

## 6.0 CONCLUSION

This research was conducted to examine the relationship between employees' perceptions of organizational strategy fit and organizational commitment and intention to stay from the perspective of person-organization fit. Results showed that there is positive relationship between strategy fit and employees' commitment and the relationship is significant at  $p < 0.01$ . Strategy fit also was positively related to employees' intention to stay but the result is not significantly correlated.

Therefore, based on the result of Hierarchical Regression Analysis conducted in this study, H1 was accepted and job alternatives moderates the positive relationship between strategy fit and the organizational commitment. On the other hand, H2 was rejected and the result of Bivariate Pearson product-moment Correlation Analysis which states that there is no significant relationship between strategy fit and intention to stay was further supported by the result of Hierarchical Regression Analysis. Job alternatives does not moderate the relationship between strategy fit and employees' intention to stay.

In addition to that, this current study also examined the relationship between employees' perceptions of organizational strategy of other organization and the firm's attractiveness was moderated by gender. 105 respondents had participated in this study and the result shows that job alternatives moderated the relationship between employees' perceptions to organizational strategy fit and organizational commitment but other job alternatives did not moderate the relationship of employees' organizational strategy fit with intention to stay.

The high cost of recruitment and selection (Pfeffer, 1998), the lag and productivity loss during the assimilation period (Davies, 2001), the likely loss of business opportunity (McCallum, 1988; Walker, 2001), poor customer relationship (Clarke, 2001; Messmer, 2000), and hidden cost of loss productivity (Das, 2022) have been the result of previous researchers on the effect of high turnover rate in an organization. Hence, top management in the Malaysian context need to tackle this issue efficiently.

Research has showed that recognition is an important aspect of job satisfaction and retention (Blegen *et al.*, 1992; Khowaja *et al.*, 2005). Willis (2000) also states that compensation has become the most critical issue when it comes to attracting and keeping talents. Equity of compensation also plays an important role in keeping talents (Roberts *et al.*, 1997). Since the result of this study indicates that strategy fit do not plays a significant impact on retaining talents, organizations need to focus on other strategic human resource management factors.

In order for an organization to strategically plan for recruiting new talents, they need to look at other aspects rather than organizational strategy fit in order to attract potential talents. Again, the organizations' compensation and benefit scheme, recognition and a few other factors has found to be more attractive for future talents. The finding of this study could be useful to top management of an organization in order to plan the future.

## 6.1 Limitations

As with all studies, this study was with limitations as well. One limitation was the number of respondents who responded during the period of this study was a bit on the lower end. Perhaps the respondents who participated in this study can be more than 250 in order to have a stronger and more reliable data. With additional time allocated, more data could be gathered and a balanced response from male and female could be obtained.

James and Hatten (1995) stated that one of the weaknesses for the self typing paragraph approach that researchers use to assess Miles and Snow's (1978) strategic type is that the approach may measure intended strategy rather than realized strategy (Snow and Hrebiniak, 1980). While this may be a limitation when it comes to top management to complete the measure, most of the participants in this study had no investment or underlying motivation to the strategy type they chose as most descriptive of their organization.

Another limitation was the use of English questionnaire without translation in Bahasa Melayu. There are respondents who holds non management position i.e. administration and clerical employees which holds ecademic qualification at the secondary level and below. On top of that, they were in the age of 20 – 29 years and can still be considered green in the working environment. Hence, not being prejudice, it is more fair to have a bilingual questionnaire.

## 6.2 Implications and future research

Since the area of person-organization fit in terms of organizational strategy is a new domain especially in Malaysia, future research can explore the relation between organizational strategy and other employee attitudes and behaviours such as job satisfaction and job performance. Since, different individual has different perspective and wants, personality characteristics need to be examined as moderators of the relation between strategy person-organization fit and the outcome variables such as organizational commitment and intention to stay.

Another line of research can explore the extent to which job applicants perceived organizational strategy as an important characteristics when engaging in job search behaviours taking into account other demographic characteristics other than gender. Some other possible demographic characteristics which might moderates such a relationship might be individual's education level, current job position and also age.

In terms of respondents to a study, data should be collected from employees of an organization. Thus, a case study on an organization with the same framework can done in the future. As for the present study, data collected were from various organizations. Since different organizations have different strategy and strength in keeping their talents, that is why the result of the second hypothesis is not significantly correlated i.e. strategy fit and employees' turn over intention is not significantly correlated.

The moderator of perceived job alternatives can also be explored in greater detail. This study was exploratory in nature, so we simply used a single dimensional measure of perceived job alternatives. Griffeth, Steel, Allen, and Bryan (2005) developed a multidimensional measure of job market cognitions called the Employment Opportunity Index (EOI) that comprises five dimensions: ease of movement, desirability of movement, networking, crystallization of alternatives, and mobility. Hence, the significant findings from the present study open many new avenues of research in the area of person-organization fit.