

## **CHAPTER V**

### **CONCLUSION**

#### **5.1. Research Conclusion**

This study examines the impact of perceived value congruence, pro-environmental attitudes, and organizational reputation on job search intentions among alumni of the Management Department of Andalas University. It also explores whether organizational reputation plays a role in strengthening individuals' job search intentions. A total of 209 respondents met the criteria. The data obtained was processed and analyzed using Microsoft Excel and SmartPls 4. The following is the conclusion of the research based on the discussion described in the previous chapter:

1. Perceived value fit has a positive and significant effect on job pursuit intention. This indicates that when individuals perceive a strong alignment between their personal values and the organization's values, they are more likely to develop a strong intention to pursue a job in that organization.
2. Perceived value fit has a positive and significant effect on organizational reputation. It means that when individuals feel that their values align with those of the organization, they tend to perceive the organization as having a good reputation.
3. Pro-environmental attitude has a positive and significant effect on job pursuit intention. This suggests that individuals with strong environmental awareness are more inclined to pursue employment opportunities in organizations that emphasize sustainability and eco-friendly practices.

4. Pro-environmental attitude has a positive and significant influence on organizational reputation. This implies that individuals who hold pro-environmental attitudes perceive environmentally responsible organizations as having better reputations.
5. Organizational reputation has a positive but not significant effect on job pursuit intention. Although the relationship is positive, it is not statistically significant, indicating that a good reputation alone may not be sufficient to encourage individuals to pursue job opportunities.
6. Organizational reputation does not mediate the relationship between perceived value fit and job pursuit intention. This means that perceived value fit directly affects job pursuit intention without passing through organizational reputation as an intervening variable.
7. Organizational reputation does not mediate the relationship between pro-environmental attitude and job pursuit intention. Despite pro-environmental attitude having a significant direct effect on job pursuit intention, this relationship is not mediated by organizational reputation.

## **5.2. Research Implication**

This research provides several theoretical and practical implications related to the influence of perceived value fit and pro-environmental attitude on job pursuit intention, as well as the mediating role of organizational reputation among alumni of the Management Department, Universitas Andalas.

### *Theoretical Implications*

Theoretically, this study strengthens the Person–Organization (P–O) Fit Theory, which emphasizes that individuals are more attracted to organizations whose values align with their own (Kristof, 1996). The significant effect of perceived value fit on both job pursuit intention and organizational reputation confirms that value congruence plays a crucial role in shaping individuals' attraction and evaluation toward an organization. This finding supports prior studies such as Cable and Judge (1996) and Kim and Kim (2020), which stated that perceived alignment between personal and organizational values enhances organizational attractiveness and reputation perception.

Furthermore, the significant effect of pro-environmental attitude on both job pursuit intention and organizational reputation supports the Theory of Planned Behavior (Ajzen, 1991) and Environmental Psychology perspective, which suggest that individuals with positive environmental attitudes tend to engage in behaviors consistent with their beliefs. In this context, job seekers with strong environmental concern are more likely to pursue employment in environmentally responsible organizations. This aligns with previous studies by Greening and Turban (2000), who found that organizations demonstrating environmental and social responsibility attract environmentally conscious applicants.

The finding that organizational reputation has a positive but insignificant influence on job pursuit intention provides insight for refining Signaling Theory (Spence, 1973). While reputation serves as an external signal of organizational quality, this result suggests that young job seekers, particularly Gen Z, may rely

more on internal personal alignment and sustainability values rather than external signals when deciding where to work. This finding is consistent with Kausel and Slaughter (2011), who noted that reputation's influence may diminish when personal value fit becomes more salient.

The finding that organizational reputation does not mediate the relationship between perceived value fit or pro-environmental attitude and job pursuit intention indicates that these relationships are direct. This suggests that the attractiveness of an organization to potential job seekers is shaped more by intrinsic compatibility and environmental beliefs rather than by the organization's overall reputation. This offers a valuable extension to previous research, highlighting that organizational reputation may not always function as a key mediating factor in job pursuit contexts, particularly among younger, value-driven populations.

#### *Practical Implications*

Practically, the results of this study provide several important insights for organizations, recruiters and HR managers, and educational institution.

1. Based on the findings indicate that perceived value fit and pro-environmental attitude have a significant influence on job pursuit intention. Therefore, organizations are encouraged to clearly communicate their organizational values, culture, and sustainability commitments through official channels such as company websites, social media, employer branding materials, and recruitment advertisements. By doing so, organizations can attract job seekers whose personal values align with

those of the organization. Organizations should consistently implement and showcase environmentally responsible practices, such as sustainability programs, green initiatives, and corporate social responsibility (CSR) activities. These practices can strengthen positive perceptions among environmentally conscious job seekers and increase their interest in pursuing employment opportunities. Since organizational reputation alone was found to be insufficient in significantly influencing job pursuit intention, organizations should focus not only on building a positive reputation but also on ensuring that their values and environmental commitments are genuinely reflected in daily operations.

2. For recruiters and HRD practitioners, the results suggest the importance of emphasizing value congruence during the recruitment and selection process. Recruiters should highlight organizational values and sustainability orientations in job postings, campus recruitment events, and interviews to help potential applicants assess their compatibility with the organization. HRD can design recruitment strategies that target individuals with strong pro-environmental attitudes, as these individuals are more likely to show higher job pursuit intentions toward organizations that demonstrate environmental responsibility. Since organizational reputation does not mediate the relationship between values and job pursuit intention, recruiters should prioritize direct communication about value alignment and environmental practices rather than relying solely on the organization's reputation to attract applicants.

3. For educational institutions, particularly universities and management departments, the findings highlight the importance of fostering value awareness and environmental responsibility among students and alumni. Universities can integrate sustainability-related topics, ethical business practices, and value-based management into their curricula to prepare graduates who are more conscious of organizational values and environmental issues. Career development units and academic programs can provide guidance to students in identifying organizations that align with their personal values and pro-environmental attitudes. By equipping students with a better understanding of value fit and sustainability in the workplace, educational institutions can support graduates in making more informed career decisions and enhance their readiness to enter the job market.

### **5.3. Research Limitation**

This research is not perfect and its implementation definitely has several limitations, namely:

1. This study was conducted only among alumni of the Management Department, Universitas Andalas, which may limit the generalizability of the findings to broader populations or to other academic backgrounds. Future research could include respondents from different universities, study programs, or industries to enhance external validity.
2. The data were collected using a cross-sectional survey design, which captures respondents' perceptions at a single point in time. This design



limits the ability to draw causal conclusions about the relationships between variables. A longitudinal study would be beneficial to observe how perceived value fit, pro-environmental attitude, and job pursuit intention evolve over time.

3. This research relied on self-reported data, which may be subject to social desirability bias, respondents might have answered in ways they perceive as favorable rather than reflecting their true opinions. Employing multiple data collection methods, such as interviews or behavioral observations, could minimize this bias in future studies.
4. The variable of organizational reputation was measured based on respondents' perceptions rather than actual reputation metrics or company-level data. Future studies could incorporate objective measures such as employer ranking reports, public reputation indices, or social media sentiment analysis to provide a more comprehensive understanding of how reputation affects job pursuit intention.

#### **5.4. Suggestion for Future Research**

Based on the limitations identified above, several recommendations are proposed for future research.

1. The next research is suggested to include respondents from different academic backgrounds and universities, not only from the Management Department, Universitas Andalas. This will allow comparisons between different fields of study and provide a more comprehensive understanding of job pursuit intention among various alumni groups.

2. The next research is suggested to examine other generations beyond recent graduates, such as Millennials or Generation X, who already have more extensive work experience. This will help identify whether the effects of perceived value fit, pro-environmental attitude, and organizational reputation differ across generations.
3. The next research is suggested to include participants from different regions or cities, such as Jakarta or other developed areas, to compare whether geographical and economic contexts influence job pursuit intentions and perceptions of organizational reputation.
4. The next research is suggested to add other relevant variables that could influence job pursuit intention, such as employer branding, work-life balance, perceived organizational support, career motivation, and corporate social responsibility. These variables could provide a more comprehensive explanation of job seekers' decision-making behavior.
5. The next research is suggested to use a mixed-method approach, combining quantitative surveys with qualitative interviews or focus group discussions. This approach will help future researchers gain a deeper understanding of the motivations, perceptions, and reasoning behind job seekers' intentions and value alignment.
6. The data collection method in the next research is suggested to be conducted offline or through direct interaction with respondents. This will help minimize potential misunderstanding when filling out the questionnaire and ensure more accurate and reliable responses.