

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes and discusses the findings of this study. The first section presents the summary of the study. The second section addresses the limitations of the study. This is followed by number of recommendations for future research. Finally, the last section of this study presents the general implications suggested by the findings of the study.

5.1 SUMMARY OF THE STUDY

The common theme of the research is the belief that people need to be respected and treated as precious human capital, more essential to an organization's effectiveness than its financial capital. On that ground, the purpose of the research is to assess the impact of corporate culture on employee's attitudinal outcomes and to test the mediating impact of person-environment fit on the corporate culture and employee's outcomes in the form of job satisfaction, organizational commitment and turnover intentions.

5.2 LIMITATIONS OF THE STUDY

The most evident limitation of the research is the limited statistical coverage of population owing to the geographical coverage and relatively small sample of 204 respondents. Most of the respondents were from urban Klang Valley area. Thus the sample size may not be representative of the entire Malaysian population.

The previous researches focus on individualized HRM practices and employees' outcomes. For example, examining the effect of rewards and recognition in employees' job satisfaction for instance or the influence of P-E fit in organizational commitment of an employee. Thus, there is limited relevant framework and specifically in the Malaysian context.

Finally, there is also a potential problem of response bias, where most of the respondents were relatively young executives from the services sector. Future research must extend across larger sampling across various job sectors not centric to private sector only. The time frame of the research is a drawback compared to other similar studies that have been done in the past. This has led to the use of convenience sampling as findings from the sample cannot be generalized to the population.

5.3 IMPLICATIONS OF THE STUDY

This research is extension on the previous researches that focused on the individual HRM practices. This is a relatively new area of research as to the combination of HRM practices into employees' outcomes. Thus, a new avenue is created in understanding the mediating role of the P-E Fit in relation to corporate culture and employee outcomes.

It also serves as a platform to explore the employees' perception to understand the dimensions of corporate culture, P-E fit and employee outcomes in organizations.

Overall, this study provides scope for academicians and practitioners to find the best HRM practices that would work for a particular organization. Apart from that, the research provides a new perspective in management. It helps to instill consciousness in management of their employees' behavior, attitude, expectation and perception. Thus the organizations can diversify their management style through exploration of the best HRM practices.

5.4 RECOMMENDATIONS

Another interesting area of research may include demographics factors as the independent variables. This is supported by (Mowday, Porter and Steers, 1982) who states that, job satisfaction and organizational commitment can be influenced by personal factors, six demographic factors were statistically controlled: position, education, salary, marital status, race and gender.

Further research in this area can help practitioners and academicians to find which HRM practices influence the employee outcomes. All HRM practices do not work for all organizations, therefore, it is important for HR managers to figure what HRM practices are working and what are not. This study provides scope for future studies, with different HRM practices, with different industry and a different population. This research could also be extended to either a specific organization or across cultural diversity and countries.

5.5 CONCLUSION

Turnover causes significant expense to an organization. Turnover costs not only include the cost of just replacing an employee but also we need to take into account the cost incurred in terms of loss in experience and knowledge. Therefore, in order to bring significant benefit to the organization, actions must be taken to increase the employee outcomes.

The results clearly indicate that a good fit specifically multiple fit dimensions is a powerful variable that has enormous impact not only on the employee outcomes but their work attitudes as well. The more an employee fit, the higher the job satisfaction, the higher the organizational commitment and the lower the turnover intention.

In conclusion, management needs to pay attention to the their organizational culture as factors such as training, rewards, teamwork and communication is an essential to increase job satisfaction of employees that would in turn result in increased employee commitment and thus reduced employee turnover intentions. Positive responses will occur only when individuals match the requirements of a work environment. Hence, practicing these dimensions in organizations enables better results in this area.