

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Implications

The present study provides additional insight onto the pertaining factors that could help organizations strategize their effort to retain KW populations by studying both intrinsic and extrinsic factors. In the meantime, organizations are able to narrow down the KW segment among general employees population based on the scale developed from the new concept of knowledge usage in daily jobs rather than the traditionally definition, which tend to relates with occupations. The contemporary definition by Davenport, 1999, where knowledge work is a discretionary organizational behaviour that KW could choose how much to invest in their daily work have raise the eyebrows of researchers that it actually look into the behavioral of KW. Hence, the Human Resource Departments are able to plan Human Resource Program in a more efficient way, tailor-made to improve the AC level of KW. In addition to that, the study also shows that different level of KW has different values towards the same program provided by organizations.

Maintaining high level of AC is important as employees with high level of AC are less likely to be absent, wherever possible, compared with other workers (Mathieu and Zajac, 1990; Meyer and Allen, 1997; Gellatly, 1995). Absenteeism, turnover, job satisfaction and work motivation are important attribute towards employees' productivity. Thus, organization could predict or improve its productivity by monitoring AC level of KW. In addition to that, it is also consistent with previous studies that the high level of locus of control remain one of the common characteristics of KW, where they recognized

that they are in control of their own destiny (Arnold, 1995), consistent with the view that knowledge work is a discretionary behaviour that KW are generally in control on how much effort, in this case might be productivity that they put into their current work. This creates another possible link between the KW's AC towards productivity, based on the previous assumption by Davenport. Hence, organization commitment is not only important in predicting employees' turnover but also commitment and productivity.

The resulting findings and previous studies suggest that besides the traditional career ladder offered by organizations, it is viable to offer technical ladder path to compliment the traditional approach, which could be more appealing to KW. This is due the existence of such ladder provide KW with opportunity of upward mobility along the corporate ladder without having to sacrifice the work that they do, especially technical personnel such as researchers, engineers and etc who are deeply engage with their daily non-routine tasks rather than the perceived more routine task of corporate management. Such career ladder avoids the conflicts between KW's value system and organization business values, which tend to be an obstacle to their performance, as proposed by Drucker (1989).

Despite previous findings that KW tends to prefers practices that promotes individualism, independence and personal achievements over traditional retention systems such as cash or cash equivalents, (Kinnear & Sutherland, 2000) it appeared that Malaysian KW still view traditional retention system as one the most important motivators. In addition to that, factors such as FOCM and IOCM was studied, where KW

level is discovered to be moderating effect on individual AC. Hence, this would encourage organization to further review their current Human Resource Program and Practices upon understanding of drivers of commitment amongst KW, to create the work environment that encourages these employees to remain with the organization, thus, getting head start and advantage over their competitors.

Taking this research as an example, KW in Malaysia view Pay as the most important aspects improving AC, while FOCM and IOCM each brought new dimension in filling up the gap and provide comparison between intrinsic and extrinsic motivators and its effect to enhance the AC of KW. However, organization should realize that there are other factors other than FOCM and IOCM, which could improve AC among KW. Despite the importance of pay or remuneration packages in improving AC, it is wise for Malaysian organization not to embroiled in the bidding war in retaining local talents, due to the fact that foreign countries comes with greater economical advantages that local companies. However, this study proved that there are other factors that could play its part in retaining our local talents than pay alone. Hence, company HR Policies should be developed in a more creative way in strategizing its remuneration structure, with other factors such as FOCM and IOCM as complimentary effort, showing employees commitment that the employers does not only pay attention their financial interest, but also personal and career development.

5.2 Suggestion for Future Study

The study centered on limited factors surrounding organization efforts towards enhancing organization commitment of KW. Future studies could explore the personal aspect of KW needs, which could include factors such as personal career management and motivation factors towards organization commitment. It is also interesting to explore the other aspects of organization commitment such as normative and continuance. Besides its importance towards retaining local knowledge workers, this study could be further replicated in other countries in wake of the globalization.

Besides, future research could go into issues surrounding KW such as productivity and to certain extend and the role of technology affecting knowledge work. Such research includes the introduction of computer software in KW's daily work, which deem as possibility to reduce the reliance of organization to KW.

5.3 Summary and Conclusion

Money has been a universal wants, where money is seen as media that could satisfy both lower level and higher level needs. (Tang *et al.*, 2003) Despite various definitions that differentiate between Knowledge Worker and general employees, it proved that PS is still one of the most dominant aspects towards promoting AC. Besides, the Malaysian employment climate is still incline towards cash and cash equivalents, despite previous research suggestions that KW tend to incline towards intrinsic needs

rather than extrinsic. However, there is significant relationship that high KW shows more interest towards aspects other than pay. Hence, it is important for organization to tailor its pay strategy with other benefits and effort such as FOCM and IOCM to attract and retained its KW.

Despite it was widely recognized as one of the possible factors affecting AC level, organizations' effort of providing both formal and informal organization career management to the employees does not shows significant relationship in enhancing general employees' AC. However, it proved as a significant antecedent in promoting KW's level of AC. The study further concluded that higher IOCM efforts are more favorable in promoting AC of high KW As such, organizations are recommended to apply or emphasize more human touch in dealing with motivation issues surrounding KW, where this responsibility tend to lies on the role of mentor. These efforts include the opportunity of networking (internal or external), impartial career advice as well as guidance in daily work.

This research studies just some of many issues surrounding KW that could be further explored especially the unique characteristics of KW. Besides duplications of such studies in other countries with different culture would enable more insights into effort that could be done to motivate and retain KW. As such, IOCM could be the link between organization and knowledge workers towards the new era of K-economy that enabled Malaysia move towards Vision 2020.