

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

The purpose of this chapter is to delineate the conclusions, limitations, some recommendations and direction for future research. Overall, this chapter is to depict chapter 1 to 4 collectively and to synthesize the contribution of this study through conclusion.

### **5.2 Summary and Conclusion**

In summary, this study presents unique contributions to the existing body of knowledge on employee-retention practices in the information technology supports SBU in the telecommunication industry. An employee-retention success model consisting of an organizational culture, personal satisfaction with employee-retention initiatives (benefit and payment strategies) influencing employee retention is provided.

The study has answered the research objective in evaluating the employee retention rate in the strategic business unit as discussed in Chapter 4, determinants of retaining employees in the strategic business unit is identified as in previous chapter and the recommendations of actions or steps to improve employee retention rate in the strategic business unit to the top management of the company is discussed in this chapter.

### 5.3 Recommendations for the Strategic Business Unit

For the strategic business unit, it is important to retain their employees as high cost on the training is being spent to able the employees to continue their task.

Based on the results that have been discussed in Chapter 4, below are recommendations that can be provided to the strategic business unit to answer the third research question:

- Strategies deem importance in one's organization employee retention. With the precise strategy, the SBU will able to retain their employees. According to result discussed in Chapter 4, strategies that is applicable to the SBU is to improvise the strategy on benefits and payment in order to capture the employees, and focus on the rewards that can retain their intention to stay. This could be in terms of allowances and goodwill. Training accessibility also play a role in order to capture their satisfaction, whereby the employees may feel appreciated. Thus, easy accessibility to training will assist the employees to achieve more in their job.
- With benefits and payment strategies being improvised, as discussed above; the retention of the employees will be more positive. Benefits such as monetary can be deeming as importance to one's employee.
- Organizational Culture depends on the employee itself to adapt to the environment. The SBU may instill the feeling of belonging to all the employees in order to make them feel appreciated. Hence, this may

add up their personal satisfaction. Relationship between supervisors and employees plays a role in developing a good organizational culture. Both supervisors and the employees have to understand each other to make the work environment more conducive.

- Personal satisfaction is definitely important to retain one's employee. When employees are not happy, they will not perform. The satisfaction will come from combination of strategies including benefits and payment and also the culture in SBU to retain the employee.

Therefore, to retain the employees, steps to improvise the strategies between benefits and payment and organizational culture is essential to capture the employees' satisfaction. The strategies such as giving extra allowance or just a simple get together in the SBU may assist to retain the employees. As organizational culture involved, the relationship between supervisors and employees can also make the difference in the more efficient relationship; thus, enhancing the personal satisfaction.

#### **5.4 Limitations of the Study**

The followings are some limitations that may obstruct the development and the reliability of the result:

- From the result discussed in Chapter 4, the mean for the independent variables are quite high compared to the dependent variable which range from 3.50 to 4.12 compared to 2.8 for respondents' intention to stay. It seems that the respondents are happy but still intended to quit

from the SBU in less than 6 years. This may be because of the age factor, the culture in TM, and also individual's perception.

- Lack of cooperation from the respondents to answer the survey. The respond of the selected employees are obtained only through a set of questionnaire. Therefore their views and opinions are restricted to answering the questionnaire.
- Time is very limited; more time will be needed to gather accurate information or data.

### **5.5 Suggestions for Future Research and Implication of the Study**

Beyond the limitations discussed, there are many other factors of interest that can be suggested for future research due to practical and time constraint. Future research efforts could explore the employee retention of the support group of the strategic business unit, namely their customer service centre. The research on impact of the performance of the customer service to the employee retention could assist the strategic business unit to retain their best employees.

Eloquently, future research could involve in investigating the correlations between the SBUs employee retention in Telekom Malaysia Berhad. With the research, this could assist TM to retain its employees as a whole with the exclusive retention program that accommodates to their needs.

In further analyzing on the employee retention, further study could involve in relationship between supervisors and employees'. Whereby, the study will focus on the effectiveness of the line managers in organization.

Apart from study on the employee retention in the specific SBU, future research could involve on the case study of the telecommunication company itself, TM. This could serve as benchmarks to the industries in what makes the company, its culture and the evolution to survive and strive to become the leader in the telecommunication industries.

The findings in this study will equip industries with the contemporary tools to proactively reduce employee turnover and for maintaining employee retention. This should have a positive impact on workforce productivity.

The study findings have implications for industries for enterprise resource planning. The study findings will assist with providing sound employee retention practices for the industries. This should enable the strategic business unit to build a trusting and committed workforce that will reap long term benefits, which, in turn, should provide higher productivity levels, improved financial performance, and overall firm enhancement.

Likewise, academicians can also benefit from the research findings by updating and revising the knowledge to equip future industry ERP professionals with appropriate knowledge necessary to lead successful organizations in the twenty-first century.

Research findings will contribute to the body of knowledge in the resource planning literature on employee retention programs and educate employers on the organizational benefits associated with loyal, committed workers. The benchmarks to be set by this study will assist employers with making informative decisions regarding the building of their human capital. Findings will equip a broad-based group of Malaysian industry professionals with the contemporary tools to proactively maintain workforce productivity. Through effective retention programs, the strategic business unit can maintain high employee satisfaction and retention, leading to satisfied clients and positive firm performance. Study implications will contribute towards industry's continual pursuit for growth, prosperity and profitability.

This study can serve to further develop the body of knowledge on successful employee-retention programs in the resource planning industry and should promote more comprehensive research in the area. Additional examination of employee-retention practices should also assist with the generalizability of research findings.

## **5.6 Summary of the Chapter**

This chapter summarizes all the results/findings and discussions made in the four (4) earlier chapters. The benefits of this study will help to add information and further develop to the body of knowledge.