Title page

Training, career development and retention

Introduction

Training, career development and retention are important aspects for the survival of the firms in the aviation industry. With technological advancements, the dependence of the companies on training and retention programs have increased. It is critical for organizational success and their survival in a diverse culture. Changes in the market structure have encouraged the firms to invest in these factors as they are crucial for driving success. The organization defines the standards of training and retention programs because it delivers for the improvements in its implementation. An appropriate project approach is vital for the effective management and determination of timely progress. The managers have a responsibility to identify the critical success factors that are required for successful training.

Training program

It is essential for the companies in the aviation industry to provide adequate training to the employees that allow them to develop skills set required for working. literature suggests that the role of the factors may change with the life cycle depicting the need for considering multiple factors. The managers must be able to pick the most important factors affecting the performance of the employees throughout. Managers rely on subjective judgment because the companies can have their criteria for assessing success and failure. It is also possible that the staff skills set working for one organization may be least effective for another firm. Muller (2005) revealed that "success was seen as an analogy for gaining consensus from a group of people to defining good art”.

The training program will assist employees in learning specific knowledge and skills that improve their performance in their current roles. development stresses on employee growth and future performance. High impact-employee training allows companies to retain the right people and attain high profits. The turnover rate of employees is high in the aviation industry but lack of skills and experience undermine their performance and professional competency.

The training program focuses on efficient management of the resources in a manner that they deliver the work needed for surviving in the aviation industry remaining within the scope, time and constraints. Several factors influence the success of the program while the main emphasis is on improving the engagement of managers and employees. Their direct and continuous engagement has a significant influence on the efficiency and productivity of the organization. Development of a comprehensive plan remains a crucial factor for the training program. The initiating phase identifies the opportunities or problem faced by the employees and the organization. It documents the recommended solutions for overcoming future threats faced by the employee and assisting them in overcoming their weaknesses (McEwan, Ruissen, Eys, Zumbo, & Beauchamp, 2017).

Skills development

The key skills required by the ground airport staff include; communications, flexibility, planning/ organization, interpersonal abilities, problem-solving attitude and responsibility. Airport ground staff has to interact directly with the customers and also carry messages for different departments. Communications is thus an essential skill set required by the staff. The training is focused on improving the listening ability of the staff by explaining the theories of communication its practical implications. Communication skills require that the staff must be able to transmit the message inappropriate manner. This is useful in their profession because it eliminates the possibilities of miscommunication or delays in the information. Working at ground level requires that the staff must be competent in sharing their ideas in a clear manner. They must possess good written communication skills also that is required for writing emails, memos and reports (Shahzadi, Javed, & Pirzada, 2014).

The staff must be capable of engaging in planning and organizing things. this reflects their ability to managing work on time. The turnover of customers is high on airports so the staff needs to be efficient and take timely decisions. Planning is another important skill required by the staff so they are trained to estimate time and deploy a plan for finishing it before the deadline. The ground staff is also trained to adopt flexible behavior because they need to control multiple tasks and assignments. Flexibility allows them to find the most important tasks and decide which one needs to be completed first. This helps them in adjusting tasks according to their needs. The training provides the opportunity for developing interpersonal abilities. This requires that the staff must be able to interact with their boss, employees and customers. This is a prominent trait that assists staff in maintaining a good relationship with co-workers and customers. Problem-solving attitude encourages staff members to solve problems at the workplace. They often encounter unexpected situations where they cannot use their prior experience or knowledge. In such situations, they need to use their problem-solving attitude for handling the unfamiliar situation. Such an attitude helps in resolving the issue immediately that leads to increased efficiency in operations. Teamwork is an important trait that is essential for ground airport staff. This is because they are working in teams and groups that need coordination and supportive attitude. The staff is trained to adopt responsible behavior and follow guidelines for completing tasks on time.

Career development

The organization provides training and supervision to the airport ground staff that helps in their career development. Development opportunities are provided on the basis of equal opportunities and without any discrimination. Equal opportunities and affirmative actions allow staff to work for the attainment of organizational goals. To ensure the provision of adequate career opportunities the staff is offered training after every six months. Various jobs are offered at the ground level including security officers, customer service assistant, engineer apprentice, management officers, risk management team and booking officers (Malek, Kline, & DiPietro, 2018).

Career development has positive impact in employees’ performance and motivation. The organization must provide ample opportunities to the airport ground staff that will allow them to establish skills required for career growth. Traditional vertical career ladder is utilized for providing growth prospects. This is important for raising morale and motivation of the staff. The firm thus provides avenue that help staff members in reaching their career goals. Some of these goals include increase in salaries, benefits and rotation to the senior level. This also involves transferring staff to different positions for assisting them in exploring new skills and improving knowledge. This builds competency for working in various departments and handling different positions. This strategy has direct implications on morale, career satisfaction and productivity level. The employees don’t feel that they are working on same levels (Malek, Kline, & DiPietro, 2018).

Career development is directly linked to the roles and duties assigned to the staff. By working at challenging positions the staff develop leadership skills that boost their professional competency. Several management and supervisory opportunities are provided to the ground staffs that familiarize them with challenging situations. The staff needs to utilize their skills for taking leadership positions. Quality assurance at management and maintenance level are also required for building professional competency. Placement at challenging roles allows staff to explore their strengths and weaknesses.

Retention

It is crucial to adopt effective employee retention strategies that develop loyalty and prevent workers from leaving jobs at airports. The organization has spent a huge amount on the training and professional development of the ground airport staff so losing them will cause financial loss. The new staff hired for similar positions pose more challenges due to lack of skills and experience. It is more rational to adopt strategies that lead to employee retention. The primary factor that impacts the decision of employees includes salary. The organization must provide competitive salary by considering the market trends and offered salaries by other airports. Healthcare benefits and insurance also impacts the decision of staff to stay in the company. The airports that aim at retaining workers must provide fringe benefits. Bonuses and salary raise are also effective tools for promoting employee retention. While deciding salary benefits they must not be less than industry standards (Kossivi, Ming, & Kalgora, 2016).

Another technique adopted by the human resource department for retention of employees includes the hiring of the right people. The people hired for the jobs must be well informed and have knowledge of salary, benefits and company policy (Shakeel & but, 2015). This increases their possibilities of providing long-term services and working for the same organization. Creating work balance allow organizations to develop positive feelings in staff. They realize that the organization cares for them and they are not overburdened. This has positive impacts on employees' decision of continuing work. creating a stress-free workplace is also an effective strategy for promoting employee retention. This requires knowing the issues of the employees and providing the response. Provision of a safe and discrimination-free environment also has a positive impact on staff retention. This integrates positive feelings as the staff realize that the company cares for them. Provision of equal treatment and considering the principle of merit for promotion is also essential for creating and positive culture. These factors allow airport ground staff to develop positive feelings for the organization to build loyalty towards it.

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