

Research Article

The Role of Work Engagement as A Mediating Variable : The Effect of Authentic Leadership on Employee Career Satisfaction

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Abstract: The hospitality industry, characterized by intensive customer interactions and dynamic service demands, places constant pressure on employees to maintain professionalism, adaptability, and the ability to deliver prompt and high-quality service. Within such a context, leadership emerges as a critical factor in sustaining long-term employee performance and organizational success. This study emphasizes authentic leadership as a leadership style capable of fostering positive employee attitudes while aligning individual aspirations with broader organizational goals. Authentic leaders promote constructive psychological conditions through self-awareness, balanced information processing, internalized moral values, and relational transparency, all of which are essential for nurturing trust and motivation in service-oriented environments. The primary objective of this research is to investigate the mediating role of work engagement in the relationship between authentic leadership and hotel employees' career satisfaction. To achieve this, a quantitative approach was adopted, involving a survey of 100 hotel employees working in Malang, Indonesia. The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) to test both the direct and indirect relationships among the studied variables. The findings reveal that authentic leadership has a significant and positive influence on both work engagement and career satisfaction. Moreover, work engagement itself exerts a strong effect on career satisfaction and serves as a full mediator between authentic leadership and career satisfaction. These results contribute to the growing body of literature on leadership and employee outcomes by underscoring the strategic importance of authentic leadership in enhancing employees' psychological resources, strengthening their engagement, and ultimately improving career satisfaction, which is indispensable for maintaining competitiveness in the hospitality sector.

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1. Introduction

Human resources (HR) are a key asset in the development and advancement of an organization, especially in the hospitality industry, which relies heavily on direct customer interaction. Employees in this sector are required to have an excellent attitude and behavior in order to provide the best service. To achieve this, effective and adaptive leaders are needed in a variety of conditions (Robbins & Judge, 2012).

One of the important outcomes of effective leadership is employee career satisfaction. Career satisfaction is the feeling of positivity and satisfaction arising from work, relationships with colleagues and superiors, and career development opportunities (Pila et al., 2016). Employees who feel satisfied with their careers are usually more motivated, perform more optimally, and work more productively, while also having a healthy psychological state and a better work-life balance (Elstad & Jansson, 2020)(Cheema & Javed, 2017). Employer support and job suitability with personal interests are also important factors in career satisfaction (Cui et al., 2017)(Kaya & Karatepe, 2020).



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This study proposes an authentic leadership style as an effective approach. Authentic leadership is defined as a positive leadership style that comes from elements such as self-awareness, a balanced process, an internalized moral perspective, and relational transparency (Gardner et al., 2021)(Walumbwa et al., 2008). Authentic leaders are believed to be able to encourage subordinates to be positive, build trust, and achieve common goals(Pope, 2018)(Sher Khan, Bashir Muhammad, 2017). Thus, authentic leadership can enhance employees' positive behaviour, reduce negative behavior, and ultimately contribute to the success of the organization

Moreover, work engagement is also a crucial factor that affects career satisfaction. Work engagement is interpreted as the sense of usefulness, devotion, and physical, cognitive, emotional, and mental expression of employees in their work (Hana Meilinda et al., 2021)(Rai & Maheshwari, 2021). Strong work attachment has been shown to be positively correlated with career satisfaction and organizational success (Sulistyo & Suhartini, 2019)(Sun et al., 2022)(Rafiq, M., Farrukh, M., Attiq, S., Shahzad, F., & Khan, 2023). Authentic leaders, with their characteristics, are expected to cultivate work engagement strong among employees (Lee et al., 2017).

Although previous research has addressed authentic leadership, work engagement, and career satisfaction separately or in direct relationships, there is still a research gap regarding the role of work engagement as a mediator between authentic leadership and career satisfaction, especially in the context of the hospitality industry in Indonesia. This study aims to close the research gap by conducting empirical testing on four aspects, namely: (1) the relationship between authentic leadership and employee career satisfaction, (2) the relationship between authentic leadership and job attachment, (3) the effect of work attachment on employee career satisfaction, and (4) the role of work attachment as a mediator in the relationship between authentic leadership and employee career satisfaction.

This research contribution is expected to enrich the literature on authentic leadership, work engagement, and career satisfaction, as well as provide practical implications for hotel management in developing effective leadership strategies to improve employee career satisfaction.

2. Literature Review

The Influence of Authentic Leadership on Employee Career Satisfaction

Authentic leadership is a leadership style rooted in honesty, integrity, and transparency (Gardner et al., 2021). Authentic leaders have high self-awareness, understand their values and beliefs, and act in accordance with those values. They demonstrate relational transparency, share information openly, and build genuine relationships with followers (Walumbwa et al., 2008). Authentic leaders also possess a deeply ingrained moral perspective and employ balanced processing when making decisions, taking into account diverse views before taking action (Gardner et al., 2021). This leadership approach creates a conducive work atmosphere, increases mutual trust, and fosters ethical behavior among employees (Pope, 2018)(Sher Khan, Bashir Muhammad, 2017).

Authentic leadership, characterized by transparency, ethics, and values, is expected to be able to build a conducive work environment and encourage employee motivation. Authentic leaders tend to build trust and respect, which in turn can increase employees' satisfaction with their careers (Pope, 2018)(Sher Khan, Bashir Muhammad, 2017)(Chang et al., 2020). Employees who feel valued, supported, and have a consistent leader in word and deed will be more satisfied with their career path.

H1: Authentic leadership has a significant impact on employee career satisfaction

The Influence of Authentic Leadership on Employee Career Satisfaction

Work engagement defined as a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption(Schaufeli et al., 2002). Employees who have work engagement High indicates great energy in their work (vigor), feeling proud and enthusiastic about their work (dedication), and being fully engaged and focused on their task (absorption). Work engagement not just physical involvement, but also involves cognitive and emotional aspects (Hana Meilinda et al., 2021)(Rai & Maheshwari, 2021).

Employees who have work engagement high tends to feel their work is more meaningful and fulfilling. Full involvement in the work, accompanied by dedication and high enthusiasm, contributes to improved performance, which ultimately opens up greater career opportunities, recognition, and rewards (Sulistyo & Suhartini, 2019)(Sun et al., 2022)(Rafiq, M., Farrukh, M., Attiq, S., Shahzad, F., & Khan, 2023). A sense of achievement and significant contribution from work engagement directly contributes to overall career satisfaction (Kaya & Karatepe, 2020).

H2: Authentic leadership has a significant impact on work engagement.

The Effect of Work Engagement on Employee Career Satisfaction

Career satisfaction is a positive evaluation or feeling of happiness that an individual experience towards their career as a whole(Wipulanusat et al., 2021). This includes satisfaction with career advancement, salary, recognition, development opportunities, and interpersonal relationships in the workplace(Pila et al., 2016). Career satisfaction is important because it correlates with motivation, performance, productivity, psychological well-being, and better work-life balance(Elstad & Jansson, 2020)(Cheema & Javed, 2017).

Employees who have work engagement high tends to feel their work is more meaningful and fulfilling. Deep involvement in work, dedication, and high passion will lead to better performance, which in turn can open up greater career opportunities, recognition, and rewards (Cheema & Javed, 2017)(Sun et al., 2022)(Rafiq, M., Farrukh, M., Attiq, S., Shahzad, F., & Khan, 2023). A sense of achievement and significant contribution from work engagement directly contributes to overall career satisfaction (Kaya & Karatepe, 2020).

H3: Work engagement has a significant effect on employee career satisfaction

Work Engagement Mediates The Influence Of Authentic Leadership On Employee Career Satisfaction

Based on the above argument, authentic leadership not only directly affects career satisfaction but also indirectly affects work engagement. Authentic leaders create conditions conducive for employees to feel engaged and dedicated to their work. This engagement then becomes a mechanism that drives increased career satisfaction. In other words, authentic leadership improves work engagement. This then increases employee career satisfaction. Previous research has also supported the role of mediation work engagement in a relationship related to career satisfaction (Sun et al., 2022)(Khattak, S. I., Haider, A., Ahmed, S. K., Rizvi, S. T. H., & Shaokang, 2022)(Rafiq, M., Farrukh, M., Attiq, S., Shahzad, F., & Khan, 2023).

Research Conceptual Framework

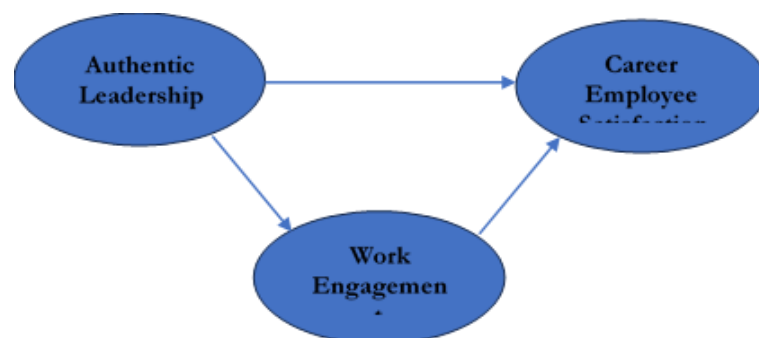


Figure 1. Conceptual Framework.

3. Materials and Methods

Research Design

This study applied a quantitative approach with an explanatory design, which was chosen to test the hypothesis and explain the causal relationship between independent variables (authentic leadership), mediating variables (work engagement), and dependent variables (employee career satisfaction).

Population and Sample

The population in this study is employees who work in the hospitality industry in Malang, Indonesia. Given that the size of the population cannot be identified with certainty, a non-probability sampling technique with the convenience sampling method is used. The determination of the number of samples follows guidelines that state that for the number of variables ≤ 5 , a minimum of 100 respondents is required (21). With 4 indicators for authentic leadership, 3 for work engagement, and 3 for career satisfaction, the total indicator is 10. Therefore, a sample of 100 respondents is considered adequate. Data was collected from 171 respondents, but after screening, 100 respondents who met the criteria were used in the analysis.

Data Collection Methods

Primary data collection was carried out by distributing questionnaires online through Google Form to respondents. The questionnaire was compiled using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Variable Measurement

Authentic Leadership (AL) is measured by four indicators based on Walumbwa et al. (2008)(Walumbwa et al., 2008) that is Self-Awareness, Internalized Moral Perspective, Balanced Processing, and Relational Transparency. Work engagement (WE): Measured by 3 indicators adopted from Schaufeli et al. (2002)(Andriani et al., 2023)(Schaufeli et al., 2002): Vigorous, Dedication, and Good use of time. Employee Career Satisfaction (CES): Measured by 3 indicators adapted from Wipulanusat et al. (2021)(Wipulanusat et al., 2021): Meaningful work, Reward, and Recognition.

Data Analysis

Data analysis was carried out using SmartPLS software through the Partial Least Square (PLS) method. This method is used to test research models, which include evaluation of outer models (validity and reliability) and inner models (hypothesis testing). (a) Validity Test is measured through the outer loading value of each indicator. The indicator is declared valid if it has an outer loading value of > 0.5 . (b) Reliability Test is evaluated based on the Composite Reliability value. The variable is declared reliable if the Composite Reliability value > 0.7 . (c) Goodness-of-Fit Model: Model suitability is reviewed from the R^2 value of the endogenous variable and the predictive relevance (Q^2) value. The model is said to have good predictive relevance if $Q^2 > 0$. (d) Hypothesis Testing: The significance of direct or indirect influence pathways is determined through statistical T-values and P-values. The influence is considered significant if the T-statistic > 1.96 and the P-value < 0.05 .

4. Results and Discussion

Respondent Description

Table 1. Respondent Description.

Gender	Man	45	26.32%
	Woman	126	73.68%
Age	20 – 25 years old	70	40.93%
	26 – 30 years old	50	29.23%
	31 – 35 years old	40	23.39%
	> 36 years old	11	6.43%
Final Education	High School	56	32.74%
	Diploma	70	40.93%
	S1	40	23.39%
	S2	5	2.92%
Long Time Working	< 1 year	75	40.93%

	1 – 3 Years	90	47.36%
	> 3 years	42	11.71%
Marital Status	Marry	131	76.60%
	Unmarried	40	23.40%

Source: Data Processed, 2023

Of the 171 respondents collected, the majority were women (73.68%) and aged 20-25 years (40.93%). The dominant education level is Diploma (40.93%) and High School/Equivalent (32.74%). The majority of respondents have a working period of between 1 to 3 years (47.36%) and are married (76.60%).

Construct Validity and Reliability Test

The goodness-of-fit in the outer model was evaluated using three measures, namely convergent validity, discriminant validity, and composite reliability.

Convergent Validity

Validity is measured based on the outer loading value of each variable, with valid criteria if the loading value > 0.5. The test results can be seen as follows:

Table 2. Convergent Validity Measurement Result.

Variabel	Indicator	Outer Loading	Information
<i>Work engagement</i> (WE)	Vigorous	0.801	Valid
	Dedication	0.849	Valid
	Good Use Of Time	0.843	Valid
	Self -Awareness	0.891	Valid
Authentic Leadership (AL)	Internalized Moral Perspective	0.882	Valid
	Balanced Processing	0.887	Valid
	Relational Transparency	0.736	Valid
Employee Career Satisfaction (CES)	Meaningful Work	0.837	Valid
	Reward	0.889	Valid
	Recognition	0.879	Valid

Source : Data Processed, 2023

The results of the convergent validity test on the variables Work engagement (WE), Authentic Leadership (AL), and Employee Career Satisfaction (CES) showed a > value of 0.5. Thus, all research variables were declared valid.

Composite Reliability

A variable is considered constructively reliable if the composite reliability value > 0.7. The results of reliability measurements are presented as follows:

Table 1. Composite Reliability Measurement Results.

Variabel	Composite Reliability	Information
Work engagement (WE)	0.870	Reliabel
Authentic Leadership (AL)	0.913	Reliabel
Employee Career Satisfaction (CES)	0.902	Reliabel

Source : Data Processed, 2023

The Composite Reliability test showed that the *variables Work Engagement* (WE), Authentic Leadership (AL), and Employee Career Satisfaction (CES) had values above 0.7. This means that all variables in this study are declared reliable.

Thus, since all Composite Reliability values are above 0.7, it can be concluded that the reliability requirements are met and all indicators are worthy of being used as variable gauges.

PLS Analysis

PLS testing is carried out in several steps, including the evaluation of the Goodness-of-Fit model, assessment of the outer model's results, and the inner model.

Goodness of Fit Model

Each endogenous variable expressed with an R2 value includes: (1) The endogenous variable Work Engagement (WE) was valued at 0.595 or 59.5% Work Engagement (WE) was influenced by Authentic Leadership (AL). (2) The endogenous variable Employee Career Satisfaction (CES) was valued at 0.682 or 68.2% Employee Career Satisfaction (CES) was influenced by Work Engagement (WE) and Authentic Leadership (AL). The predictive relevance (Q2) value can be calculated as follows:

$$Q2 = 1 - (1 - R12)(1 - R22)$$

$$Q2 = 1 - (1 - 0.595)(1 - 0.682)$$

$$Q2 = 1 - (0.405)(0.138)$$

$$Q2 = 1 - 0.128$$

$$Q2 = 0.871$$

The calculation shows a value of 0.871, so the model deserves to be declared to have predictive relevance. This value indicates that 87.1% of the data diversity can be explained by the PLS model, while the remaining 12.9% is explained by other variables outside the study.

Outer Model

In the outer model, the highest outer loading value reflects the most dominant indicator in the variable. An indicator is declared significant if it has a t-test value of more than 1.96 and a P-value of less than 0.05.

a. Variable Work Engagement (WE)

Table 3. Work Engagement Test Result.

Indicator	Outer Loading	T-statistics	P-value	Information
WE1	0.801	25.818	0.000	signifikan
WE2	0.849	33.150	0.000	signifikan
WE3	0.843	36.370	0.000	signifikan

Source : Data Processed, 2023

The Work Engagement (WE) variable is reflected by 3 indicators, namely: vigorous (WE1), dedication (WE2), and good use of time (WE3). Data testing showed that among the three indicators, the third indicator, namely good use of time, obtained the highest score. Thus, it can be concluded that Work Engagement is most predominantly influenced by the good use of time.

b. Variable Authentic Leadership (AL)

Table 4. Authentic Leadership Test Result.

Indicator	Outer Loading	T-statistics	P-value	Information
AL1	0.891	39.895	0.000	signifikan
AL2	0.882	38.723	0.000	signifikan
AL3	0.887	44.296	0.000	signifikan
AL4	0.736	16.696	0.000	signifikan

Source : Data Processed, 2023

The Authentic Leadership (AL) variable is reflected by 4 indicators, namely: Self-awareness (AL1), Internalized moral perspective (AL2), Balanced processing (AL3), and Relational transparency (AL4). Data testing showed that among the four indicators, the third indicator (Balance Processing) had the highest value. This indicates that Authentic Leadership is more determined by Balance Processing.

c. Variable Employee Career Satisfaction (CES)

Table 5. Employee Career Satisfaction Test Result.

Indicator	Outer Loading	T-statistics	P-value	Information
CES1	0.837	31.545	0.000	Signifikan
CES2	0.889	44.163	0.000	Signifikan
CES3	0.879	38.549	0.000	Signifikan

Source : Data Processed, 2023

The Employee Career Satisfaction (CES) variable is reflected by 3 indicators, namely: meaningful work (CES1), reward (CES2), and recognition (CES3). The results of the data test showed that of the three indicators, the second indicator, namely reward, showed the highest value so that it can be concluded that Organizational Culture is heavily influenced by rewards.

Inner Model

The test was carried out using t-test values and P-values on each path partially. This analysis includes two types of influences, namely direct influences and indirect influences. The study tested both analyses, as follows:

a. Direct Effect

Table 6. T-test result and P-value Inner Model.

Direct Influence	Original sample	T-statistics	P-value	Conclusion
<i>Authentic Leadership → Career Success Satisfaction</i>	0.297	4.884	0.000	Itself.
<i>Authentic Leadership → Work Engagement</i>	0.771	22.422	0.000	Itself.
<i>Work Engagement → Career Success Satisfaction</i>	0.575	8.948	0.000	Itself.

Source : Data Processed, 2023

- 1) The relationship between X1 (Authentic Leadership) and Y1 (Career Success Satisfaction) was significant with a T-statistic of 4,884 (>1.96) and the original estimate sample value was positive at 0.297. This means that the more authentic the leadership, the more satisfied the Career Success.
- 2) The relationship between X1 (Authentic Leadership) and Z (Work Engagement) was significant with a T-statistic of 22,422 (>1.96) and the original estimate sample value was positive 0.771. The more authentic her leadership is, the more employees have work engagement, the stronger they will be.
- 3) The relationship between Z (Work Engagement) and Y (Career Success Satisfaction) was significant with a T-statistic of 8,948 (>1.96) and the original estimate sample value was positive 0.575. This means that the stronger the work engagement, the more satisfied the Career Success.

b. Indirect Effect

The relationships between variables are analyzed by considering the role of intermediate variables. If the P-value is greater than 0.05, then the effect is not significant, while if it is less than 0.05, then the effect is significant. The test results are as follows:

Table 7. T-test results and P-value Inner Model.

Indirect Influence	Original Sample	T-statistics	P-value	Conclusion
<i>Authentic Leadership → Work Engagement → Career Success Satisfaction</i>	0.443	7.911	0.000	Sig

Source : Data Processed, 2023

The table above shows that the indirect influence between X1 (Authentic Leadership) through Z (Work Engagement) on Y (Career Success Satisfaction) is significant, with a T-statistic 7,911 (>1.96) and the original positive sample value is 0.443. This means that Work

Engagement mediates the relationship between Authentic Leadership and Career Success Satisfaction, so that it can be interpreted that the more authentic the leadership, the stronger the Work Engagement will become, which will increase the satisfaction of Career Success.

Output Model Results

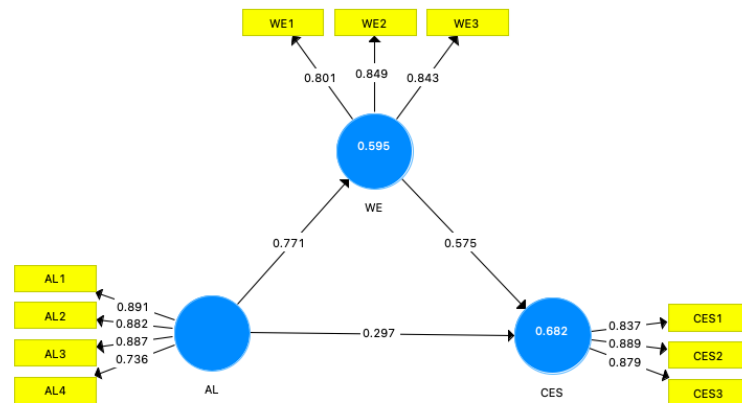


Figure 2. Result Processing Data using SmartPLS.

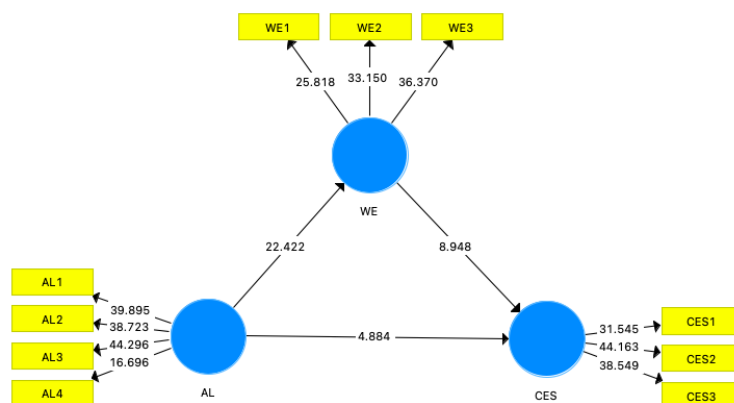


Figure 3. Result Bootstrapping Data using SmartPLS.

5. Comparison

This research provides important insights into the role of authentic leadership and work engagement in shaping employee career satisfaction in the hospitality industry.

First, the findings that authentic leadership significantly affects employee career satisfaction (H1 supported) are consistent with previous literature (Sher Khan, Bashir Muhammad, 2017)(Chang et al., 2020). These findings confirm that leaders who have strong self-awareness, transparency, and morality are able to create a positive work environment, which ultimately increases employee satisfaction with their career development. Employees will feel more motivated and happier to develop themselves when they are led openly and thoughtfully. In addition, reward indicators emerged as the most dominant factor in career satisfaction, indicating that hospitality companies have provided rewards in line with employee expectations.

Second, the results of the study also confirm that authentic leadership significantly influences work engagement (H2 supported), in line with research (Lee et al., 2017). Leaders who are transparent and have good morals set an example for employees, encouraging them to have a strong commitment and feel that their time is beneficial to the company's progress. Indicators good use of time to be the most dominant in work engagement, showing that hotel employees pay great attention to time efficiency in service.

Third work engagement found to significantly affect employee career satisfaction (H3 supported), which is also supported by research (Kaya & Karatepe, 2020). Employees who have a strong attachment to work and the company tend to be more motivated to improve, achieve high career success, and be rewarded better. This strong engagement allows employees to get the job done flawlessly, generate high performance, and ultimately increase their career satisfaction.

Fourth, the most crucial finding is that work engagement mediates a full relationship between authentic leadership and employee career satisfaction (H4 supported). This means that the influence of authentic leadership on employee career satisfaction is fully explained through work engagement. In other words, good authentic leadership will increase employee work engagement, and it is this strong work engagement that then significantly increases their career satisfaction. This fills a gap in research that previously lacked discussion of work engagement as a mediating variable in this context.

6. Conclusion

This study thoroughly analyzes the relationship between authentic leadership, work engagement, and employee career satisfaction in the hospitality sector, thus providing an important understanding of workplace dynamics. First, the results show that authentic leadership has a positive and significant effect on employee career satisfaction. This confirms that leaders who are honest, transparent, and have moral integrity are able to build a supportive work environment, where employees feel valued and motivated, which in turn increases their satisfaction with their career path.

Second, the research findings also confirm that authentic leadership has a positive and significant effect on work engagement. Authentic leaders act as role models who are able to inspire employees to be more engaged, dedicated, and manage their work time effectively. The openness and integrity of the leader encourages the growth of trust and commitment of employees to the work and the organization.

Third, this study found that work engagement has a positive and significant effect on employee career satisfaction. A high level of work engagement makes employees feel that their work is more meaningful, produces optimal performance, and opens up opportunities for recognition and rewards. Strong dedication and enthusiasm in working directly increases satisfaction and achievement in a career.

Theoretical Implications:

This research enriches the theory of authentic leadership by empirically confirming the role of work engagement as a full mediator in the relationship between authentic leadership and career satisfaction. It provides a deeper understanding of the mechanisms by which authentic leadership influences employee career outcomes, suggesting that employee engagement is a key channel of such influence.

Practical Implications:

For managers in the hospitality industry, these findings emphasize the importance of developing authentic leadership. Managers need to focus on balanced processing in their leadership style, because employees feel happy if leadership creates a balancing process. Additionally, it's important to consider rewards as a key factor in career satisfaction. Organizations should invest in leadership development programs that focus on self-awareness, transparency, and ethics, as well as create an environment that encourages high work engagement, especially in efficient use of time.

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