CHAPTER IV: RESULT AND DISCUSSION

4.1. Analysis

This chapter presents the results of the data analysis conducted to address the research objectives and problem statements outlined in Chapter 1 as well as to test the hypotheses in Chapter 2. This chapter is structured into four main parts: (1) a descriptive overview of respondents and departmental distribution, (2) evaluation of the measurement model using reliability and validity testing, (3) evaluation of the structural model through Hypotheses testing using bootstrapping (path coefficients, t-values, and p-values), also (4) mediation analysis to assess the indirect effects of Attitude (ATT), Subjective Norm (SN), and Perceived Behavioral Control (PBC) on the relationship between audit and risk management orientation and Behavioral Intention (BI).

4.1.1. Respondent Profile

While the respondent of this study consists of 50 new employees from various departments within the organization, Figure 4.1 represents the distribution of respondents by department with the largest proportion of respondents comes from the Business Consultant (BC) – Sales Department (n = 11), followed by Human Capital Services (HCS) (n = 6) and Corporate Procurement (n = 5). Other departments are represented by smaller numbers of respondents. The distribution allows this study to capture a broad overview of new employees' perceptions of Audit and Risk Management Orientation (ARO) across departments.

4.1.2. Measurement Model Evaluation

4.1.2.1. Measurement Model Specification (Reflective vs Formative)

All constructs in this study are specified as reflective measurement models for all latent variables. In a reflective model, indicators are viewed as manifestations of the underlying construct which means that changes in the latent variable are expected to cause changes in all associated indicators (Hair et al., 2021).

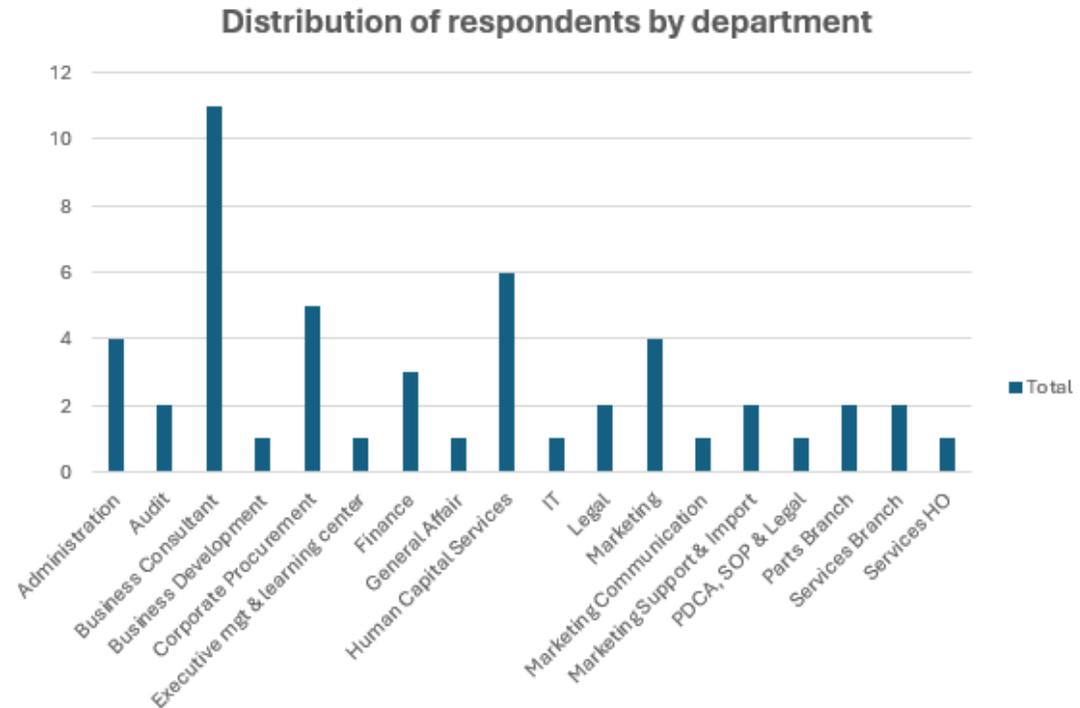| Department	N
Administration	4
Audit	2
Business Consultant	11
Business Development	1
Corporate Procurement	5
Executive mgt & learning center	1
Finance	3
General Affair	1
Human Capital Services	6
IT	1
Legal	2
Marketing	4
Marketing Communication	1
Marketing Support & Import	2
PDCA, SOP & Legal	1
Parts Branch	2
Services Branch	2
Services HO	1
Grand Total	**50**

Figure 4.1. Distribution of Respondents

Reflective measurement is appropriate when indicators are interchangeable, highly correlated, and represent the same underlying concept. Meanwhile, formative measurement models assume that indicators jointly form the construct and are not required to correlate (Hair et al., 2021).

In this study, the constructs of Audit and Risk Management Orientation (ARO), Attitude (ATT), Subjective Norm (SN), Perceived Behavioral Control (PBC), and Behavioral Intention (BI) are conceptualized based on established behavioral theories, which is the Theory of Planned Behavior (TPB), where psychological constructs are treated as latent variables reflected by multiple observable indicators (Ajzen, 1991).

Specifically, indicators measuring ATT, SN, and PBC represent individuals' evaluations, perceived social expectations, and perceived capability, respectively, so the measurement model is evaluated using indicator reliability (outer loadings), internal consistency reliability (Cronbach's Alpha and Composite Reliability), Convergent validity (AVE) and discriminant validity (HTMT), following PLS-SEM guidelines (Hair et al., 2021). The indicators are expected to covary because they reflect the same underlying psychological state rather than define it (Ajzen, 1991; Fishbein & Ajzen, 2010). Therefore, all constructs in this study are modeled as reflective construct which is consistent with prior TPB-based research in organizational, compliance, and risk behavior contexts (Armitage & Conner, 2001; Hair et al., 2021).

Consistent with recommendations by Hair & Hult (2021) the measurement model was assessed using indicator reliability (outer loadings), internal consistency reliability (Cronbach's alpha and composite reliability), as well as convergent validity (Average Variance Extracted) for these reflective constructs especially. Figure 4.2 shows the Path Model.

4.1.2.2. Indicator Reliability (Outer Loading)

Within the calculation, the initial assessment of indicator reliability revealed that several measurement items as shown on Table 4.1 demonstrated low outer loading values below recommended threshold of 0.70 (Henseler et al., 2015).Some indicators are considered as very weak or negative loadings which means that there is insufficient contribution to their respective latent constructs.
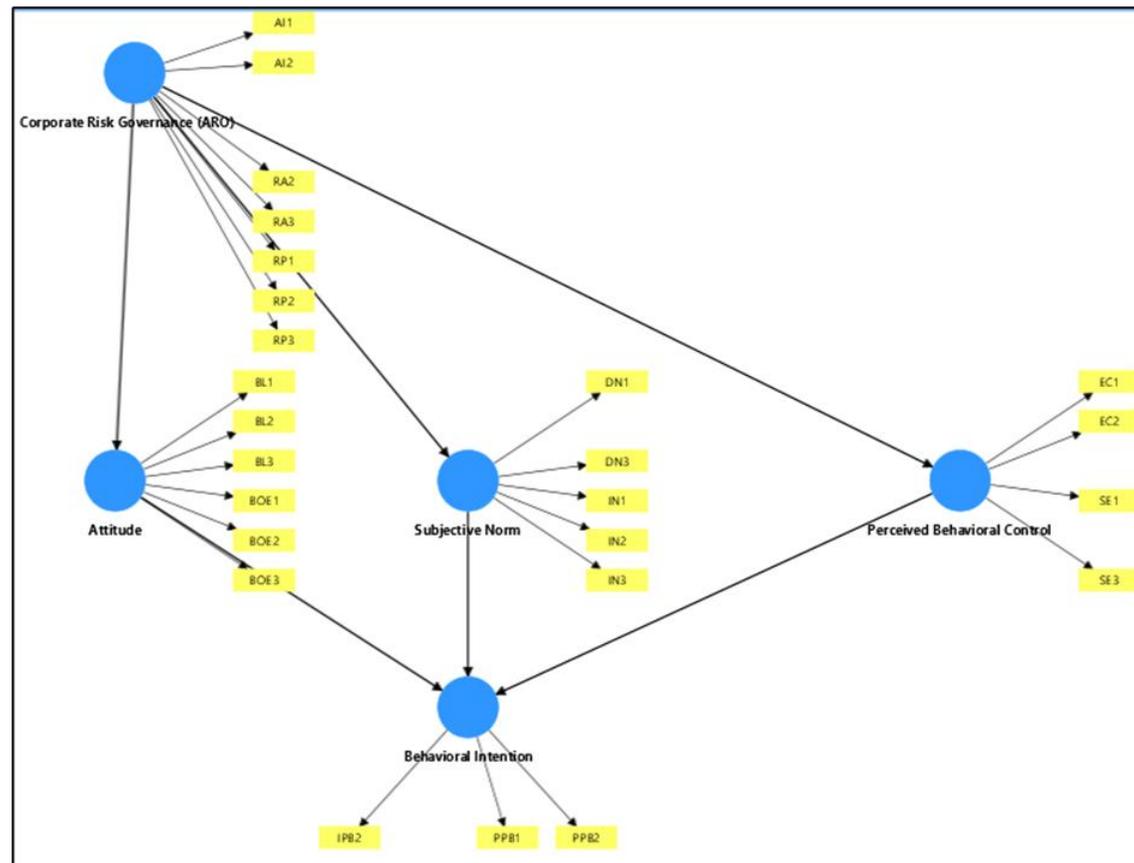
Figure 4.*2*. Path Model

Table 4.1. Outer Loadings 1

Outer loadings - Matrix				
	Attitude	Audit_Risk_Orientation	Behavioral_Intention	Perceived_Behavioral_Control	Subjective_Norm
AI1		0.721			
AI2		0.701			
AI3		0.233			
BL1	0.785				
BL2	0.655				
BL3	0.635				
BOE1	0.795				
BOE2	0.607				
BOE3	0.678				
DN1					0.413
DN2					0.055
DN3					0.666
EC1				-0.069	
EC2				0.633	
EC3				0.432	
IN1					0.498
IN2					0.564
IN3					0.699
IPB1			-0.007		
IPB2			0.787		
IPB3			0.439		
PPB1			0.846		
PPB2			-0.034		
PPB3			-0.228		
RA1		0.414			
RA2		0.701			
RA3		0.722			
RP1		0.221			
RP2		0.673			
RP3		0.689			
SE1				0.497	
SE2				-0.168	
SE3				0.659	

According to established PLS-SEM guidelines, indicators with outer loadings below 0.40 were removed, while indicators with loadings between 0.40 and 0.70 were evaluated based on their impact on construct reliability and validity as shown on Table 4.2 (Hair & Hult, 2021).

From this evaluation, the following indicators were removed from the model to improve measurement quality: **PPB3, SE2, AI3, DN2, IPB1, RA1, IPB3, and EC3**. Only individual indicators were remodeled, while all latent constructs were retained to maintain the theoretical integrity of the model.

Table 4.2. Construct Measurement 1

Construct reliability and validity - Overview				Copy to Excel/Word
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Attitude	0.787	0.805	0.848	0.485
Audit_Risk_Orientation	0.805	0.803	0.817	0.358
Behavioral_Intention	0.452	0.590	0.423	0.263
Perceived_Behavioral_Control	0.283	0.310	0.456	0.217
Subjective_Norm	0.571	0.468	0.659	0.279

The removal of these indicators can be theoretically justified since several items required respondents to evaluate complex behaviors, advanced procedural knowledge, or observable behaviors of others, which may not yet be fully developed or clearly perceived by new employees. As respondents were still in the early stages of employment, their exposure to audit processes, risk systems, and coworkers' actual behavior was likely limited. Therefore, this condition may result in inconsistent response and weaker indicator performance.

After removing the low-loading indicators, the revised measurement model showed improved indicator reliability and internal consistency. Although some AVE values remain slightly below the recommended threshold of 0.50, this is acceptable in exploratory studies with complex, multidimensional constructs and limited sample size, specifically when strong theoretical justification is present (Hair et al., 2021).

Table 4.3 and Table 4.4 show the remaining indicators achieved acceptable outer loading values while construct reliability and convergent validity showed overall improvement.

Table 4.3. Bootstrapping: Outer Loadings 2

Outer loadings - Matrix					
	Attitude	Audit_Risk_Orientation	Behavioral_Intention	Perceived_Behavioral_Control	Subjective_Norm
AI1		0.723			
AI2		0.674			
BL1	0.789				
BL2	0.655				
BL3	0.632				
BOE1	0.798				
BOE2	0.597				
BOE3	0.680				
DN1					0.322
DN3					0.669
EC1				-0.115	
EC2				0.651	
IN1					0.622
IN2					0.573
IN3					0.655
IPB2			0.825		
PPB1			0.867		
PPB2			-0.037		
RA2		0.659			
RA3		0.710			
RP1		0.238			
RP2		0.703			
RP3		0.739			
SE1				0.481	
SE3				0.691	

Table 4.3.1 Outer Loadings Models (Path Coefficient & P-value)
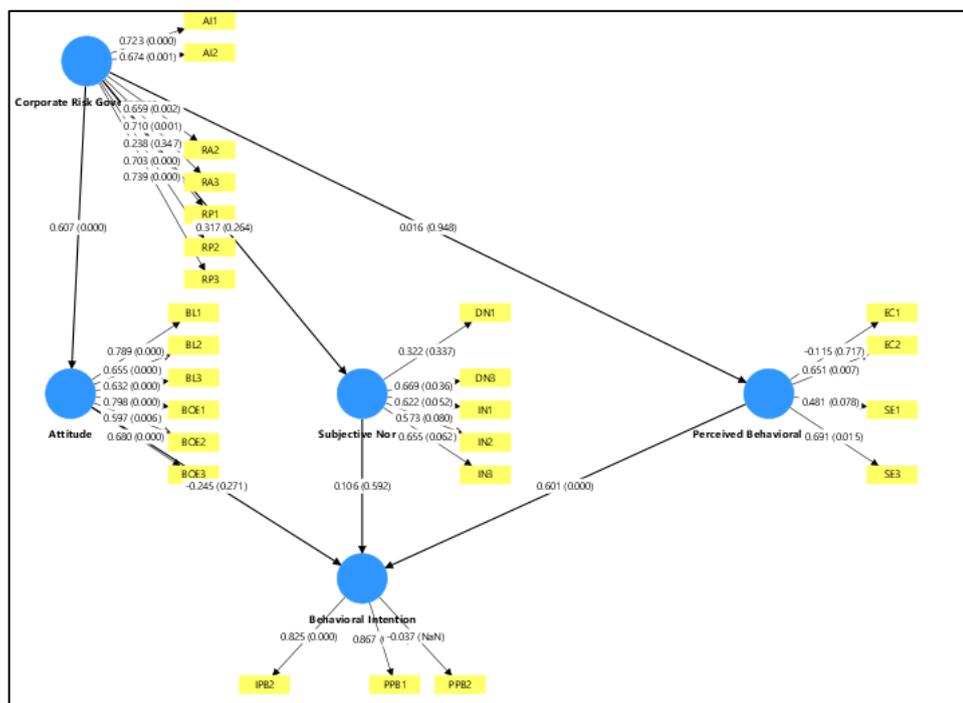
4.1.2.3. Discriminant Validity (HTMT)

Following the guideline suggested by (Henseler et al., 2015),Heterotrait-Monotrait ratio (HTMT) needs to be calculated to see whether the constructs in the model are empirically distinct from one another. The values below 0.85 (or 0.90 for conceptually related constructs) indicate acceptable validity.

Based on the HTMT results shown on Table 4.5, most construct in this study show values below the recommended threshold, which means that discriminant validity is generally achieved and suggest the majority of constructs measure different concepts are not excessively overlapping. However, several HTMT values exceed the recommended threshold, specifically the relationship between Perceived Behavioral Control (PBC) and Behavioral Intention (BI), as well as between Perceived Behavioral Control (PBC) and Subjective Norm (SN) which indicate strong association between these constructs.

This result is theoretically understandable since PBC, SN, and BI are core components of the Theory of Planned Behavior (TPB) and are conceptually closely related. Within the context of newly on-boarded employees, perceptions of control, social expectations, and behavioral intentions may develop simultaneously and influence each other, especially during the early stages of organizational

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socialization. Therefore, as the constructs are the core concept of TPB, they were retained for further structural model analysis.

Table 4.4. Construct Measurement 2

Construct reliability and validity - Overview				Co
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE) ▲
Perceived_Behavioral_Control	0.173	0.190	0.506	0.287
Subjective_Norm	0.566	0.498	0.709	0.339
Audit_Risk_Orientation	0.790	0.834	0.832	0.430
Behavioral_Intention	0.280	0.609	0.636	0.478
Attitude	0.787	0.809	0.848	0.484

Table 4.5. Discriminant Validity

Discriminant validity - Heterotrait-monotrait ratio (HTMT) - Matrix					Copy to Excel/Word
	Attitude	Audit_Risk_Orientation	Behavioral_Intention	Perceived_Behavioral_Control	Subjective_Norm
Attitude					
Audit_Risk_Orientation	0.656				
Behavioral_Intention	0.731	0.532			
Perceived_Behavioral_Control	0.722	0.704	2.097		
Subjective_Norm	0.718	0.482	0.769	1.392	

4.1.3. Structural Model Evaluation

4.1.3.1. Collinearity Assessment (VIF)

Before assessing structural relationships, the collinearity among predictor constructs needs to be examined using Variance Inflation Factor (VIF). The results of Table 4.6 indicate that all VIF values are below the recommended threshold of 5 that suggests no critical multicollinearity issues in the structural model.

Table 4.6. VIF Measurement

Collinearity statistics (VIF) - Outer model - List	
	VIF
AI1	2.168
AI2	1.909
BL1	2.347
BL2	1.518
BL3	1.582
BOE1	2.031
BOE2	1.789
BOE3	1.754
DN1	1.181
DN3	1.154
EC1	1.008
EC2	1.005
IN1	1.246
IN2	1.349
IN3	1.213
IPB2	1.243
PPB1	1.234
PPB2	1.009
RA2	2.235
RA3	2.040
RP1	1.269
RP2	1.710
RP3	1.700
SE1	1.028
SE3	1.035

4.1.3.2. Bootstrapping: Path Coefficients and Hypotheses Testing

To evaluate the structural model, path coefficients, T-statistics, and p-values were obtained from the bootstrapping procedure. Figure 4.3 shows the Path Analysis Results containing the path coefficients while Table 4.7 represents the results of the Hypotheses testing in a tabular format for better visual clarity.

The results show that Audit and Risk Management Orientation (ARO) have a significant positive effect on attitude (β = 0607, T = 5.800. p < 0.001). In this study, Attitude represents employees' evaluative perception and understanding of risk awareness behavior. Therefore, the significant effect of ARO on Attitude indicates that orientation programs play an important role in enhancing new employees as well as improving awareness of audit and risk-related practices.

This means that stronger Audit and Risk Management Orientation among new employees is associated with more positive attitudes toward risk-aware behavior.

Furthermore, the mediation effects were examined using specific indirect effects from bootstrapping procedure. The results shown in Table 4.8 indicate that none of the indirect paths from Audit and Risk Management Orientation (ARO) to Behavioral Intention (BI) are statistically significant. Particularly, the indirect effect through Attitude (ATT) is negative and small (β = -0.149, p =0.301), while the indirect effects through Subjective Norm (SN) (β = 0.034, p = 0.688), and Perceived Behavioral Control (PBC) (β = 0.010, p = 0.947) are very weak. These findings suggest that ATT, SN, and PBC do not significantly mediate the relationship between Audit and Risk Management Orientation and Behavioral Intention.

As an additional robustness check, the confidence intervals were examined to confirm the stability of the structural model. The confidence interval analysis on Table 4.9 shows that most paths include zero within the 95% interval that indicate non-significant effects.

This is consistent with the path coefficient and p-value results, only the relationship between PBC and BI shows a confidence interval that does not cross zero (95% CI[0.178, 0.802]) that confirms its significant effect. Therefore, the findings suggest that the main conclusions of the structural model are stable and robust.
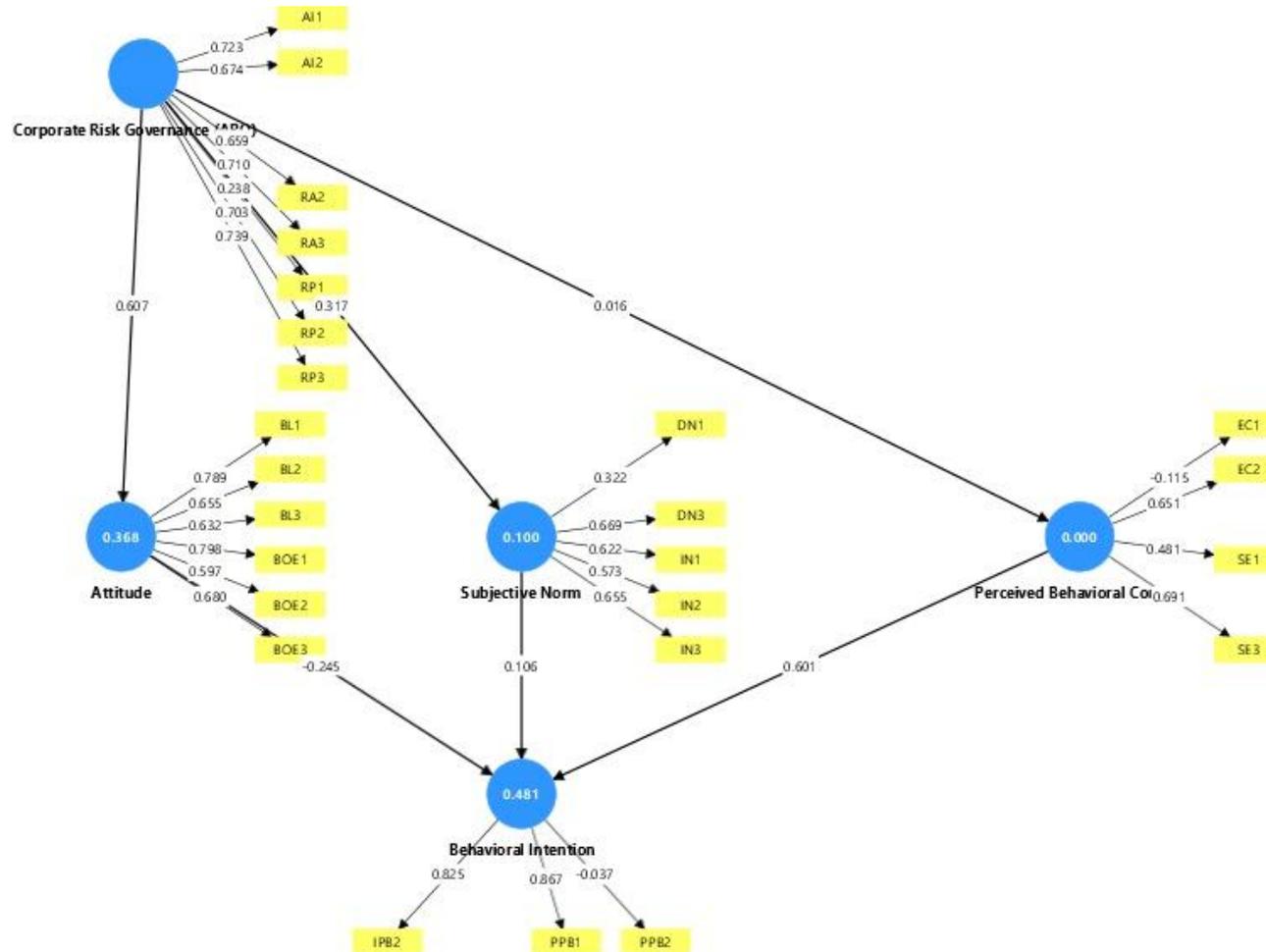
Figure 4.3. Path Analysis Results

Table 4.7. Bootstrapping: Path Coefficients Results

Path coefficients - Mean, STDEV, T values, p values						Copy to Excel/Word
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	
Attitude -> Behavioral_Intention	-0.245	-0.198	0.223	1.102	0.271	
Audit_Risk_Orientation -> Attitude	0.607	0.633	0.105	5.800	0.000	
Audit_Risk_Orientation -> Perceived_Behavioral_Control	0.016	-0.011	0.244	0.065	0.948	
Audit_Risk_Orientation -> Subjective_Norm	0.317	0.291	0.283	1.118	0.264	
Perceived_Behavioral_Control -> Behavioral_Intention	0.601	0.577	0.156	3.853	0.000	
Subjective_Norm -> Behavioral_Intention	0.106	0.116	0.197	0.537	0.592	

Table 4.8. Specific Indirect Result

Specific indirect effects - Mean, STDEV, T values, p values						Copy to Excel/Word	Copy to R
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values		
Audit_Risk_Orientation -> Attitude -> Behavioral_Intention	-0.149	-0.123	0.144	1.035	0.301		
Audit_Risk_Orientation -> Subjective_Norm -> Behavioral_Intention	0.034	0.028	0.083	0.402	0.688		
Audit_Risk_Orientation -> Perceived_Behavioral_Control -> Behavioral_Intention	0.010	-0.002	0.143	0.067	0.947		

Table 4.9. Confidence Intervals

Path coefficients - Confidence intervals bias corrected						Copy to Excel/Word	Copy to R
	Original sample (O)	Sample mean (M)	Bias	2.5%	97.5%		
Attitude -> Behavioral_Intention	-0.245	-0.198	0.047	-0.544	0.376		
Audit_Risk_Orientation -> Attitude	0.607	0.633	0.026	-0.360	0.707		
Audit_Risk_Orientation -> Perceived_Behavioral_Control	0.016	-0.011	-0.027	-0.437	0.488		
Audit_Risk_Orientation -> Subjective_Norm	0.317	0.291	-0.026	-0.586	0.560		
Perceived_Behavioral_Control -> Behavioral_Intention	0.601	0.577	-0.023	0.178	0.802		
Subjective_Norm -> Behavioral_Intention	0.106	0.116	0.011	-0.382	0.433		

Overall, the result of the structural model estimation and Hypotheses testing are summarized in Table 4.10.

4.1.3.3. Coefficient of Determination (R-square)

As the independent variable in this study is Corporate Risk Governance which encompasses Audit and Risk Management Orientation (ARO) also the primary dependent variable is Behavioral Intention, however, Attitude, Subjective Norm, and Perceived Behavioral Control become as the mediation variable. Therefore, the R-square interpretation focused on Behavioral Intention to see how strong the Corporate Risk Governance can explain the dependent variable through mediation variable.

The results of Table 4.11 show that Behavioral Intention (BI) has an R-square value of 0.481, this indicates that Corporate Risk Governance (ARO), when mediated by (Attitude, Subjective Norm, and Perceived Behavioral Control) can explain about 48.1% of the variance in Behavioral Intention. This explanatory power reflects the combined contribution of all mediating variables rather than the individual effect of each construct.

4.1.3.4. Effect Size (F-square)

In evaluating the relative impact of each variable on the construct, the effect size (f-square) analysis was also conducted. The results of Table 4.12 show that Audit and Risk Orientation (ARO) have a large effect on Attitude (ATT) ($f^2 = 0.583$) which means that this relationship contributes substantially to the model.

Meanwhile, Perceived Behavioral Control (PBC) states a large effect on Behavioral Intention (BI) ($f^2 = 0.558$). Conversely, the effect of Subjective Norm (SN), on Behavioral Intention (BI) is negligible ($f^2 = 0.014$), while the Audit and Risk Orientation (ARO) show no effect on PBC ($f^2 = 0.000$).

These findings suggest that only selected paths contribute meaningfully to the explanatory power of the model.

Table 4.10. Summary Table

Hypotheses	Relationship	Path Coefficient (β)	T-value (≥ 1.96)	P-value (≤ 0.05)	Result
H1	Audit & Risk Management Orientation → Attitude	0.607	5.800	0.000	Supported
H2	Audit & Risk Management Orientation → Subjective Norm	0.317	1.118	0.264	Not Supported
H3	Audit & Risk Management Orientation → Perceived Behavioral Control	0.016	0.065	0.948	Not Supported
H4	Attitude → Behavioral Intention	−0.245	1.102	0.271	Not Supported
H5	Subjective Norm → Behavioral Intention	0.106	0.537	0.592	Not Supported
H6	Perceived Behavioral Control → Behavioral Intention	0.601	3.853	0.000	Supported
H7	ARO → ATT / SN / PBC →	0.010	0.067	0.947	Not Supported

Table 4.11. R-square Results

R-square - Overview	R-square	R-square adjusted
Attitude	0.368	0.355
Behavioral_Intention	0.481	0.447
Perceived_Behavioral_Control	0.000	-0.021
Subjective_Norm	0.100	0.082

Table 4.12. F-square Results

f-square - Matrix	Attitude	Audit_Risk_Orientation	Behavioral_Intention	Perceived_Behavioral_Control	Subjective_Norm	Copy to Excel/Word
Attitude			0.085			
Audit_Risk_Orientation	0.583			0.000	0.112	
Behavioral_Intention						
Perceived_Behavioral_Control			0.558			
Subjective_Norm			0.014			

4.2. Discussion

This section discusses the findings of the study by interpreting the analysis presented in Section 4.1. The discussion is structured according to the problem statements to ensure the clear linkage between the research questions, statistical findings, and theoretical interpretation based on the Theory of Planned Behavior (TPB).

4.2.1. Discussion of Problem Statement 1

How does Audit and Risk Management Orientation influence new employees' attitudes toward engaging in risk-aware behavior?

The findings indicate that Audit and Risk Management Orientation (ARO) have a significant positive effect on Attitude toward risk-aware behavior. This is shown by the path coefficient results ($\beta = 0.607$, T = 5.800, p < 0.001) in Table 4.7. In addition, the effect size analysis shows a large effect of ARO on attitude ($f^2 = 0.583$), as reported in Table 4.12.

These results suggest that ARO plays a substantial role and awareness building mechanism in shaping how new employees evaluate and perceive risk-aware behavior. According to a TPB perspective, attitude primarily influenced by cognitive evaluation and information processing as it is explained in Chapter 2. Since orientation programs focus on introducing audit procedures, internal controls, and risk awareness concepts, they are effective in building positive evaluations of compliance-related behavior among new employees.

4.2.2 Discussion of Problem Statement 2

How does Audit and Risk Management Orientation influence new employees' subjective norms related to risk-aware behavior?

The findings shows that ARO does not have a statistically significant effect on new employees' Subjective Norms (SN) ($\beta = 0.317$, T = 1.118, p = 0.264), as shown in Table 4.7. This result indicates that orientation programs have limited contribution in shaping employees' perceptions of social expectations and organizational pressure related to risk-aware behavior.

This finding aligns with the Theory of Planned Behavior (TPB), which

explains SN as perceptions of social and cultural expectations formed through interaction with others, such as supervisors, coworkers, and organizational leaders (Ajzen, 1991). In Chapter 2, Subjective Norms (SN) are closely linked to organizational culture and maintained through repeated exposure to observed behaviors rather than only through formal information delivery alone (Yazdi & Adumene, 2025; Treviño et al. 2006).

Furthermore, organizational socialization theory already explains whether norms and cultural expectations will develop gradually as new employees observe how others behave in everyday work situations (Saks & Gruman, 2018). Since orientation can be seen as a time-limited activity, it may introduce expected value but is inadequate to immediately shape perceived norms without daily interaction and social learning (Bandura, 1997).

4.2.3 Discussion of Problem Statement 3

How does Audit and Risk Management Orientation (ARO) influence new employees perceived behavioral control in performing risk-aware behavior?

The results imply that ARO does not significantly influence perceived behavioral control ($\beta = 0.016$, $T = 0.065$, $p = 0.948$), as seen in Table 4.7. This non-significant relationship also supported by an effect size of zero ($f^2 = 0.000$) which indicates that orientation alone does not contribute to employees perceived literacy or capability to perform risk-aware behavior.

Based on the Theory of Planned Behavior, perceived behavioral control is seen as an individual's confidence level and capability which are shaped by self-efficacy and access to supporting resources (Ajzen, 1991; Ajzen, 2002). Meanwhile, from an organizational socialization perspective, new employees are still in the early stage of learning how to apply rules and procedures in real work situations.

Additionally, even though orientation introduces risk concepts and procedures, it does not immediately provide sufficient hands-on experience to strengthen perceived behavioral control (Saks & Gruman, 2018). This is why perceived behavioral control develops more slowly and not directly shaped by orientation at the initial stage of employment.

4.2.4 Discussion of Problem Statement 4

How do new employees' attitudes toward risk-aware behavior influence their behavioral intentions to comply with audit and risk management practices?

The structural model shows that attitude does not have a significant effect on behavioral intention ($\beta = -0.245$, T = 1.102, p = 0.271) as seen in Table 4.7.

This finding can be explained by the distinction between cognitive evaluation and behavioral readiness since in TPB, attitude reflects an individual's preference of a behavior, but intention is influenced by perceived capability and contextual constraints (Ajzen, 1991). As discussed in Chapter 2, new employees may already perceive risk-aware behavior as positive because of orientation. However, there is a lack of role clarity or confidence to transform these evaluations into intention (Power, 2004 ;Kaplan & Mikes, 2012).

Furthermore, the result also aligns with risk awareness study, that emphasizes that cognitive awareness alone does not guarantee behavioral commitment unless supported by experiential learning (Oh et al., 2015; Onyeka Franca Asuzu, 2024).

4.2.5 Discussion of Problem Statement 5

How do Subjective Norms (SN) influence new employees' behavioral intentions to engage in risk-aware behavior?

The findings indicate that Subjective Norm (SN) does not have a significant influence on behavioral intention ($\beta = 0.106$, T = 0.537, p = 0.592) as seen in table 4.7. This relationship is also supported by a large effect size ($f^2 = 0.014$) as shown in Table 4.12.

According to TPB, SN reflects the cultural and social environment in which behavior takes place (Ajzen, 1991).As seen in Chapter 2, norms become essential when employees repeatedly observe consistent behavior from supervisors and peers (Bandura, 1986; Cialdini & Goldstein, 2004)

For new employees, limited exposure to daily work practices and informal interactions may decrease the influence of SN on intention. This is supported by organizational socialization theory, which states that social expectations require time to be internalized and transform into behavior (Dannals & Miller, 2017; Saks & Gruman, 2018).

4.2.6 Discussion of Problem Statement 6

How does perceived behavioral control (PBC) influence new employees' behavioral intentions to engage in risk-aware behavior?

The results indicate that PBC has a strong and positive effect on Behavioral intention (β = 0.601, T = 3.853, p < 0.001) as seen in Table 4.7. This relationship also supported by a large effect size (f^2 = 0.558) as shown in Table 4.12 and a confidence interval that does not include zero (95% CI [0.178, 0.802]) presented in Table 4.9.

This finding aligns with TPB, which states that PBC becomes a key determinant of intention, specifically in situations involving uncertainty and task complexity (Ajzen, 1991;Armitage & Conner, 2001).In the context of new employees, feeling capable and supported seems to be more influential than attitude or social pressure in shaping intention.

Therefore, it highlights the importance of practical capability-building intervention, such as mentoring and on-the-job learning to strengthen risk-aware intentions.

4.2.7 Discussion of Problem Statement 7

Do attitude (ATT), Subjective Norms (SN), and Perceived Behavioral Control (PBC) mediate the relationship between Audit and Risk Management Orientation and New employees' behavioral intention?

The mediation analysis indicates that none of the indirect effects are significant as seen in Table 4.8. The indirect effect through ATT (β = −0.149, p = 0.301), SN (β = 0.034, p = 0.688), and PBC (β = 0.010, p = 0.947) are all non-significant, with confidence intervals including zero (Table 4.9).

These findings do not support the mediation assumptions proposed in extension of TPB, which explain that external intervention influence intention indirectly through psychological determinants (Conner & Armitage, 1998;Armitage & Conner, 2001). However, this outcome can be explained by the early employment stage of the respondents.

Following the literature in Chapter 2, orientation programs function primarily as formal socialization tools that introduce values and information, but norms and perceive control require reinforcement through experience and social

learning to function as mediators (Bandura, 1986;Saks & Gruman, 2018). Therefore, the absence of mediation effects suggest that audit and risk management orientation alone is insufficient to immediately activate the full TPB mechanism for new employees.

4.3. Managerial Implications

Based on the findings of this study, the findings explain that Audit and Risk Management Orientation only help new employees understand and value risk-aware behavior but does not automatically make them feel ready to act. Employees' intentions are more linked to how confident and capable they feel in handling real work situations than to risk awareness or perceived social pressure. This suggests that risk awareness, capability, and risk culture develop at different speeds, and that building intention requires more than early-stage orientation alone.

CHAPTER V: CONCLUSION AND RECOMMENDATION

5.1. Conclusion

This study explains how Audit and Risk Management Orientation (ARO) influence new employees' risk awareness and behavioral intention using the Theory of Planned Behavior (TPB) framework. Based on the structural model and hypotheses testing results, the conclusions for each hypothesis are summarized as follows:

1. **Hypothesis 1 (H1),** which proposes that **ARO** as part of corporate risk governance has a positive effect on **Attitude (ATT)** toward risk-aware behavior, is **supported**. This finding indicates that orientation programs are effective in shaping new employees' understanding and positive evaluation of risk awareness at the early stage of employment.

2. **Hypothesis 2 (H2),** which suggests that **ARO** as part of corporate risk governance positively influences **Subjective Norms (SN)**, is **rejected**. This result implies that social expectations related to risk-aware behavior are not immediately formed through orientation programs alone.

3. **Hypothesis 3 (H3),** which states that **ARO** as part of corporate risk governance has a positive effect on **Perceived Behavioral Control (PBC)**, is also **rejected**. This suggests that new employees' perceived capability and confidence in managing risk are not directly developed through orientation activities.

4. **Hypothesis 4 (H4),** which explains that **Attitude (ATT)** positively influences **Behavioral Intention (BI)**, is **rejected**. This indicates that favorable attitudes toward risk awareness do not necessarily translate into behavioral intention among new employees at an early employment stage.

5. **Hypothesis 5 (H5),** which proposes that **Subjective Norm (SN)** has a positive effect on **Behavioral Intention (BI),** is **rejected**, This finding suggests that perceived social pressure or expectations do not significantly

motivate new employees' intention to engage in risk informed behavior.

6. **Hypothesis 6 (H6),** which states that **Perceived Behavioral Control (PBC)** positively influences **Behavioral Intention (BI),** is **supported**. This result highlights that new employees' intention to behave in risk-aware manner is primarily driven by their perceived confidence, capability, and control rather than by attitudes or social norms.

7. **Hypothesis 7 (H7),** which examines the **mediating** role of Attitude, Subjective Norm, and Perceived Behavioral Control in the relationship between ARO and BI, is **rejected**. The mediation analysis indicates that orientation does not indirectly influence behavioral intention through TPB components during the early stage of employment.

Overall, this study concludes that ARO plays an important role in developing risk awareness and positive attitudes among new employees, while behavioral intention is mainly determined by Perceived Behavioral Control.

5.2. Recommendations

In accordance with the findings and managerial implications of this study, several recommendations are proposed.

First, organizations are recommended to maintain ARO as an initial onboarding tool to build awareness and positive attitudes toward risk-aware behavior among new employees. This supports the study's objective of strengthening early risk awareness and aligns with the finding that orientation significantly influences attitudes.

Second, organizations are encouraged to complement orientation programs with practical support, like on-the-job training, mentoring, and clear procedural guidance. This recommendation is obtained from the finding that PBC is the strongest predictor of BI, which indicates that employees are more likely to act in a risk-aware manner when they feel capable and confident.

Third, managers and supervisors need to consistently model risk-aware behavior in daily work practices because SN were not immediately shaped through orientation. Therefore, continuous exposure to role models and real workplace behavior is necessary to gradually build a strong risk-aware culture among new employees.

5.3. Recommendations for Future Research

Future studies should examine the development of risk-aware behavior using longitudinal research design that allow researchers to observe how attitudes, perceived behavioral control, and behavioral intention evolve over time as employees gain experience.

In addition, future research may also include organization and contextual factors, such as leadership support, risk culture, or learning climate to explain behavioral intention beyond formal orientation programs.

Moreover, expanding the sample size and involving multiple organizations or industries would also improve the generalizability of future findings.