

CHAPTER V

CONCLUSIONS, IMPLICATIONS, LIMITATIONS, AND SUGGESTIONS

A. CONCLUSIONS

The purpose of this research is to investigate the relationship between the big five personality and organizational commitment with the moderating role of perceived organizational support of employees at *PT. Telekomunikasi Indonesia, Tbk. Witel Jateng Barat Selatan–Purwokerto*. Based on the research results, it can be concluded that:

1. Openness to experience, conscientiousness, and agreeableness have a positive and significant relationship with affective commitment, while extraversion and neuroticism have a positive but not significant relationship with affective commitment.
2. Conscientiousness, extraversion, and neuroticism have a positive and significant relationship with continuance commitment, while openness to experience and agreeableness have a negative but not significant relationship with continuance commitment.
3. Extraversion, agreeableness and neuroticism have a positive and significant relationship with normative commitment, while conscientiousness has a positive, but not significant relationship with normative commitment, and openness to experience has a negative but not significant relationship with normative commitment.

4. Significantly perceived organizational support moderates the relationship between the big five personality and organizational commitment.

B. IMPLICATIONS

To increase the organizational commitment, management of *PT. Telekomunikasi Indonesia, Tbk. Witel Jateng Barat Selatan–Purwokerto* needs to:

1. Select the qualified job applicants by using the big five personality test to measure and fit the personality dimensions in appropriately with the job positions and organization, in this term is conscientiousness.
2. Develop the employees' personality by counseling or mentoring—approach in advising, guiding, and nurturing—to courage the growth of positive individual behavior in the workplace as a conscientious employee.
3. Consider the improvement of employees' perceived organizational support by values their contribution to the organization, appreciate their extra effort, listen their complaint, care about their well-being, notice their best job, care about their general satisfaction at work, show a big concern for them, and take pride in their accomplishments at work.

C. LIMITATIONS

This research contains a number of limitations that should be considered for the future research, there are:

1. This study only conducted at the head office of *Witel Jateng Barat Selatan*, which is located in Purwokerto area, not all of *Witel Jateng Barat Selatan*, which is included Banjarnegara, Purbalingga, Banyumas, Cilacap, and Kebumen (Barlingmascakeb), so the sample size is limited.
2. This study only conducted at *Witel Jateng Barat Selatan–Purwokerto*, therefore the results of this study can not be generalized widely, but it is limited only to employees' of *Witel Jateng Barat Selatan–Purwokerto* who became the participants of this study.
3. *Witel Jateng Barat Selatan–Purwokerto* is a head office of the telecommunication service company in Barlingmascakeb, which is has 3 offices, there are located in *Jalan Merdeka, Jalan Patriot, and Jalan Gerilya*. It makes the employees have a high movement, not all the employees always stay at the office. So, the spread and collection of questionnaires less effectively and efficiency.
4. Data collected in this research is only done through the distribution of questionnaires in once time called a cross-sectional, so the respondents' exploration information is very limited because not capable of being searched more information to respondents.

D. SUGGESTIONS

Refers to the limitations of this research, further researchers need to:

1. Develop the research model by adding the other moderator variables to examine the indirect effect which in the theoretically and empirically are indicated have a strong and significant relationship between the big five personality and organizational commitment.
2. Expand the scope of research subject to the other company or organization.
3. Consider using the other primary data collection method such as triangulation method, with a questionnaire and interview, so there will be more information that can be obtained.
4. Consider using the longitudinal method or time-series data, so there will be more data that can strengthen the hypothesis results to see the relationship between the big five personality, organizational commitment, and perceived organizational support.
5. Consider using the other data analysis techniques, such as Partial Least Square (PLS) and Structural Equation Modeling (SEM).