

IT Distribution Companies Retention Strategies for Quality Human Resources Talents

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Abstract — The research primary objective is to uncover effective strategies for retaining employees within the IT distribution company. To achieve this, the study encompassed a comprehensive examination of several key aspects.

The primary aim of the research was to identify strategies that could enhance employee retention within the IT distribution company. Employee retention is a vital concern for companies, particularly in competitive industries like IT distribution, where skilled professionals are in high demand. The research explored the demographic characteristics of the employees. This aspect is crucial as different generations and backgrounds may have distinct needs and expectations in the workplace. Understanding these demographics can inform tailored retention strategies. The study delved into the evaluation of HR services provided by the company. Comparing these services to those offered by competitors in the market is an essential benchmark for assessing the company's competitive edge.

The research examined the qualities and attributes valued in employees. Recognizing these qualities can help in tailoring recruitment and retention efforts towards individuals possessing the most sought-after traits. The research adopted a mixed-method approach, effectively blending quantitative and qualitative research methods. This approach allowed for a comprehensive examination of the research questions, combining the statistical power of surveys with the rich insights of interviews. Data was gathered through two primary methods: survey questionnaires and interviews. Survey questionnaires are efficient tools for collecting quantitative data, while interviews enable in-depth exploration of qualitative aspects. This dual approach provided a well-rounded understanding of the research topic.

Keywords — **Readiness; HUMSS Students; Ex-post-Facto; Performance; Career Goal; Potential Challenges**

I. Introduction

In the fast-paced and dynamic landscape of Information Technology (IT) distribution, the success and sustainability of companies heavily depend on their ability to attract, develop, and retain high-caliber human resource talents. The critical role played by skilled professionals in driving innovation, managing complex supply chains, and adapting to technological advancements underscores the necessity for IT distribution companies to implement effective retention strategies.

As the IT sector continues to evolve, the demand for skilled personnel with expertise in areas such as logistics, supply chain management, cybersecurity, and emerging technologies intensifies. Consequently, companies find themselves engaged in a competitive battle to not only attract but also retain top-tier talent. This research aims to delve into the various strategies employed by IT distribution companies to retain quality human resources, recognizing the multifaceted challenges and unique considerations within this industry.

The dynamics of the IT distribution sector present distinctive challenges, ranging from the rapid evolution of technology to the global nature of supply chains. Retaining skilled professionals in such an environment requires a nuanced understanding of the factors influencing employee satisfaction, engagement, and commitment. By examining the diverse retention strategies adopted by IT distribution companies, this research seeks to provide valuable insights that can inform industry best practices and contribute to the overall success of organizations navigating this competitive terrain.

Throughout this study, we will explore the significance of fostering a positive work culture, implementing robust talent development programs, and leveraging cutting-edge technologies to enhance the employee experience. Additionally, attention will be given to the role of leadership, effective communication, and employee recognition in creating an environment that encourages long-term commitment and professional growth.

In conclusion, as IT distribution companies strive to remain at the forefront of technological advancements and market demands, the retention of quality human resource talents emerges as a pivotal factor in achieving sustainable success. This research endeavors to shed light on the strategies that empower organizations to not only attract but also retain skilled professionals, thereby fostering a workforce that propels the company towards innovation, efficiency, and lasting competitive advantage in the dynamic IT distribution landscape.

II. Methodology

Research Design & Instruments

The study adopted a mixed-method research approach, known as the **Convergent Parallel Design**. In a convergent parallel design, both qualitative and quantitative data are collected and analyzed separately, and the results are compared or integrated to provide a more holistic understanding of the research topic.

Quantitative and Qualitative Data Collection

Quantitative data collection involves the systematic gathering of numerical data to quantify, measure, and analyze various aspects which also include review, interviews, and focus group discussions.

Research Instruments

Survey questionnaires and interview research instruments are two commonly used tools for data collection in research studies. These tools are designed to collect data from participants in a structured and systematic manner and can be used to gather both quantitative and qualitative data. A survey questionnaire is a research instrument used to collect data from a large number of participants administered in person, by mail, by phone, or online.

Data Gathering

Approval of research title and instruments to be used in the study will be the starting point of data gathering. Survey interviews, document reviews and focus group discussions shall be the main source of data. Online survey questions will be given to employees through email attached to the link. Selected employees will be invited to join the interview and focus group discussion.

III. Results and Discussion

The comparative analysis presented here delves into the assessment of HR services in both the Company and its Contenders. The evaluation focuses on the extent of these services in various aspects. For this analysis, as compared, the Company's HR services, which have an overall weighted mean of 2.93, equivalent to a verbal interpretation of "agree," with the HR services provided by the Contenders, where the overall weighted mean is 3.13, also interpreted as "agree."

Company's HR Services (Overall Weighted Mean: 2.93 - "Agree"): The Company's HR services have garnered a positive perception among respondents. The overall weighted mean of .93 indicates that employees and stakeholders generally find the Company's HR services to be satisfactory. The interpretation of "agree" suggests that there is alignment between the offered services and the expectations or needs of the individuals within the organization.

This level of agreement implies that the Company has effectively met the basic requirements of HR services, as indicated by the respondents. The positive perception suggests that employees likely feel that they are being adequately supported in key HR service areas. However, there is room for improvement to achieve a higher level of satisfaction and competitiveness in terms of talent retention.

Contenders' HR Services (Overall Weighted Mean: 3.13 - "Agree"): In comparison, the Contenders have earned a slightly higher overall weighted mean of 3.13, also corresponding to a verbal interpretation of "agree." This suggests that, on average, respondents view the Contenders' HR services more favorably compared to the Company.

The Contenders' higher overall weighted mean indicates that they have taken additional steps to enhance the quality of their HR services. Employees and stakeholders perceive their HR services as being slightly better in meeting their needs and expectations. This can be seen as a competitive advantage for the Contenders, as they have likely invested more in areas such as employee engagement, recognition, or work environment.

The comparative analysis reveals that both the Company and its Contenders are generally doing well in providing HR services, as evidenced by the "agree" verbal interpretations. However, the Contenders hold a slight edge with their higher overall weighted mean.

This analysis underscores the importance of continuously improving HR services to enhance employee satisfaction and talent retention. To maintain a competitive edge, the Company can learn from the practices of the Contenders and consider aligning its HR strategies to better meet the evolving needs and expectations of its employees and stakeholders.

Statement of the Problem #3: Is there a significant difference between the market contenders and the company?

The HR services offered by the company have significant disparities when compared to its market contenders. These differences become evident when examining employee ratings, as employees rated the company lower in several key areas compared to how employees rated their counterparts at other companies. Specifically, substantial disparities were noted in the categories of Benefits & Privileges, Work Environment, and Leadership & Management. This suggests that employees perceive these aspects of HR services as falling short of their expectations in the company, possibly impacting on their job satisfaction and overall experience.

Notably, the only HR services with no statistically significant difference in ratings between the company and its competitors are training and workload. This implies that employees perceive these two areas as relatively consistent in quality when compared to similar services provided by other companies. This information could be valuable for the company as it suggests that they are on par with competitors in terms of training programs and the distribution of workloads among employees.

Statement of the Problem #4: What qualities of human resource talents do the companies retain?

The conclusion delves into two essential aspects within the company: the qualities and skills valued in employees and the approaches to skills training, while highlighting key differences among the participants and managers.

Firstly, when it comes to the qualities and skills revered by the company, the participants generally align on the importance of trustworthiness among their team members, indicating a shared value of reliability and integrity. However, it's evident that there are other qualities that diverge across their respective teams. This suggests that while trustworthiness is a universal trait, there are unique qualities and skills that each department prioritizes based on their specific functions and objectives.

These findings highlight the significance of recognizing the diverse requirements and priorities across different departments within the organization. Understanding and addressing these distinctions are crucial for staffing, skills development, and overall success, as it ensures that employees are equipped with the specific qualities and competencies necessary for their respective roles and responsibilities.

Statement of the Problem#5: Based on the findings of the study, what retention program can be proposed to increase the retention rate?**Recommendations:**

Based on the derived conclusions the following recommendations could be considered for a holistic approach to enhance both tangible and intangible aspects of the workplace.

a. Disparity on Employee Benefits & Privilege Review

Conduct a comprehensive review of the current company's benefits package – HMO for dependents, creation of new tangible benefits like annual issuance of clothing allowance, rice subsidy, and other perquisites. Crafting program for employees who are interested in pursuing further studies. These additional benefits could attract the employees to stay in the company. Ensure that it is competitive within the industry and meets the diverse needs of the workforce. In the research analysis about the relationship of HRM practices and employee retention in Thai SMEs (small and medium-sized enterprises), it was found out that effective HRM practices, such as employee engagement, training and development programs, and performance management, significantly impact employee retention rates. (Yamchuti & Pimchangthong, 2020)

b. Work Environment & Cultural Alignment

A significant portion of the company's employee population comprises individuals from both Gen Z and the millennial generation. Understanding and effectively managing the work

behaviors of this new generation can be challenging, as their mindset differs from that of Gen X. Therefore, it is crucial for leaders to cultivate a positive workplace culture that prioritizes inclusivity, collaboration, and respect. They should actively promote open communication and establish channels for employees to voice their concerns and suggestions freely. Employee engagement has a high impact in retaining talents. Employee engagement determines how connected the employees are in the organization. Different approaches have been shared to improve the retention such as listening to employee feedback, practicing EDI (equity, diversity, and inclusivity), career development plans, upskilling, health work-life balance, internal recognition, open-communication, and empathy. Workers who feel heard, understood, and cared for work harder, take more risks and help others succeed. With that in turn, improves retention. In the conference proceedings, “The Relationships Between Talent Management Practices, Employee Engagement and Employee Retention in the Information and Technology, (IT), organization in Selangor (Nurul, 2016), the findings of Pearson correlation analysis indicate talent management practices (managerial support, employee career development, and rewards and recognitions) have positive correlation with employee engagement. It was also found that employee engagement has a positive correlation with employee retention. The results of hierarchical regression analysis on determining the mediating effect of a mediator (employee engagement) indicate employee engagement mediated the relationship between talent management practice (employee career development and rewards and recognition) and employee retention individually.

c. Leadership and Management

Invest in leadership development program to enhance the skills and competencies of managers and supervisors. This can improve their ability to lead and inspire teams effectively. Establish mentorship and coaching programs to provide guidance and support to emerging leaders. This can help identify and nurture leadership talent from within the organization. Foster a culture of transparency and accountability in leadership. Clearly communicate organizational goals, values, and expectations, and hold leaders accountable for their actions and decisions. Leadership competencies that are required can be identified through the process of Training Needs Analysis (TNA), while the annual Program Budget Proposal (PBP) serves as the foundation for the Human Resources department's program design. Based on the book of Dr. William J. Rothwell, the importance of career development strategies should be given emphasis as this is a useful tool in employee retention programs. Creating clear career paths for their employees, offering training and development opportunities, and provide opportunities for advancement. (Rothwell, 2019, pp. 29-38). He also highlights the benefits of mentoring and coaching programs in enhancing employees' skills, knowledge, and career development. (Rothwell, 2019, pp. 57-70). In terms of job rotation in he emphasizes the benefits of job rotation programs in providing employees with new challenges, enhancing their skills and knowledge, and promoting career development.

He also explores the relationship between succession planning and career development in employee retention programs. Rothwell emphasizes the importance of succession planning in identifying and developing potential leaders within the organization. (Rothwell, 2019, pp. 109-122). Another highlight is the employee development programs. The chapter examines the use of employee development programs as part of employee retention strategies. He reiterated the benefits of employee development programs in enhancing employees' skills, knowledge, and career development. In this book, it provides practical guidance on developing effective career development programs, making it a valuable resource for employers looking to retain their employees. (Rothwell, 2019, pp. 123-142)

d. On Employee Skills Development

Every department manager has a responsibility to perform an annual Training Needs Analysis (TNA). The outcome of this analysis must be promptly submitted and collaboratively addressed with the Human Resources (HR) department. The objective here is to ensure that the identified training needs are adequately incorporated into the larger organizational framework. Furthermore, each department's Program Budget Proposal (PBP) should be meticulously crafted with the specific purpose of guiding and underpinning the design of training initiatives. By aligning the PBP with the identified training needs, it can ensure a strategic and financially sound approach to developing the employees' skills and capabilities, ultimately contributing to the overall growth and success of the organization. This synchronized effort between department managers, HR, and budget planning facilitates a more comprehensive and effective training strategy. In the study of (Jaseel, 2019), Impact Of Training And Development On Employee Retention Of The Sales Team In Vodafone At United Kingdom, it revealed in the conclusion that training and development program is the boosts of the employees who need to improve their potential and performance which will thusly increase the effectiveness of the organization. The most remarkable aspect of training and development is the better authoritative presentation of the sales team. It is on the grounds that, through training and development, the steady loss rate will be low that will consequence in higher efficiency which all would inspire the sales team to perform eagerly.

e. A retention program for high-performing employees

High-performing employees are valuable assets to any organization, and it's crucial to provide them with incentives and support to ensure they remain engaged and committed to their roles. In the study of Impact on Training on Employee Retention (Ahmad, 2013) at the Cleveland University, there is a significant impact of training on employee's retention. The research provides empirical evidence that supports the cause of training and its effect on employee retention. The research has proved that employees' decision to stay for a longer period can be influenced by training. In the research entitled, "The Impact of Human Resource Management Practices on Employee Retention in Thailand" (Tontrakul, Wetprasit, & Chongphaisal, 2019), This research explores the influence of human resource management practices on employee retention in Thai

organizations. The authors found that compensation, training and development, and work-life balance are the most significant factors that impact employee retention.

In the hotel industry, similar study was conducted to examine the relationship between human resource practices and employee retention in Thai hotels. The authors found that effective human resource practices, such as training and development opportunities, career advancement, and work-life balance, significantly influence employee retention rates in the hotel industry. (Sangphet, Chaiyakul, & Rompho, 2019).

These recommendations aim to create a more positive, supportive, and productive work environment. It is crucial to involve employees in the process by seeking their input and feedback, as their perspectives can provide valuable insights into areas that require improvement. Additionally, regular monitoring and assessment of progress in these areas will help ensure that the desired changes are being effectively implemented.

IV. Conclusion

This research has delved into the intricate landscape of retention strategies employed by IT distribution companies to secure and nurture quality human resources talents. The rapid evolution of the technology sector, coupled with intense competition for skilled professionals, has necessitated a strategic and proactive approach to talent retention. Through an exploration of various retention strategies such as professional development programs, competitive compensation structures, a positive work culture, and opportunities for career advancement, it becomes evident that successful retention is a multifaceted endeavor.

The findings underscore the importance of aligning organizational goals with the career aspirations of employees, fostering a symbiotic relationship that contributes to job satisfaction and loyalty. Additionally, a holistic understanding of the unique needs and expectations of the IT workforce is imperative for tailoring effective retention initiatives.

While financial incentives remain crucial, this research highlights the significance of non-monetary factors, including a supportive work environment, recognition programs, and flexible work arrangements. These aspects contribute significantly to employee engagement, job satisfaction, and ultimately, long-term commitment to the organization.

As IT distribution companies navigate the complexities of the talent landscape, it is evident that a dynamic and adaptive approach to retention is essential. Continuous feedback mechanisms, regular assessments of employee satisfaction, and a commitment to addressing evolving needs are critical for sustaining a workforce of high-caliber professionals.

In light of the research findings, it is recommended that IT distribution companies invest in ongoing evaluation of their retention strategies, ensuring they remain aligned with industry

trends and the evolving expectations of the workforce. Ultimately, the success of retention efforts hinges on the ability of organizations to create an inclusive, supportive, and growth-oriented environment, fostering a sense of loyalty and commitment among their human resources talents.

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