is its most critical assets. Employees are investments that will, if effectively managed and developed, provide long-term rewards to the organization in the form of greater productivity. Employees, who have the right qualifications and adequate experiences in the business, can contribute a lot in helping the management team operate the organization well.

Barber (1998) defines Employee recruitment and selection as “practices and activities carried on by an organization for the purpose of identifying and attracting potential employees”. Many large corporations have employee recruitment plans that are designed to attract potential employees that are not only capable of filling vacant positions but also add to the organization’s culture.

Costello (2006) described recruitment as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. It goes without saying that without good, qualified employees; organizations cannot serve customers and couldn’t be productive. Hiring the right people and engaging and retaining employees will result in higher morale, lower employee turnover, and a much stronger bottom line.

2.2. Empirical Preview

Employee Acquisition and Retention could be improved by many factors like better recruitment effort, selecting right man for the right job, continuous review of job specifications and job descriptions, compensation practices, leadership and supervision, career planning and development, working condition, team building, centralization, organization communication and commitment, counseling leavers, flexible working hours, employee participation, turnover policies and appreciations (Mobley, 1982; Arthur, 2001). Although review of literature revealed a modest correlation between job satisfaction and performance, Greenberg and Baron (2003) concluded that "Naturally, as working people, we all want to be satisfied with our jobs. Not only

does satisfaction keep us from withdrawing from our jobs, but it is also makes them more pleasant and enjoyable.

EgiguMekonen (2014) and SolianaMulu (2015) concluded on their unpublished research on cause of employee turnover at Ethiopian revenue and Customs Authority and employee retention and organizational performance on Awash Tanery respectively as the main factors for employee turnover are dissatisfaction with salary, burden of works, disappointment with working environment, unfavorable rules and regulations and lack of recognition except that Soliana find as salary cannot be factor for turnover. Both of the researchers' didn't assess the effects of acquisition strategies such as recruitment, selection and equitable input-output ratio, political factors on employee turnover that Greer(2004) had got on the contrary as an important variables that able to determine the effectiveness of employee acquisition and retention strategies like good organizational culture, effective selection procedure, equitable and fair compensation structure; fair appraisal preview, equitable input-to-output ratios, exclusions of political factors, incentives and valued benefits, job enrichment and job satisfaction ,training and opportunities for personal growth, opportunities for promotion and effective management of diversity and prevention of sexual harassment.

2.3Research Framework

2.3.1 Employee Acquisition

Vance (2014) defines employee acquisition as a process of finding, assessing, and hiring candidates to fill roles that are required to meet company goals and fulfill project requirements .It also ensures that newly hired employees are effectively and efficiently acclimated to the organization, enabling the organization to rapidly and fully benefit from their capabilities.

Rogel (2014) observed that an organization's culture consists of the values, beliefs, attitudes, and behaviors that employees share and use on a daily basis in their work determines how employees describe where they work, how they understand the business, and how they see themselves as part of the organization. The author further states as equitable and fair compensation structure , effective selection procedure, fair appraisal preview, equitable input-to-output ratios also helps organizations to recruit and retain qualified employees, increase or

maintain morale/satisfaction, reward and encourage peak performance, achieve internal and external equity, reduce turnover and encourage company loyalty.

Cepin (2016) points out that strategic employee acquisition integrates the entire pre-hire stages of the employee lifecycle from creating the job requisition to on boarding a new hire in a way that engages candidates and drives business outcomes. According to his finding, employee acquisition is more than just posting a requisition and extending an offer, rather it is a strategic approach to identifying, attracting, and on boarding top talent to efficiently meet dynamic business needs.

Masud (2013) reflects that attracting the right employees for a company's open positions can be a nightmare for the human resources department, without an employee acquisition strategy in place. Oftentimes, applicants are missing that crucial element that makes them remarkable, from their actual accomplishments to the right endorsements. Plus, hiring the wrong candidate can cost employers anywhere. There are some tactical measures that go along with a company's employee acquisition strategy that can assist hiring managers to nab the brightest candidates, mainly by customizing how the search is conducted.

While this isn't a difficult task, it does take some thoughtful review of the employee acquisition strategy, through investigation and tactical execution. Ultimately, though, the results far outweigh any extra effort employers or hiring managers may have to put in, since they will be gaining quality candidates. Write targeted job description, get to know candidates as they apply, spread your message on the right platform and ensure alignment with company brand and culture are the best employee acquisition strategies.

Warren (2016) explains as one of the best recruiting tools that a business can have is happy, engaged employees who make a positive impression on candidates and help attract other high performers. Great employee engagement programs also feed into the recruiting process, helping to engage the community of potential hires even before they have any formal contact with your business. She more emphasize that effective engagement programs have the potential to make retention and recruitment efforts easier and more effective

Dessler (2005) suggested that Internal recruitment has advantages such as considerable savings can be made, internal promotion acts as incentive to all staff to work harder within the organization, from the firm's points of view, the strength and weakness of an insider will have been assessed. There is always a risk attached to employing an outsider who may only be a success 'on paper. And external recruitment makes it possible to draw upon a wider range of talent, and provides the opportunity to bring new experience and ideas into the business disadvantage are that it is more costly and the company may end up with someone who proves to be less effective in practice than they did on paper and in the interview situation.

Jennings and Saddul (2016) explain that effective recruitment strategies are a pivotal aspect of procuring and retaining high-quality talent to contribute to organization's success. The job market is becoming progressively more competitive and skill sets continue to grow more diverse. Given this environment, recruiters are required to be more selective in their candidate picks, since under-performing recruitment measures can have a long-term negative impact on an organization. Among these effects are high training and development expenses necessary to counteract the prevalence of poor performance and high turnover rates, which reverberate into aspects of employment such as morale, productivity and the preservation of the desired corporate culture.

Nearly everyone knows about the traditional recruitment strategies, such as use of classified advertisements and job fairs. But more and more organizations are utilizing nontraditional strategies such as billboards, cold calls, contests, credit lists, former employees, group interviews, headhunters, interns, internet searches, job offers to stellar employees of other businesses, mentors, most-wanted lists, multimedia job descriptions, previously overlooked applications, open houses, personalized gifts, professional organizations, public records, recruitment managers, referral incentives, scholarships, social network sites and special-interest meetings.

As of Jennings and Saddul (2016), recruitment strategies are what determine the quality of an employee hired for an organization. If several poor employees are hired in succession, perhaps the strategies should be rethought. Organizations will have to be more aggressive in their strategies when the economy is good so that they will stand out to applicants and convince them that they would be good employers.

Robbins (2003) suggested as once you have a pool of candidates, the next step in the human resource management process is selection, screening job applicants to determine who is best qualified for the job. Managers need to “select “carefully since hiring errors can have significant implications. Selection involves predicting which applicants will be successful if hired.

A growing number of companies are adopting a new measure of recruitment effectiveness called “quality of fill.” The author shows the possible measurements of recruitment and selection effectiveness. Five key factors are considered in defining this quality measure: employee retention, performance evaluations, number of first-year hires that make it into high-potential training programs, number of employees who are promoted, and what surveys of new hires indicate.

Smykal (2015) said that hiring quality employees isn’t the end of the line for many recruiters—retaining that top talent is also important. The success of your business may even depend on high retention rates when you consider the costs of employee turnover. Failure to retain employees increases your expenses, has a negative effect on employee morale and leads to lower productivity as vacancies arise. Encouraging employees to stay through a variety of methods benefits your staff, your customers, and your business as a whole. Data from LinkedIn Talent Solutions’ Global Recruiting Trends (2016) report suggests retention is a top issue for many human resource leaders. Their survey included nearly 4,000 talent acquisition decision-makers in corporate human resource. When asked about the most important priorities for their organizations, retention was high on the list.

2.3.2 Employee Retention

Greer (2004) states as companies invest in their work forces when they pursue practices and develop programs that increase retention .By failing to make such investments; they incur the high cost of turnover. According to his finding companies devotes time energy and money for employees from recruitment up to placement, but if it is not given special attention for retention strategies the consequences may be twofold.

The above author has summarized the main determinants of employee retention as organizational culture ,effective selection procedure, equitable compensation ,fair appraisal preview, equitable input-to-output ratios, exclusions of political factors, fair compensation structure ,incentives and valued benefits, job enrichment and job satisfaction, practices providing work life balance ,family leave and child care services, training and opportunities for personal growth, opportunities for promotion organizational direction creating confidence in the future, liberal internal transfer policies ,effective management of diversity and prevention of sexual harassment. Collectively he called them as “investment opportunities for improving employee’s retention”.

Greer (2004) suggested that organizational culture emphasizing interpersonal relationship is the most important determinants of employee attraction and retention. For employees of firms with cultures characterized by good interpersonal relationship, respect for people and have attractive team orientation working environment is liked by employees .Retention improves with other related aspects of culture such as positive relationship with superior ,absence of conflict laden relationships ,having input into decisions ,less emphasize on formal authority ,information sharing and support for employees. The above finding indicates us, good organizational culture would help create and reflect a culture for communication, where employees at all levels feel free to openly share ideas, opinions and suggestions. This will enhance employee understanding, build trust, stimulate engagement and encourage greater diversity.

According to Sheridan (1992), strong organizational cultures are related to increased satisfaction and commitment and reduced turnover. Managing employee retention has several benefits, including preserving the company culture and keeping personal costs low. In 2008 study, the society for human resource management estimated that the minimum cost to a company in recruiting, training and lost production for employee’s turnover is 50 percent of the salary for a given position. To avoid having to incur these extra costs companies needs to use the top techniques to manage employee retention such as ,feedback; encouraging staff members to give feedback at all times on their development, company issues or any work-related topics, recognition programs that publicly acknowledge employees who go above and beyond their job duties , time off ; Allow employees to accrue paid vacation and sick days that can be used in

conjunction with company policies ,faire treatment ; Create disciplinary policies that are fair, and make certain that the policies are applied equally to the entire staff .

All of the above scholars agreed upon having good organizational culture with friendly and paternalistic working environment with good horizontal and vertical communication govern employees to stay in and with the organizations.

Recent survey research indicates that careful selection is the most widely used method for retaining front line employees. In addition to the use of selection procedures, such as valid tests and improved interviewing processes to obtain better job mach between employee job qualifications the use of realistic job previews (RJPs) also can increase retention.

The quality care through quality jobs framework. www.PHInational.org posted as improved retention; more consistent, flexible and high-quality coverage for available work; improved staff relationships and communication; and a substantial marketing and recruiting boost that can grow the business and ensure staffing to support that growth. From this review the researcher recognized that careful recruiting and selecting; orienting and supporting employees; peer mentoring and coaching are the main determinates of employee acquisition and retention.

Ethio Telecom has ensured that the staffing is conducted in a professional, timely and responsive manner and in compliance with current employment legislation. It provides appropriate training, development, and support to those involved in Recruitment and Selection activities in order to meet this core policy principle. Any member of staff involved in the selection of staff should satisfy him or herself that he/she is appropriately trained and can comply with the requirements of this policy and procedure. Staffing Policy, February 2011- E1_V3

2.3.3 Compensation, Benefits and Retention

Mathis and Jackson (2006) explain as the tangible rewards that people receive for working come in the form of pay, incentives and benefits. Numerous surveys and experiences of human resources professionals reveal that one key to retention is having competitive compensation practices. Many managers believe that money is the prime retention factor. Often, employees cite better pay or higher compensation as a reason for leaving one employer for another .However the reality is a bit more complex. Offer a competitive benefits package that fits your employees’

needs, providing health insurance, life insurance and retirement- savings plan is essential in retaining employees.

As of the above scholars ,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

The author identifies equitable compensation is important for employee retention. In turn, greater compensation equity occurs with faire appraisal reviews, equitable ratios of inputs (e.g., effort skill, education) to outputs (various rewards), and exclusion of politics in compensation decisions, fair compensation structures and communication of compensation procedure are all imperative for attracting and retaining employees.

2.3.4 Job design Work life Balance, Organizational Direction and Retention

Mathis and Jackson (2006) show that people vary considerably in their preference for particular job features .As a result, some people like some kinds of work and others like different kinds of work. If people do not fit their jobs well, they are more likely to look for other employment, so retention is affected by the selection process. Further analysis found that many people hired did not have the proper knowledge, skills, and abilities (KSAs) to perform the basic job requirements. According to this finding it is required to pay a special attention at the begging of hiring employees or recruitment, selection and placement .In other words, there should be match between job requirements and employee’s knowledge, skills, and abilities (KSAs).

Work/life balancing :balancing the demands of work with the responsibilities of life ,including family and personal responsibilities is a challenge ;some may say it is an impossibility .work life balancing programs commonly used include :different work arrangement, leave for children’s’ school function, job sharing ,On-site child/adult care ,telecommuting, employee assistance plan ,on-site health service and fitness facility

All Ethio Telecom employees are encouraged to take the leave time to which they are entitled. Supervisors are responsible to ensure that employees take sufficient leave time to ensure their health and wellbeing, and are responsible for keeping track of various leave taken based on appropriate review and authorization process of employee timesheets. Supervisors bear

responsibility for devising a back-up strategy to support the management of workload while an employee is on leave. No employee should be “too busy” to take the vacation time to which they are entitled. Terms of leave benefits, including eligibility and the request and authorization processes for each, follow. Leave Policy and Procedures, December 2010- V1 (5). Greer (2004) show that When employees are confident about their organization’s future direction, they are more likely to stay. Thus setting a clear direction for the future and building a confidence in the vision for the future should help improve retention. Ethio telecom shares its vision, mission, objectives and goals for employees at its annual GTP meeting every year. Even more there is a two month departmental and divisional meeting in which every employees share short and long rang plans clearly.

Mathis and Jackson support Geer’s (2004) ideas that they explain as stay or go decisions are personal and not entirely within the control of an employer. However, there are factors related to those individual decisions that an employer can control. They called these factors are drivers of retention or forces that an employer can manage to improve employee retention. According to those scholars’ finding, the main retention drivers which determines employee retention are job design and work, characteristics of the employer; culture and value, management and job security, employee relationships; faire ,non-discriminatory treatment, supervisory /management support and coworker relations, rewards; competitive pay and benefits, performance and compensation and recognition ,Career opportunities; training/development and mentoring and career planning /advancement. Mathis and Jackson (2006) had elaborated more those employee retention drivers as follows:

2.3.5 Employee Motivation, Job Satisfaction and Retention

Gomez, Balkin and Cardy (2008) explained that employee retention is determined by motivation and job satisfaction. Those scholars emphasize that managers have a basic understanding of work motivation because highly motivated employees are more likely loyal, produce a superior quality products or services than employees who are lack motivation. Motivation acts as a catalyst to an individual’s success. The team leaders and the managers must constantly motivate the employees to extract the best out of them. If an employee has performed exceptionally well, do appreciate him. Simple words like “well done”, “bravo” , “good”, “keep it up” actually go a long way in motivating the employees .The top performers must be in the limelight. The employee must feel

indispensable for the organization .It is essential for the employees to be loyal towards their organization to deliver their level best.

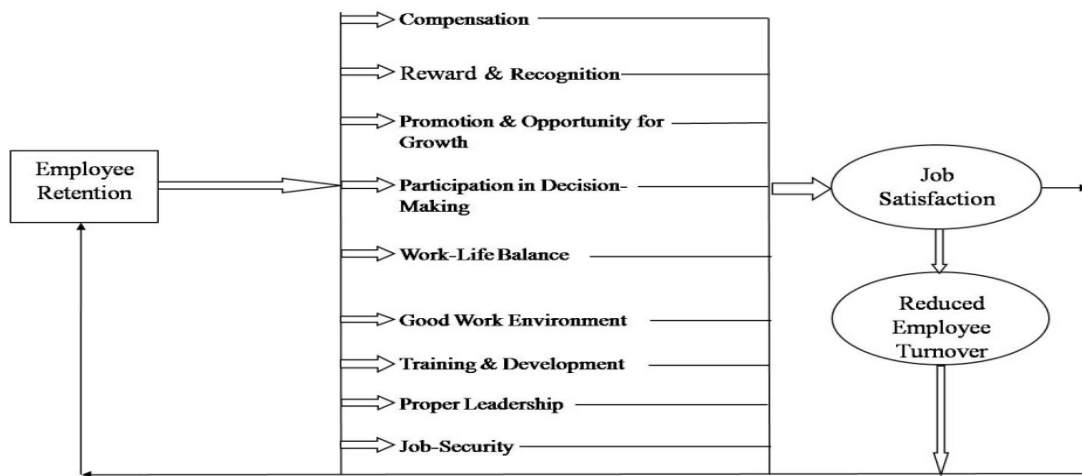
The above scholars elaborate more as job satisfaction or employee satisfaction (also referred to as morale) is one of the most widely used variables in organizational behavior. It is an employee's attitudinal response to his or her organization. In order for an organization to be successful they must continuously ensure the satisfaction of their employees. Job satisfaction is defined as “an individual’s reaction to the job experience” (Berry, 1997).There are various components that are considered to be vital to job satisfaction. These variables are important because they all influence the way a person feels about their job. These components include the following: pay, promotion, benefits, supervisors, coworkers work conditions, communication, safety, productivity, and the work itself. Each of these factors figures into an individual’s job satisfaction differently. As an attitude, job satisfaction is summarized in the evaluative component and composed of cognitive, affective, behavioral components. As with all attitudes, the relationship between satisfaction and behavior, most specifically job performance and membership, is complex. Job satisfaction is the most reliable factor in predicting employee turnover (Cotton & Tuttle, 1986). Job satisfaction is a positive emotional state resulting from evaluating one’s job experience. The factors that affect employee job satisfaction should be understood

Mathis (2016) find as frequently mentioned factors which determine job satisfaction includes work, pay, promotion opportunities, supervision, and coworkers as the findings that of (Berry, 1997).Employee’s Job satisfaction is the result of the combination of factors such as work conditions, opportunities for advancement, workload and stress level, respect from coworker, relationship with supervisors and financial rewards.

Greer(2004) observed that job enrichment practices such those building in increased responsibility or autonomy, knowledge of results, meaningful or , knowledge of how assigned tasks contribute to the greater activity of the larger organization and skill variety ,have been found to produce moderate reduction in turnover. Practices that enhance job latitude and job satisfaction also have a positive impact on employee retention .However, when high- performing employees feel undervalued they tend to have higher turnover rates. “Being at a good company is like having a good wife” says Floyd Williams a senior production manager at sports greater

marker K2 (No.52).By reducing recruitment costs, increasing retention of experienced staff and motivating them to perform at a high level effort could contribute to organizational excellence. One of the key factors in good job design is job enrichment, most notably promoted by psychologist FrederkHezberg in his 1968 article “one more time: how do you motivate employees?” this is the practice of enhancing individual jobs to make the responsibilities more rewarding and inspiring for the people who do them .With job enrichment, expand the task set that someone performs. Provide more stimulating and interesting work that adds variety and challenge to an employee's daily routine. This increases the depth of the job and allows people to have more control over their work.

Figure 2.1: The Employee Retention and Job satisfaction Model



Source: Employee retention and job satisfaction model (Lahkar and Baruah, 2013)

The above model clearly depicts that employee retention factors have a direct relationship with job satisfaction. According toLahkar and Baruah (2013) stipulated on their article as, if these factors exist in the organization then the tendency to leave the job orswitch over to some other job gets reduced. Thus job satisfaction as well as employee turnover are always negatively correlated to one another. The model clearly shows that if the above mentioned factors exist in the organization it will not only help to attract new employees into the organization but will also lead to the retention of the existing employees into the organization. Lee and Mowday (1987) [92] and Tett and Meyer (1993)[93] in their studies have concluded that high job satisfaction leads to lower turnover, while low satisfaction leads to higher turnover.

Gray (2013) found seven ways to increase employee satisfaction as follows:

Employee Orientation – One of the best ways to have satisfied employees is to make sure they're pleased from the get-go. Offering a thorough orientation will ensure expectations are realistic and that new staffers don't come in with rose-colored glasses that will quickly fade. Proper onboarding encourages positive attitudes and can reduce turnover.

Positive Work Environment – An upbeat workplace is a necessity. If the workspace isn't positive, you can't expect the workers to be. Encouraging one another, avoiding micromanagement, giving positive feedback and ensuring criticism is constructive are all ways to keep the environment a place where employees can do more than survive – they can thrive!

Provide Competitive Benefits – Fair wages are important, but competitive benefits are also critical to keeping your workforce satisfied. If your benefits package is thin, employees may look for other opportunities with firms that are more generous. Beyond insurance, benefits such as flex time, paid holidays and personal days are important factors to employee satisfaction.

Workforce Engagement – Employees that don't find their work interesting or don't feel they are contributing to the mission of the firm will not be engaged. For employees to be satisfied, they must feel like they are part of something bigger than just what their individual work tasks are. Include staffers in goal setting and how they fit in the corporation fabric to increase engagement and satisfaction.

Develop Skills –Everyone needs something to working toward. Stagnation is unfulfilling. Employees have more potential than their current level of functionality. Encouraging employees to fulfill that potential will increase engagement and satisfaction. Whether it's training opportunities, mentoring, online courses or external training, encourage staff to always be improving their skills!

Recognition & Rewards – Employees enjoy an atta-boy and it need not be a public show to mean something to employees. Encourage supervisors and managers to acknowledge employees deeds on a daily basis. Also implement a formal program company-wide to recognize top

achievers in every job category. Healthy competition can boost morale; encourage hard work and increase satisfaction and retention.

Track Job Satisfaction – Don't sit back and just hope that employees are satisfied – put some data behind it. Offer anonymous online surveys or mobile surveys to effectively track how employees feel about benefits, recognition, supervisor feedback and other aspects that contribute to employee satisfaction. This allows you to improve, tweak and monitor satisfaction levels to reduce turnover and save the company.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

According to Luthra (2016), a research design detailed outline of how an investigation will take place .A research design will typically include how data is to be collected ,what instruments will be employed, how the instruments will be used and intended means for analyzing data collected .

The objective of descriptive research is ‘to portray an accurate profile of persons, events or situations’ (Robson, 2002; 59). The researcher used descriptive research design and a survey strategy because it was preferred to review and analyze interviews, to describe documents from administrative office, responses of participants and observations .Hence the researcher used both qualitative and quantitative methods.

Qualitative approach applied to collect information from interview of administrative staffs by questioning significant sorts of issues in relation to employees acquisition and retention strategies in the organization .In addition to this, the researcher used quantitative method to gather ideas, suggestions and responses from employees by distributing questionnaires interviews, and record documents from personnel management as the main sources of information for the study.

3.2 Population and Sampling Technique

Krejcie and Morgan (1970) explain an efficient method of determining the sample size need to be representative of a given population .Yamane (as cited in Glenn’s journal of determining sample size) stated that a simplified formula to calculate sample sizes= $N/(1+N(e)^2)$. A 95% confidence level and $p=.5$ are assumed for equation .Where “ n” is the sample size, “N” is the population size and “e” is the level of precision . To use the formula the variables, confidence level and confidence interval should be known. Confidence level tells how sure it can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval .The 95% confidence level means you can be 95% certain; the 99% confidence level means you can be 99% certain. The confidence interval (also called margin of error) is the plus –or –minus figure. Population size: in statics, are the entire entities concerning which statistical inferences are to be drawn.

The researcher works the study on Ethio telecom at head office which is located near black lion hospital. The sample units were management and non-management employees in head office.

According to January 25, 2016 human resource data the total population of Ethio telecom head office staff were 1,248. Among these staff 962(77.1%) were men and 286(22.9%) were women employees. Thus the sample size consists of male and female .From these populations 116 were management which includes managers, officers, and chief executive officers and the rest 1,132 were non- management that includes administrators, specialists and supervisors.

The researcher used the above sample size formula to determine the most representative sample size by making confidence level 95%; confidence interval; 5% and population size 1,248.

$N=1248/(1+1248(.05)^2) =303$.Accordinging to the formula result, the sample size was 303 employees. So this sample contains both management and non- management employees with both genders of male and female. Thus, the researcher used random sampling technique to give equal chance of being selected and prepared by the lottery method. Then the researcher prepared 303 questionnaires for 303 participants and 5 interview questions for the supervisors and managers

3.3 Sources of Research Data

The researcher used both primary and secondary sources of data for the study. The sources of primary data were Ethio telecom employees at head office and the secondary sources of data were related research papers, books, Ethio telecom's report and agreement papers and different articles and journals.

3.4 Data Collection Techniques.

The researcher conducted questionnaires and interviews as data collection techniques for the study. The questionnaires were prepared for employees and interviews for supervisors and managers. The questionnaire and interview questions were taken from Ayselech G/meskel, who make a research about assessment of employees turnover and retention in Techno Fiber Glass Factory /TFGF/ in 2014 in St.Mary university. Both the questionnaires and interview questions were prepared in English language

3.5 Measurements

The researcher used all of the four levels of measurement scales like nominal scale to measure respondent's gender, ordinal scale to measure levels of education, interval scale to measure performance evaluation and ratio scale to measure respondents time spent in the organization .In addition to this the researcher used discrete measurements to measure questions that required to be answered like yes or no, agree, disagree and neutral. All of the above measures were discussed through descriptive static like frequencies and percentages.

According to food and agricultural organization (FAO) corporate document repository (2016), if the data to be collected is qualitative or is not to be statistically evaluated, it may be that no formal questionnaire is needed. The researcher used exploratory questionnaire design as it was intended to collect qualitative and quantitative data based on Labaw(1980) questionnaire design theory .To find out what is respondents' minds, Labaw argues that respondents should be asked

questions they can truthfully answer about their physical environment, their consciousness, their knowledge and their past behavior.

3.6 Validity and Reliability Test

Table 3.1: Reliability Statistics: Case processing summary

Test	Employee retention	Employee acquisition	Total items
Cronbach's Alpha	0.743	0.706	0.724

Source: own survey (2016)

Cronbach's alpha is a measure of internal consistency that is how closely related a set of items are as a group. In statistics, (classical test theory), Cronbach's α (alpha) is used as a lower bound estimate of the reliability of a psychometric test. From classical test theory, Cronbach's Alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's Alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. According to the SPSS's result shown on the above table 3.1, the Cronbach's alpha are 0.743, 0.706 and 0.724 in average for employee retention and acquisition strategy questionnaires respectively. George and Mallery (2003) provide the following rules of thumb: Alpha greater than 0.9 is excellent, greater than 0.8 good, greater than 0.7 acceptable, greater than 0.6 questionable, greater than 0.5 poor and less than 0.5 is unacceptable. Based up on this rule of thumb the researcher's questionnaire's Cronbach's Alpha were greater than 0.7 and as a result the questionnaires' validity and reliability was acceptable in its consistency.

3.7. Validity Test

Validity is arguably the most important criteria for the quality of a test. According to George and Mallery (2003), validity is the extent to which a test measures what it is supposed to measure. The question of validity is raised in the context of these three points; the form of the test, the purpose of the test and the population for whom it is intended. The questionnaires were prepared to Ethio telecom employees relating to human resource strategies. These tests content validity

that the researcher asks about their own organization about human resource strategies. Basically face validity refers to the degree to which a test appears to measure what it purports to measure. The researcher distributed the questionnaires for only Ethio telecom permanently employed employees to get up-to-date information. These tests face validity that says questions should be asked for a person that directly concerned.

3.8 Pre-Test

Even after the researcher has proceeded along the lines suggested, the draft questionnaire is a product evolved by one or two minds only. Until it has actually been used in interviews and with respondents, it is impossible to say whether it is going to achieve the desired results. For this reason the researcher distributed 25 questionnaires to pre-test the questionnaire before it was used in a full-scale survey to identify any mistakes that need correcting. After pretest, the researcher deleted five questionnaires from the total of 43 and after having approval only 38 questionnaires were distributed

3.9 Procedures of Data Collection

Emerson, Fretz and Shaw (1995) provided different types of writing and note taking strategies to capture and give meaning to field notes .Those scholars suggest that researchers write, asides, which are bring analytic writing that succinctly clarify, explain interpret or raise questions about some specific happening .On the bases of the these scholars, the researcher collected questionnaires and interviews from participants and record data from administrative offices and the data was summarized and analyzed .Finally it was interpreted and discussed as briefly as possible .

3.10 Method of Data Analysis

The researcher has gathered analyzed, reviewed, interpreted, organized and coded data categorically and chronologically. Finally the processed data presented using tables, simple sentence, frequency and percentages.

3.11 Ethical Consideration

The research is designed not to adversely affect the moral and the status of the respondents as well as the reputation of the organization. When conducting the study, the researcher considered the ethical value of the research .In addition to this the researcher didn't violet the privacy of the employees and also keep the data obtain from the organization and respondents as secret

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The researcher collected data from interviews of supervisors, managers and questionnaires that were filled by Ethio telecom staffs. The staffs answered 33 questionnaires and randomly selected supervisors and managers answered 5 interview questions and gave their opinions and constructive comments to get the solutions of the problem of the company relating to employee acquisition and retention strategies. The questionnaires were distributed as shown in the table below

Table 4.1: Distributed and Returned Questionnaires

Distributed ,returned and not returned questionnaires						
Sample units	Distributed	Returned in counts	Percent	Not returned	Percent	Total
Total	303	265	87.45	38	12.55	100.00

Source: Own survey (2016)

According to table 4.1 above, the researcher distributed 303 questionnaires to respondents and 265(87.45%) of questionnaires were collected, but 38(12.55%) questionnaires were not returned. Majority of the respondents returned the questionnaires with their answers. Therefore, the researcher collected relevant information for this study.

4.2 Respondents' Demographic Information

Descriptive statistics used to analyze the demographic characteristics of respondents and hence the result of the analysis is described in detailed hereunder

Table 4.2 Demographic Characteristics of Respondent

Q1.Gender of the respondents		Frequency	Percent	Valid Percent
Valid	Male	140	52.8	52.8
	Female	125	47.2	47.2
	Total	265	100.0	100.0
Q2.Age of respondents		Frequency	Percent	Valid Percent
Valid	Below 25	19	7.2	7.2
	26-30	145	54.7	54.7
	31-35	64	24.2	24.2
	36-40	31	11.7	11.7
	above 40	6	2.3	2.3
	Total	265	100.0	100.0
Q3.Marital status of the respondents		Frequency	Percent	Valid Percent
Valid	Single	117	44.2	44.2
	Marred	148	55.8	55.8
	Total	265	100.0	100.0
Q4.Educational background		Frequency	Percent	Valid Percent
Valid	BSC/BA	231	87.2	87.2
	MSC AND ABOVE	34	12.8	12.8
	Total	265	100.0	100.0
Q5.Organizational position		Frequency	Percent	Valid Percent
Valid	Administrator	136	51.3	51.3
	Specialist	72	27.2	27.2
	Supervisor	45	17.0	17.0
	Manager	12	4.5	4.5
	Total	265	100.0	100.0
Q6.Year of service in the organization		Frequency	Percent	Valid Percent
Valid	2 to 3 years	96	36.2	36.2
	4 to 6 years	61	23.0	23.0
	7 years and above	108	40.8	40.8
	Total	265	100.0	100.0
Q7.Year of service in last position		Frequency	Percent	Valid Percent
Valid	less than 1 year	47	17.7	17.7
	2 to 3 years	192	72.5	72.5
	4 to 6 years	26	9.8	9.8
	Total	265	100.0	100.0

Source :Own survey (2016)

The above table 4.2 genders of the respondents indicate that the male participants were 140(52.8%) and the females were 125(47.2%). Comparing male respondents to female respondents, it was justifiable with their proportion. Therefore, both male and female participated for this study without significance difference. Majority of employees 145(54.7%) were between 26-30 years of age.

Hence all respondents could give reliable information, because they shall have adequate understanding about the company's employee acquisition and retention strategies. According to the above data, 117(44.2%) were single and the majority of respondents 148(55.8%) were married. The table indicates us that 231(87.2%) BSC/BA and 34(12.9%) were MSC/MA and above. The data shows as the majority of respondents were BSC/BA holders. As far as the employees' organizational position concerned most of the respondents 136(51.3 %) and 72(27.2%) were administrator and specialists respectively. This could help the researcher to get the real information about the employees complain relating to the quality of employee recruitment and selection and incentives and salary related questions.

As of the table 4.2, 96(36.2%) of respondents were serve the organization from 2 to 3 years, 61(23.0%) were serve from 4 to 6 years and the majority 108(40.8%) of employees served the organization for about 7 years and above, this implies the respondents know well about the organization's policies and strategies to provide adequate information for the researcher. The above table also indicates us 47(17.7%) of the respondents were stay for less than 1 year, 192(72.5%) stay from 2 to 3 years and the rest 26(9.8%) were stay for 4 to 6 years. Majority of respondents 192(72.5%) were stayed from 2 to 3 years on their current position; this helps the researcher to get adequate information about the organization strategies and policies.

4.3 Data Analysis and Interpretation

4.3.1 Employees' Feeling about the Employee Acquisition Strategies.

Table 4.3.1 Employees' feeling about the employee acquisition strategies.

Q1. How did you come to know about the vacancy in Ethio telecom?		Frequency	Percent	Valid Percent
Valid	Advertisement	167	63.0	63.0
	Referrals	43	16.2	16.2
	consultants'	4	1.5	1.5
	Job portals	51	19.2	19.2
	Total	265	100.0	100.0
Q2. Listing on the job portal gives you sufficient information about the vacancy?		Frequency	Percent	Valid Percent
Valid	Yes	102	38.5	38.5
	No	92	34.7	34.7
	No comment	71	26.8	26.8
	Total	265	100.0	100.0
Q3. Was the interview properly coordinated and conducted?		Frequency	Percent	Valid Percent
Valid	Yes	137	51.7	51.7
	No	75	28.3	28.3
	No comment	53	20.0	20.0
	Total	265	100.0	100.0
Q4. Were the question asked related to the job description?		Frequency	Percent	Valid Percent
Valid	Yes	165	62.3	62.3
	No	63	23.8	23.8
	No comment	37	14.0	14.0
	Total	265	100.0	100.0
Q5. Were you satisfied with the overall interview process?		Frequency	Percent	Valid Percent
Valid	Yes	134	50.6	50.6
	No	50	18.9	18.9
	No comment	81	30.6	30.6
	Total	265	100.0	100.0
Q6. How do you rate the overall recruitment and selection process of Ethio telecom?		Frequency	Percent	Valid Percent
Valid	Excellent	10	3.8	3.8
	Good	174	65.7	65.7
	Fair	52	19.6	19.6
	Poor	29	10.9	10.9
	Total	265	100.0	100.0
Q7. Was there any inconvenience faced regarding role/job/designation?		Frequency	Percent	Valid Percent
Valid	Yes	49	18.5	18.5
	No	113	42.6	42.6
	No comment	103	38.9	38.9
	Total	265	100.0	100.0
Q8. To what extent does your company recruit the internal candidates?		Frequency	Percent	Valid Percent
Valid	To some extent	104	39.2	39.2
	To high extent	41	15.5	15.5
	No recruit internal candidate	35	13.2	13.2
	No idea	85	32.1	32.1
	Total	265	100.0	100.0

Table 4.3.1 shows as 167 (63%) of the respondents knew the vacancy through advertisement, 43(16.2%) through referrals, 4(1.5%) through consultants' and the rest 51(19.2%) come to know the vacancy through job portals. From this data the researcher understood that the majority of the respondents knew the vacancy in Ethio telecom through advertisement. This implies the best method of employee acquisition strategy that the organization used is advertisement.

Question #2 on the above table indicates as 102(38.5%) of the respondents answered "yes" 92(34.7%) answered "no" and the other 71(26.8%) of them didn't have comment on the question says listing on the job portal gives you sufficient information about the vacancy. The researcher understands that as the majority of participant's response is positive. In other words employee had got sufficient information about the vacancy from the convenient means of vacancy announcement called advertisement. So the researcher concluded based on the employee's perception as the organization used advertisement to recruit and select employees and they said as they were get sufficient information from the strategy.

Table 4.3.1 also Shows question #3 as 137(51.7%) of respondents were answered "yes" as the interview was properly coordinated, 75(28.3%) answered "no" the interview didn't properly coordinated and conducted and the rest 53(20%) of the respondents didn't have comment at all. From the respondent's data the majority of the respondents answered as it was properly coordinated and conducted. The researcher understands as the organization properly coordinate and conduct the interview process.

The above table on question # 4 about question asked related to the job description indicates as 165(62.3%) of respondents said "yes" as the questions were asked related to the job description, 63(23.8%) said "no", and the rest 37(14%) of them didn't have comment whether questions were asked relating to the job description or not. The majority of the respondents answered as the questions asked relating to the job description.

The table indicates question #5 as 134(50.6%) of the respondents said "yes", 50(18.9%) said "no" and the rest 81(30.6%) didn't have comment on satisfaction with the interview process question. The data tells as the majority of the respondents were satisfied on the interview process. This indicates that the employees were happy on the overall interview process.

As far as the recruitment and selection process of the organization concerned the data indicates 10.3(3.8) of respondents rate as excellent the overall recruitment and selection process, 174(65.7%) rate as it was good, 52(19.6%) rate as it was fair and the rest 29(10.9%) rate as it was poor. The data indicates the majority of respondents were rate the overall recruitment and selection process as it was good. The researcher understands from the data as Ethio telecom has good recruitment and selection process but, it seems to be reviewed to make better than this.

The survey data on the table question #7 indicates 49(18.5%) of the respondents said “yes” they faced inconvenience on role/job/ designation, 113(42.6%) of them said “no” and the other 103(38.9%) respondents didn’t comment at all. According to the data, the majority of the respondents didn’t comment on the question. This indicates as employees didn’t face significant inconvenience regarding role/job/designation in the organization.

The table 4.3.1 above shows 104(39.2%) of the respondents said “to some extent” for the question asks to what extent does your company recruit the internal candidates, 41(15.5%) said “to high extent”, 35(13.2%) said “no recruit internal candidates at all”, and the rest 85(32.1%) of them didn’t have idea regarding the case. From the data the researcher understands that the majority of the respondents said “to some extent” and this indicates the organization does not recruit internal candidates to high extent and this may discourage employees to stay in the organization.

4.3.2 Employee Retention Strategies

Table 4.3.2 Compensation relating questionnaires

Q1 .Salary scale of Ethio telecom is better than other similar organization		Frequency	Percent	Valid Percent
Valid	strongly disagree	53	20.0	20.0
	Disagree	19	7.2	7.2
	Neutral	44	16.6	16.6
	Agree	149	56.2	56.2
	Total	265	100.0	100.0
Q2.Allowance, incentives, and reward systems are fair and appropriate(equitable)		Frequency	Percent	Valid Percent
Valid	strongly disagree	18	6.8	6.8
	Disagree	120	45.3	45.3
	Neutral	71	26.8	26.8
	Agree	51	19.2	19.2
	strongly agree	5	1.9	1.9
	Total	265	100.0	100.0
Q3.There is fair and equitable annual salary increment		Frequency	Percent	Valid Percent
Valid	Disagree	139	52.5	52.5
	Neutral	13	4.9	4.9
	Agree	46	17.4	17.4
	strongly agree	67	25.3	25.3
	Total	265	100.0	100.0
Q4.Ethiotelecom provides satisfactory employee benefits		Frequency	Percent	Valid Percent
Valid	Disagree	45	17.0	17.0
	Neutral	112	42.3	42.3
	Agree	90	34.0	34.0
	strongly agree	18	6.8	6.8
	Total	265	100.0	100.0
Q5.The organization support for higher education is satisfactory		Frequency	Percent	Valid Percent
Valid	Disagree	119	44.9	44.9
	Neutral	17	6.4	6.4
	Agree	67	25.3	25.3
	strongly agree	62	23.4	23.4
	Total	265	100.0	100.0
Q6.Interest free loans are provided for personal expenses		Frequency	Percent	Valid Percent
Valid	Disagree	106	40.0	40.0
	Neutral	43	16.2	16.2
	Agree	64	24.2	24.2
	strongly agree	52	19.6	19.6
	Total	265	100.0	100.0

Source: Own survey (2016)

According to table 4.3.2 question #1, 53(20%) of respondents were strongly disagree, 19(7.2%) disagree, 44(16.6%) neutral and the other 149(56.2%) of respondents were agree about the salary scale of the organization .This implies the organization pay better than other similar organization and the majority of the respondents agreed as they are satisfied with organizations salary scale. The data proves as the organization uses better salary scale than other similar organization as employee retention strategies.

The above table 4.3.2 question #2 indicates 18(6.8%) of respondents were strongly disagree, 120(45.3%) were disagree, 71(26.8%) neutral, 51(19.2%) were agree and the rest 5(1.9%) of respondents were strongly agree, about the appropriateness (equitable) of organization's allowance, incentive and reward systems. This data shows as there is significance difference in disagree and agree responses .The majority of the respondents were not happy with the appropriateness(equitable) of allowance, incentives and reward systems of the organization. From this data the researcher understand as the organization's retention strategies interns of allowance, incentives and reward is not attractive.

As of table 4.3.2 question #3, 139(52.55) of respondents were disagree, 13(4.9%) neutral, 46(17.4%) agree and the rest 67(25.3%) were strongly agree about the fairness and equitability of annual salary increment of the organization. The data shows that, the majority of the respondents disagree on the presence of fair and equitable annual salary increment in the organization. This implies as there is no fair and equitable annual salary increment in the organization.

The above table 4.3.2 question #4 indicates 45(17.0%) of respondents were disagree, 112(42.3%) neutral, 90(34.0%) agree and the other 18(6.8) of them were strongly disagree for the existence of satisfactory employee benefits in the organization. As of the respondents Ethio telecom does not provide satisfactory employee benefits.

Question #5 on the table also shows 119 (44.9%) of respondents were disagree 17(6.4%) neutral, 67(25.3%) agree and the rest 62(23.4) of them were strongly agree for the question says the organization support for higher education is satisfactory. The data shows the majority of the

participants were disagree for the question and the researcher understand that the organization do not satisfactorily support employees for higher education.

As of table 4.3.2question #6 shows 106(40%) of the respondents were disagree, 43(16.2%) neutral, 64(24.2%) agree and the other 52(19.6%) were strongly agree about the provision of interest free loans for personnel expenses in the organization. The data implies as the organization do not provide interest free loans for personnel expenses for employees. This indicates the organization retention strategy is not good in terms of free loans comparing to other similar organization.

4.3.3 Performance Evaluations and Employee-Manager Relations

Table 4.3.3 Performance Evaluations and Employee-Manager Relations

Q7.Performance evaluations are based on job description and specification		Frequency	Percent	Valid Percent
Valid	Disagree	126	47.5	47.5
	Neutral	25	9.4	9.4
	Agree	79	29.8	29.8
	strongly agree	35	13.2	13.2
	Total	265	100.0	100.0
Q8.There is fair and nondiscriminatory employee evaluation system in the organization		Frequency	Percent	Valid Percent
Valid	Disagree	35	13.2	13.2
	Neutral	118	44.5	44.5
	Agree	94	35.5	35.5
	strongly agree	18	6.8	6.8
	Total	265	100.0	100.0
Q9.Supervisors and managers arrange flexible working condition		Frequency	Percent	Valid Percent
Valid	Disagree	22	8.3	8.3
	Neutral	102	38.5	38.5
	Agree	99	37.4	37.4
	strongly agree	42	15.8	15.8
	Total	265	100.0	100.0
Q10.The overall relation between management and employees are good		Frequency	Percent	Valid Percent
Valid	Disagree	16	6.0	6.0
	Neutral	95	35.8	35.8
	Agree	107	40.4	40.4
	strongly agree	47	17.7	17.7
	Total	265	100.0	100.0
Q11.Workers participation in management is appreciated		Frequency	Percent	Valid Percent
Valid	Disagree	22	8.3	8.3
	Neutral	178	67.2	67.2
	Agree	54	20.4	20.4
	strongly agree	11	4.2	4.2
	Total	265	100.0	100.0

Source: Own survey (2016)

Table 4.3.3 question #7 Specifies that 126 (47.5%) of respondents were disagree, 25(9.4%) neutral, 79(29.8%) agree and the rest 35(13.2%) were strongly disagree for the question of performance evaluation of the organization based on job description and specification. According to the data the majority of the respondents were disagree about the existence of performance evaluation system based on job description and specification in the organization. This indicates, the organization sometimes evaluate employees not based on job description and specification. From this data the researcher understand as there is performance evaluation system in the organization but, it is not practiced based job description and specification.

Table 4.3.3 question#8 indicates 35(13.2%) of respondents were disagree, 118(44.5%) neutral, 94(35.5%) agree, and the rest 18(6.8%) of the respondents were agree about the fairness and non-discriminatory evaluation system of the organization .According to the data, the majority of the respondents were neutral on the question .This indicates the employee evaluation system of the organization is not fair and has discrimination.

Table 4.3.3 question #9 above indicates 22(8.3%) of respondents were disagree, 102(38.5%) neutral, 99(37.4%) agree and the rest 25(9.4%) of respondents were agree on the question says supervisor and managers arrange flexible working condition. The respondents' data shows as the majority of them were neutral about the presence of flexible working condition arrangement in the organization. This indicates supervisors and managers do not arrange flexible working conditions in the organization.

According to the table 4.3.3 question #10, 16(6.0%) of respondents were disagree, 95(35.8%) neutral, 107(40.4%) agree and the rest 47 (17.7%) were strongly agree on the existence of good relation between management and employees. The data indicates the majority of respondents were agreed on the question and the overall management employee relation is found to be good.

Table 4.3.3 question #11 indicates 22(8.3%) of the respondents were disagree, 178(67.2%) neutral, 54(20.4%) agree and the rest 11(4.2%) were strongly agree about the appreciation of workers participation in management. According to this data the majority of respondents were neutral about workers participation in management. The data indicates as employees do not participate in the management of the organization

4.3.4 Job Security and Operating Procedures

Table 4.3.4 Job Security and Operating Procedures

Q12.Ethio telecom has good job security and stable working environment		Frequency	Percent	Valid Percent
Valid	strongly disagree	12	4.5	4.5
	Disagree	36	13.6	13.6
	Neutral	65	24.5	24.5
	Agree	147	55.5	55.5
	strongly agree	5	1.9	1.9
	Total	265	100.0	100.0
Q.13There are employee recognition, acknowledgment and encouragement at his/her work place		Frequency	Percent	Valid Percent
Valid	Disagree	54	20.4	20.4
	Neutral	56	21.1	21.1
	Agree	150	56.6	56.6
	strongly agree	5	1.9	1.9
	Total	265	100.0	100.0
Q14.There are freedom of thinking and innovation in the organization		Frequency	Percent	Valid Percent
Valid	Disagree	21	7.9	7.9
	Neutral	72	27.2	27.2
	Agree	95	35.8	35.8
	strongly agree	77	29.1	29.1
	Total	265	100.0	100.0
Q15.Operating procedures and working manuals are fully available		Frequency	Percent	Valid Percent
Valid	Disagree	132	49.8	49.8
	Neutral	19	7.2	7.2
	Agree	84	31.7	31.7
	strongly agree	30	11.3	11.3
	Total	265	100.0	100.0
Q16.There is good opportunity to grow and advance in the organization		Frequency	Percent	Valid Percent
Valid	Disagree	118	44.5	44.5
	Neutral	63	23.8	23.8
	Agree	37	14.0	14.0
	strongly agree	47	17.7	17.7
	Total	265	100.0	100.0
Q17.the working schedule provides you a balance to meet work and personnel needs		Frequency	Percent	Valid Percent
Valid	Disagree	126	47.5	47.5
	Neutral	41	15.5	15.5
	Agree	86	32.5	32.5
	strongly agree	12	4.5	4.5
	Total	265	100.0	100.0

Source: Own survey (2016)

Table 4.3.4 question #12 indicates 12(4.5%) respondents were strongly disagree, 36(13.6%) were disagree, 65(24.5%) neutral, 147(55.5%) agree and the rest 5(1.9%) were strongly agree about the existence of good job security and stable working environment in the organization. According to this data, the majority of respondents were agree about the existence of good job security and stable working environment in the organization. This implies Ethio telecom has good job security and stable working environment and it seems attractive to retain employees.

As in the above table 4.3.4 question #13 shows 54(20.4%) of respondents were strongly disagree, 56(21.1%) neutral and the majority 150(56.6%) were agree on the existence of employee recognition, acknowledgment and encouragement at his or her work places. This implies employees are recognized, acknowledged and encouraged well in the organization. This data indicates about the existence of good employee retention in terms of recognition, acknowledgment and encouragement.

Table 4.3.4 question #14 shows 21(7.9%) of the respondents were disagree, 72(27.2%) neutral, 95(35.8%) agree and the rest 77(29.1%) were strongly agree on the existence of freedom of thinking and innovation in the organization question. The data indicates us majority of respondents agreed up on the presence of freedom of thinking and innovation in the organization. This indicates employees are free to think and they can innovate what they can freely in the organization.

According to the table 4.3.4 question #15, 132(49.8%) of respondents were disagree, 13(4.9%) neutral, 46(17.4%) agree and the rest 67(25.3%) were strongly agree about the fully availability of operating procedures and working manuals in the organization .The data indicates that the majority of the respondents were disagree on the case .This indicates as there is no full operating procedures and working manuals in the organization.

The above table 4.3.4 question #16 indicates 118(44.5) of respondents were disagree ,63(23.8%) neutral ,37(14.0%) agree and the rest 47(17.7%) of respondents were strongly agree .The data shows the majority of respondents were disagree about the existence of good opportunity to grow and advance in the organization. This implies as there is no good opportunity to grow and advance in the organization.

Table 4.3.4 question #17 shows majority 126(47.5%) of respondents were disagree, 41(15.5%) neutral, 86(32.5%) agree and the rest 12(4.5%) of respondents were strongly agree about the working schedules of the organization able to provide a balance to meet work and personnel needs. According to the data majority of respondents were disagree on the existence of working schedules that shall provide balance to meet work and personnel needs.

4.4 Research Findings

The findings of the previous study revealed that the main causes of employee turnover was low salary and un pleasant working environment .In this study the causes of employee turnover is not found as low salary ,rather the employee evaluation system is not based on job specification and description, allowance incentives and rewards are not fair and equitable, no fair and equitable annual salary increment exist in the organization , supervisors and managers do not arrange flexible working conditions, and employee evaluation system of the organization is not fair and has discrimination, employees do not have good opportunities for growth and advancement in the organization and internal candidates are sometimes not recruited are all findings that become the main factors to the existence of higher employee turnover rate in the organization

On the other hand, it is also observed that the organization pays better than other similar organizations, employees are recognized, acknowledged and encouraged, and the organization has good job security and stable working environment, there is freedom of thinking and innovation in the organization, recruitment and selection process is good are all the positive findings that the organization have adopted to attract and retain employees as good strategy.

Employee acquisition and retention strategies are becoming important topics today for many reasons. The economy is rising up, young employees want more career growth, management doesn't always understand how to motivate younger people and in developing economies like Ethiopia, the workforce is simply in great demand and the competition for talent is fierce. And most importantly of all, we have to remember that people are what we call an appreciating asset.

The longer we stay with an organization, the more productive we get, we learn the systems, we learn the products and we learn how to work together .Therefore, effective employee acquisition and retention strategies are imperative for continuous development and growth of Ethio telecom.

4.4.1 Discussion of Employee Retention Strategy Findings

Findings were collected from annual reports of the organization, interviews and questionnaires. The responses are carefully analyzed and interpreted to draw inferences. According to interviews results, the organization has employee acquisition and retention strategies like, it pays better starting salary with continuous annual increment and bonus as per the organizations profitability, provides transport allowance, cover 100% family health care expenses, life insurance, telephone bills and sponsor university fees for degree and diploma.

From the literature review like Greer (2004),Mathis and Jackson (2006) found as the tangible rewards that people receive in the form of pay, incentives and benefits should be attractive fair and equitable.The researcher knows as companies attract, motivate, and retain through total compensation .The purpose of a good compensation philosophy is to attract, retain, and motivate good people. To accomplish these goals, Ethio telecom provides the above mentioned compensation schemes. But, the question is how much the allowance, incentives and rewards are fair and appropriate? As it is known internal equity exists when employees in an organization perceive that they are being rewarded fairly according to the relative value of their jobs within an organization and external equity exists when employees in an organization perceive that they are being rewarded fairly in relation to those who perform similar jobs in other organizations. According to the findings, most of the respondents replied as they are treated unequally with respect to allowance and incentives. The interview result also shows as there is a big difference in transport allowance, hardship allowance, bonus and annual salary increment between the same levels of positions. But, it should be noted that all staffs whether they are manager, supervisor, or administrator who lives in the same place cost in the same transport expenses .The same is true for hardship allowance, three people administrator, supervisor and manager who are working at the same place are paid different hardship allowance in Ethio telecom.

The organization's annual increment is more argumentative types of incentives. In Ethio telecom there is always an annual salary increment as per the organization profitability. As of the interview result from the supervisors and managers, annual increment is based on employee's basic salary multiplied by the same increment coefficient. In other words, higher paid employees are always get higher annual increment but, those of the employees who are in the same position and have similar work responsibility are not equally treated. These would result in development of negative perception on the organization and may leads to reduction of productivity and high employee turnover. These are completely clash with Greer (2004) findings "fair compensation structure, incentives and valued benefits, collectively he called them as "investment opportunities for improving employee's retention".

So it is required to consider the number of components that need to be addressed when the organization develops its compensation systems to ensure it align with organizational strategy and objectives. One key to remember is that the compensation strategy must help to create the working culture of the organization (Gomez, Balkin and Cardy (2008)). Moreover, when the compensation structure is developed it is required to consider the internal and external equity issues, since it will directly inform the culture of the organization.

As supervisors and managers explained in the interview and as the Ethio telecom personnel section employee turnover rate report, 2015, table 1.1 in chapter one, implies that employee turnover is high in the organization. As they explained, there are two categories of employee turnover in the organization. These are voluntary and involuntary and each of them has different causes voluntary turn over caused by finding better position at another company, conflict with supervisors or personal reasons such as needing to stay home with a family member etc. And involuntary turnover is caused when an employee is laid off or fired due to reducing staff. They further explain the cost of employee turnover as difficulty of filling vacant positions, the requirements of training expenses for new employees, recruiter fees and advertisement are all the costs that the organization incurred.

The staff participants in the questionnaire were also specifies the reasons that employees leave the organization as they get better salary in other organizations, start their own business and others leave the organization because of organization's management problem, like there is no fair

and equitable annual salary increment, there is no flexible working conditions, allowance, incentives and rewards are not fair and appropriate and mainly employees are not evaluated based on job description and specifications. In addition to these the human resource personnel department annual report revealed that employees leave the organization because of retirement ,resignation, deceased natural, dismissed due to absconding ,dismissal and termination during probation period by employees. To sum up, both participants and the organization report shows as there is high employee turnover in Ethio telecom .Therefor management should try to reduce this high employee turnover by understanding finding problems.

On the issue of the job security and stable working environment, all participants agreed up on the existence of good job security and stable working environment in Ethio telecom. Thus the existence of job security and stable working environment in the organization is appreciated. It is agreed from the previous study, organizations can improve their ability to attract, retain and improve productivity by improving job security and working environment. Job security and work environment are the most critical factors in attracting and keeping employees satisfied in today's business world .The typical employer/employee relationship of old has been turned upside down Workers are living in growing economy and have almost limitless job opportunities .This combination of factors has created an environment where the business needs its employees more than the employees need the business.

As far as employee recognition, acknowledgment and encouragement concerned, majority of respondents agreed upon its existence. In other words, employees are recognized, acknowledged and encouraged in the organization. As of the literature review, employee recognition is the acknowledgment of employee achievement and /or appreciation for their work .Such acknowledgment may be public or private ,take the form of monetary or non-monetary rewards and based on variety of employee achievements ,including :performance ;year of service; public service; customer service ;attendance ;safety ;employee of the month etc. According to the interview questions, supervisors and managers told the researcher as Ethio telecom appreciate and recognize employees based on their quality circle and key performance indicator (KPI) results monthly and the best performers are rewarded publicly in annual and semi-annual meetings. As of the managers and supervisors ,the goal of employee recognition and appreciation

as the strategy is to motivate employees to continue with good performance ,to retain key employees and keep employees engaged in their work and further to attract the best employees from the external environment .

On the levels of satisfaction with salary, the researcher find as majority of respondents are satisfied with their salary they are paid by the organization except that the annual salary increment fairness is questionable as elaborated above. Majority of respondents disagree about the existence of fair and equitable annual salary increment in the organization. When it is said fair and equitable, the salary should be competitive in the market, equitable within the organization and flexible enough to recognize individual differences in performance .But, as respondents mentioned in open ended questionnaires, in Ethio telecom annual salary increment benefits the higher paid employees as it is calculated as per basic salary. In other words the organization doesn't consider individuals' performance difference .As a result employees who are better in their performance feel bad and wants to leave the organization .Therefore the researcher advised the organization to base employees performance at the time of annual increment to attract from and retain employees in the organization .On the question of educational support, majority of respondents were disagree about its provision. As the data from the educational background shows, majority of participants were degrees and they disagreed for the questions asks about educational support but, the researcher get information from the supervisors and managers through interview as the organization sponsor for college and university fees for only degree and diploma. The researcher find that the organization do not sponsor employees for second degrees and above. But, according to the literature review covering educational cost is a calculated investment designed to have a financial benefit to the company and to the employee. Employees shall be benefited in getting additional knowledge for their day to day activities and their productivity can increase. The organization at the same time will be benefited in generating additional income through more qualified income.

Majority of the respondents said they would consider leaving Ethio telecom for another job with the same benefits if that job provided better career development and advancement. So the organization should try to address this problem to reduce the existing high employee turnover.

4.4.2 Discussion of Employee Acquisition strategy Findings

With respect to employee acquisition strategies, majority of respondents were satisfied on the overall recruitment, selection, socialization and placement process. From the literature review (Sheridan, 1992); the researcher understands that hiring the right workers results in satisfied employees and customers. An effective recruitment and selection process shall reduce employee turnover. Most of participants said as they were asked related to job description and specification during the recruitment and selection process. This would help the organization to match up the right person with the right job skills. Interview and background checks that relating to job description and specification ensure that organization's employee a candidate who is reliable and carries out the objectives it palled for providing quality services and goods to its customer. Therefore, the researcher appreciates the organization's effective overall recruitment and selection process that it has as an employee acquisition strategies.

The researcher finds as the organization does not recruit internal candidates. It is known that recruiting qualified and talented candidates is a key to the future success of organizations. From the previous studies (Dessler, 2005), when organizations promote from within or fill new positions with internal candidates, there is a positive effect on staff morale, internal recruiting has a lower cost to the company than looking outside the company, internal recruiting has a way of limiting the flow of new ideas into a company that can help to spur growth and development (revitalization), internal recruitment can offer incentive for employees to perform well, but it also can create an atmosphere of competition that can be counterproductive. Having understand the findings and comparing to the previous studies, the researcher conclude that the organization should recruit internal candidates to substantiate or strengthen the existing employee acquisition strategies.

More over the researcher find that employees do not participate in management of the organization. Majority of the respondents said as they don't participate in management of the organization. Every employer knows that a happy and fulfilled employee is a more productive one but, to attract and retain the best talent for a business involves engaging employees in the long term. Engagement is about respect going up, down and across a business, transparency

throughout and alignment human resource and management policies to business culture and objectives (Greer (2004) .When all this is done well ,employee will be doing the right job for all the right reason ,and the business benefits will be tangible. One of the most obvious business benefits of engaging employees includes in reduction employee turnover .This instantly reduce costs associated with recruitment and training and also encourages stability. That it will deliver benefits within a team in terms of spreading feeling of engagement and team loyalty and values. So Ethio telecom should understand the value of employee participation and engagement in its management to attract and retain employees

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

Findings were collected from annual reports of administrative office, interviews and questionnaires.

- According to respondents, employees are not evaluated based on job description and specification and has discrimination and biases so the organization advised to evaluate based on job specification and description to attract and retain employees in the organization.
- The organization pay better than other similar organization but, Allowance, incentives and rewards are not fair and appropriate (equitable).
- Ethio telecom has good job security and stable working environment employees are recognized, acknowledged and encouraged and there is freedom of thinking and innovation in the organization.
- supervisors and managers do not arrange flexible working conditions, there is no fair and equitable annual salary increment, and employees are not satisfied with educational fees that the organization provide for higher education support .More over the researcher find that, the organization do not provide interest free loans for employees, and it do not invite employees to participate in management of the organization.
- As far as employee acquisition questions concerned, majority of employees know the vacancy from advertisement, the interview process was good, employee were asked relating to the job description and specification, recruitment and selection process was also good but most of employees have a plan to leave the organization to get greater opportunities for growth and advancement .lastly the researcher understand that most of the time the organization do not recruit internal candidates.

5.2 Conclusions

In this section the researcher concluded the findings from the assessment of employee acquisition and retention strategies of the organization. Based on the formulated research questions, the researcher states what the effective employee acquisition and retention strategies to be to attract and retain employees in the organization. Hence, the fundamental questions of this study are addressed such as how Ethio telecom practices the employee acquisition and retention strategies? What are the appropriate employee acquisition and retention strategies with respect to employees' perception? And what are the effective acquisition and retention strategies that able to attract and retain valuable human resource for the organization?

The researcher knows from the analysis as the organization good at salary, job security, stable working environment and employee engagement but, the allowances, bonus and annual increments are not equally and fairly distributed. So the organization shall keep up its strength and had better to modify the allowances, bonus and annual increment structures so that it able to attract and retain employees.

From the question of acquisition and retention strategies that Ethio telecom uses to attract and retain employees, the researcher find as the organization have provided better salary than other similar organizations, 100% family medical expenses, transport allowance, bonus, annual salary increment, educational fees for college and university degree and diploma, uses the accessible method vacancy announcement to recruit and select the right employees to the right position, make the recruitment and selection process transparent and unbiased, ask employee candidates according to job description and specification at the time of recruitment and selection

Generally, the researcher knows from the study as the effective employee acquisition and retention strategies that able to acquire and retain valuable employees in the organization to be:

- :the employee evaluating system of the organization based on job description and specification
- ;keep up in paying better salary than other similar organizations;
- providing fair and appropriate (equitable) allowance, incentives and rewards;
- having good job security and stable working environment;
- recognize, acknowledge and encourage employees;
- appreciate freedom of thinking and innovation in the organization;
- free from employee discrimination while evaluation and appraisal and promotion;
- arrange flexible working conditions;
- make fair and

equitable annual salary increments based on individual performance difference ; provide satisfactory higher education support ;providing interest free loans for employees; invite employees to participate in management of the organization including decision making and strategy formulation; select the accessible advertisement means of acquiring competitive employees; make recruitment and selection process unbiased and transparent; ask employee candidates questions relating to the job description and specification ; provide greater opportunities for growth and advancement ;focus on recruiting and promoting internal candidates. Therefore, the researcher advises 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 searching others.

5.3 Recommendations

Employers implement employee acquisition and retention strategies to manage employee turnover and attract quality employees into the organization. Competitive pay, benefits, employee recognition and employee assistance programs are all parts of company's attempt to maintain employee satisfaction. Based on the above concepts and the research findings the researcher recommended the organization in a precise way as follows:

- Evaluating and interviewing employees based on job description and specification: the researcher recommended the organization to rely on clear and concise job descriptions and specifications to streamline the application and interviewing process and to judge work performance after a person has been hired.
- Make fair and appropriate (equitable) allowance, incentives and annual salary increments in the organization. The researcher recommended the organization to make such rewards to a large extent depend on the value the employees place on the inputs they bring to the job in the form of education, experience, training, time, and effort etc, .
- Supervisors and managers should arrange flexible working conditions like flextime, teleworking, job sharing and changing full time to par time work etc. As the finding shows the organization do not arrange flexible working conditions. But, the researcher recommends the organization to support flexible working arrangements as studies shows

that flexible arrangements can lead to increased productivity and efficiency and usually result in higher employee morale.

- Invite employees to participate in management of the organization. Participative (or participatory) management, also known as employee involvement or participative decision making encourages the involvement of stakeholders at all levels of an organization in the analysis of problems, development of strategies and implementations of solutions .So the researcher recommended the organization to invite employees to share in the decision making process of the company such as setting goals, determine work schedules and making suggestions.
- Make the recruitment and selection process transparent and ask employee candidates relating to the job description and specification during recruitment and selection. The researcher advises the organization to have clear, precise and consistent employee recruitment and selection policy that outline how the organization should conduct its recruitment and selection process to ensure that a transparent and unbiased recruitment and selection process is followed and this would resulted in the appointment of the best candidate, based on solely on merit and best-fit with the organizational value, philosophy and goals.

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Appendix

St.Mary's University

School of Graduate Studies

Questionnaire to be filled by employees of Ethio telecom

Dear respondents:-This questionnaire is designed for preparing a Master's thesis on the title of assessing employee acquisition and retention strategies in ethio telecom.

The researcher kindly requests you to spend your precious time to fill the questionnaire as frank as possible. The researcher informs you that, the information you provide will be consumed only for academic purpose and shall be kept confidential. Therefore, you are not expected to write your name in any place on this questionnaire paper.

Thank you for your cooperation!

Should you have any enquiry feel free to contact the researcher at:

Email: demessie1979@gmail.com

Phone #0930011718

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

Part I: General background of respondents (demographic information)

1. Gender

A. Male B. Female

2. Your age

A. Below 25 B.26-30 C.31-35 D. 36-40 E. above 41

3. Marital status

A. Single B. Married C. Divorced

4 .Educational background

A.10+2 B. Diploma C.BSC/BA D.MSC/MA and above

5. Organizational hierarchy

A. staff B. supervisor C. Manager D. officer

6. Year of service in this organization

A. Less than 1 year B. 1 to 3 year C. 4 to 6 year D. 7 year and above

7. Year of service in your last position

A. Less than 1 year B. 1 to 3 year C. 4 to 6 year D. Above 7 years

Part II: Employee satisfaction with the existing retention strategies

Instruction: select only one among the options given below.

1=strongly disagree; 2=Disagree; 3=Neutral; 4 =Agree; 5=Strongly Agree

Your agreements with your organization’s retention strategies (Likert scale)

No	Items	Strongly disagree	disagree	Neutral	agree	Strongly agree
		1	2	3	4	5
1	Salary scale of Ethio telecom is better than other similar organization					
2	Allowance, incentives, and reward systems are fair and appropriate(equitable)					

3	There is fair and equitable annual salary increment					
4	Ethiotelecom provides satisfactory employee benefits					
5	The organization support for higher education is satisfactory					
6	Interest free loans are provided for personal expenses					
7	Performance evaluations are based on job description and specification					
8	There is fair and nondiscriminatory employee evaluation system in the organization					
9	Supervisors and managers arrange flexible working condition					
10	overall relation between management and employees are good					

11	Workers participation in management is appreciated					
12	Ethio telecom has good job security and stable working environment					
13	There are employee recognition, acknowledgment and encouragement at his/her work place					
14	There are freedom of thinking and innovation in the organization					
15	Operating procedures and working manuals are fully available					
16	There is good opportunity to grow and advance in the organization					
17	the working schedule provides you a balance to meet work and personnel needs					

Part III: Questionnaire relating to employee acquisition strategies

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

1. How did you come to know about the vacancy in Ethio telecom?

A. Advertisement B. Referrals C. consultants’ D. job portals

E. other please specify-----

2. Did listing on the job portal/advertisement/consultant give you sufficient information about the vacancy?

A. Yes B. No C. No comment

3. Was the interview properly coordinated and conducted?

A. Yes B. No C. No comment

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

A. Yes B. No C. No comment

5. Were you satisfied with the overall interview process?

A. Yes B. No C. No comment

6. How do you rate the overall recruitment and selection process of Ethio telecom?

A. Excellent B. Good C. fair. D poor

7. Was there any inconvenience faced regarding role/job/designation?

A. Yes B. No C. No comment

D. If yes please specify -----

8. To what extent does your company recruit the internal candidates?

A. To some extent B. To high extent C. No recruit internal candidate D. No idea

9. If you were to suggest one change in the recruitment and selection process what would that be? -----

Interview questions prepared for supervisors, managers and officers

1. What employee acquisition strategies the organizations use to attract and retain employees?
2. What employee retention strategies the organization made proactive retain existing employees
3. What is your view regarding reasons for turnover of employees?
4. What cost the organization incur due to turnover of employees?
5. What types of employee acquisition and retention policies does the organization use?

Thank you!