

CHAPTER 5: CONCLUSION AND RECOMMENDATION

This chapter covers the summary of this study and seeks to propose some recommendations on future studies that can be conducted to expand on this study. And finally it comes with the implications of this study.

5.1 SUMMARY AND CONCLUSION

This study contributes to better understanding of the relationship between person-environment fit, personality and organizational commitment. The objective of this study is to prove person environment fit has a positive relationship with organizational commitment and the big five personality moderating the relationship Person-Environment Fit and organizational commitment. However only partial of hypothesis were supported based on the data collected for the study.

This study aid the growing of PE fit literature, which shows the PO Fit and PG Fit is positive related to higher organizational commitment. It also makes important contribution shows that, Personality traits moderate the relationship of PE fit and Organizational Commitment.

Today's working environment is very competitive, and the sustaining of the organization is depending on the support of workers who attach to the organization. The employees who feel happy to be part of the organization and who support the goals and objectives of the organization will provide higher level of commitment to the organization.

The two elements of organizational commitment discussed in the earlier are important. Each of it has described the unique characteristics of commitment holds.

The total respondents were 261 and the response rate was 32.85%. The proportion of male and female for respondents almost equal, majority of the respondents are below 40 year old.

Through the regression analysis, the regression revealed only H1 was fully supported. Only partial of H2, H3 H4 and H5 were supported.

5.2 LIMITATIONS OF THIS RESEARCH

Like others research, there are limitations to this study must be considered. The study was confined to sample of respondents through convenient sampling method; most of the respondents are author's peers, friends and classmates in University Malaya. Only a certain population has chance to be measure. Simple random approach not included in the research due to time and cost constraints. Although it could be generalised from the sample of the population studied, but the study refers to the specific location only, it may not necessarily represent the level of organizational commitment.

The respondents were from different education level and background, and they were scattered by geographical area. Few respondents were not able to fill in the questionnaire without the existence of assistance and guidance. And some respondents are unaware about the urgency of the questionnaire to be return back.

Time has been one of the limiting factors; the time frame to conduct this research was 4 months. A longer period would enable to collect the questionnaire from larger sample size ($n > 500$) to reduce the standard error.

The results from the study suggest that the personality does have moderator between PE fit and organizational commitment. In this study, emotional stability, agreeableness and conscientiousness played such as a moderator role.

As such beyond the results obtained, it opens new research questions and invites further exploration of more complex relationship between PE fit and organizational commitment.

5.3 SUGGESTION OF FUTURE RESEARCH

In this study, researcher has concentrated on employee from various job sectors. But this study it did not focus on blue-collar workers, which is another interesting area for study.

The model explains the cause variation to organizational commitment. The other variables where organizational culture, personal characteristic such as age, gender, race, religion, marriage status & educational level could include in future study.

Furthermore, this study only looks from two predictors of Person-Environment Fit. It might be important to indicate the critical link from Person-Job Fit, Person-Vocation Fit and Person-Supervisor Fit in development of organizational commitment.

The future research could explore the differences in response from different working background and demographic. For example, comparison could be made for workforce from different industries, ethnicities, or countries. Another possible direction is using differentiated measure of personality questionnaire (for example: 16 PF questionnaire).

Split sample methodology could using in the next research for study the differences between 3 group of sample of workforces, namely Malaysian workers who presently work in Malaysia, Malaysian workers who are currently working aboard and expatriates workforce who are currently working in Malaysia.

5.4 IMPLICATIONS

This study has enabled human resource practitioner to identify factors to increase the employee retention in the organization. The scale can be a benchmark to predict the level commitment that employee could provide during recruiting new staff.

The findings of the research clearly indicate the relationship exist between Person-Environment Fit and organizational commitment. Therefore, it is a lesson for human resource department for recruiting employees' match with the organizational values, job function and the work-group values. Because when employees' values match with the work-group values, organizational values and job function; they intend to be more committed to the organization.

The results of the study suggest that the personality traits may include in the list of related the organizational commitment. Therefore, human resource department should not only refer to the previous work experience and education background for candidate during recruitment, but also need to adopt selection procedure to personality measures to predict the future level of organizational commitment from this candidate. Performance appraisal was recommended in Eddie M.W. Tong's et. al. (2006) research is a good tool for study in personality traits.

This study also showed the importance of understanding the factors for employee's retention, where independent variables and personality traits are related to organizational commitment. Employers could improve theirs employee intention, with influencing both the independent variables & moderating variables.

But, fits measure obsolete over period. When there is a new CEO been appointed, the organizational culture in the organization is likely to be change too. The changes of the organization culture will influence the change of fits level in the organization. It recommends HR practitioner need to recollect the fits data in the organization over the period, especially after the period of restructuring. Managers always focus on employee's personality traits to

predict their commitment level, but have neglect that the complexity of environment changes will impact their organizational commitment too.

It is true that; turnover rate among the computer programmer in Malaysia is high. Managers perhaps should look into the aspect affect the subordinates' organizational commitment, whether they looking for ideal working environment, rewarding package or promotion chances.