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## RISK MANAGEMENT AND PUBLIC SERVICE: INTEGRATED ANALYSIS AT THE PUBLIC SECTOR ORGANIZATION

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### ABSTRACT

**Purpose** – This research aims to describe and analyze integrated Risk Management and Public Service at Public Sector Organizations

**Methodology/approach** – The Study is a quantitative research approach that uses online-based data collection methods (e\_ questionnaires) combined with interviews to get their views on integration risk management implementation and public service. The sample in this study was 94 respondents from three (3) public organizations, consisting of the Papua Provincial Government (Finance Staff & APIP), Higher Education Internal Audit (SPI), and Financial Supervisory Institution (BPKP & BPK).

**Findings** – The results of the analysis show that there are a few key points on how risk management is important and has a close relationship with public service, like this protecting public interest, Enhancing Service Delivery, Allocating Resources Efficiently, Ensuring Compliance and Accountability, Emergency Preparedness and Response, Reputation Management, and Long-term Sustainability. The integration of risk management in public services shows a positive relationship and can contribute to service reliability, better financial management, minimizing fraud and increasing compliance with regulations, maximizing the utilization of assets owned by the government, and having a speed of response to emergency conditions or events, and being able to mitigate risks that may occur.

**Practical implications** – Risk management in public service helps ensure efficient resource allocation, protect

*public interests, enhance service delivery, and maintain the integrity and reputation of public organizations. Public service agencies can better serve their communities and fulfill their mandate by proactively managing risks.*

**Originality/value** – *This research combines behavioral and psychological approaches to test the occurrence of Risk Management in the Public Sector.*

**KEYWORDS:** *Integrated; Public-Sector Organizations; Public Services; Risk Management.*

#### **ABSTRAK**

**Tujuan** – Penelitian ini bertujuan untuk mendeskripsikan dan menganalisis Manajemen Risiko yang terintegrasi dalam Pelayanan Publik pada Organisasi Sektor Publik

**Metodologi/Pendekatan** – Pendekatan penelitian kuantitatif dengan menggunakan metode pengumpulan data berbasis Online (e\_kuesioner) dikombinasikan dengan wawancara untuk mendapatkan pandangan responden tentang integrasi manajemen risiko, implementasi dan pelayanan publik. Sampel dalam penelitian ini adalah 94 responden dari tiga (3) organisasi publik, yang terdiri dari Pemerintah Provinsi Papua (Staf Keuangan & APIP), Audit Internal Perguruan Tinggi (SPI), dan Lembaga Pengawas Keuangan (BPKP & BPK).

**Hasil** – Hasil analisis menunjukkan bahwa terdapat beberapa poin penting tentang bagaimana manajemen risiko itu penting dan memiliki hubungan erat dengan layanan publik, seperti melindungi kepentingan publik, meningkatkan pemberian layanan, mengalokasikan sumber daya secara efisien, memastikan kepatuhan dan akuntabilitas, kesiapsiagaan dan tanggap darurat, manajemen reputasi, dan keberlanjutan jangka panjang. Integrasi manajemen risiko dalam pelayanan publik menunjukkan hubungan yang positif dan dapat berkontribusi pada keandalan layanan, pengelolaan keuangan yang lebih baik, meminimalkan kecurangan dan meningkatkan kepatuhan terhadap regulasi, memaksimalkan pemanfaatan aset yang dimiliki pemerintah, serta memiliki kecepatan respons terhadap kondisi atau kejadian darurat, serta mampu memitigasi risiko yang mungkin terjadi.

**Implikasi Praktis** – Implementasi Manajemen Risiko dalam layanan publik membantu memastikan alokasi sumber daya yang efisien, melindungi kepentingan publik, meningkatkan pemberian layanan, dan menjaga integritas dan reputasi organisasi publik. Dengan pengelolaan risiko

secara proaktif, lembaga layanan publik dapat melayani komunitas mereka dengan lebih baik dan memenuhi mandat mereka secara efektif.

**Keaslian/nilai** –Penelitian ini menggabungkan pendekatan perilaku dan psikologis untuk menguji integrasi Manajemen Risiko dan layanan publik di organisasi sektor publik serta mendeskripsikan dengan lebih mendalam pendapat responden dengan menggunakan pendekatan analisis Voyant.

**KATA KUNCI:** Layanan Publik; Manajemen Risiko; Organisasi Sektor Publik; Terintegrasi.

## PENDAHULUAN

Risk Management (RM) activities aim to achieve the best possible outcome by systematically analyzing risks and their potential impact on various aspects of the organization, such as operations, finances, reputation, and strategic objectives. Through risk assessment, organizations can identify threats and opportunities, allowing them to develop strategies to capitalize on and mitigate the latter ([Enrico et. al., 2021](#)). The modernization of public administration in Indonesia in the early 2010s was influenced by the concepts of New Public Management. The adoption of NPM principles aimed to enhance efficiency, effectiveness, and accountability in public sector management, contributing to the overall improvement of public service delivery in the country ([Mikes, 2011](#)).

By implementing ISO 31000, organizations can establish a systematic and robust approach to risk management. It helps organizations enhance their risk management capabilities, promote a risk-aware culture, and improve decision-making processes. While ISO 31000 does not provide certification, it serves as a valuable framework for organizations to benchmark their risk management practices and conduct risk management audits to ensure continuous improvement. Today many countries are more proactive in implementing risk management development ([Fone & Young, 2005](#); [Keban, 2017](#); [Sarens, Gils, & Diane, 2010](#); [Riso & Castellini, 2019](#)).

Risk Management can improve the performance and responsiveness of public services ([Hood, 2000](#); [Stassart & Visscher, 2005](#)). Risk Management frameworks and practices, started in the 80s, can be seen as part of the modernization drive under New Public Management (NPM), NPM is directed to make people believe in the privatization of public services ([Lapuente & Walle, 2020](#); [Farazmand, 2020](#)). The important point of New Public Management (NPM) is to innovate from a business mindset, by further promoting the efficiency and accountability of public managers as opposed to maximizing public service values such as equality, public participation, fairness, etc. ([Vabo, 2009](#)).

NPM allows public organizations to conduct bureaucratic reforms to improve public services for each citizen according to available resources. Based on this goal, the achievement process needs to be carried out with economic, effective, and efficient principles, and supported by management control systems, operational risk management practices, and internal control to improve public service quality. Risk management is a "vital instrument" in public administration. Risk identification and management activities can increase awareness of risks and alternatives to address them ([Keban, 2017](#)) and emphasize the importance of risk analysis and control in the public sector: The entire risk management process depends on known

organizational objectives, and relevant risks are established concerning those objectives ([Hatvani, 2015](#)).

Some important problems in public services arise because risk management is still informal, so the impact can be seen with the still fertile culture of mutual blame, lack of accountability, and expropriation of state assets by third parties. and existing resources are not managed proportionally compared to the risks to be faced. Risk control can help assess the impact of risks and ensure that risks are managed, and management is directed to mitigate those risks. Risk control interactions can ensure that the resources used have met the elements of economy, efficiency, and effectiveness by considering ([BPKP, 2006](#)) in which areas public sector agencies have a major risk in achieving the results of their program so that resources can be directed especially to areas with high risk.

Poor interaction with risk management and risk control can result in poor public services ([Riso & Castellini, 2019](#)). Therefore, it can be assumed that the successful implementation of risk management and internal control, which following frameworks such as ERM, will positively impact performance engagement in various public service institutions and overall government performance. An effective and integrated ERM framework between risk management and internal control systems can help achieve organizational objectives ([Anand, 2006](#); [Vanstapel, 2004](#)).

Risk management practices in Indonesia are still neglected, especially operational risk management, even though risk control is a vital instrument in the management control system in public services. Risks can also be classified according to the components or features of the organization to be affected. For example, risks can be classified according to whether the risk will impact people, places, processes, or products. It is important to consider the organization when deciding on an organization's risk classification system by determining whether risks will be classified according to the source of risk, the components affected, or the consequences of realizing the risk ([Keban, 2017](#)).

Effective risk management is indeed crucial for businesses to protect themselves from potential risks and minimize the impact of unforeseen events. By studying successful case studies and understanding how other organizations have approached risk management, businesses can gain valuable insights and develop strategies tailored to their specific needs. A well-designed risk management plan considers the unique circumstances and requirements of the organization. It involves identifying potential risks, assessing their likelihood and potential impact, and implementing measures to mitigate or manage those risks. This proactive approach allows companies to anticipate and address potential threats before they escalate into major problems ([Payne, 2022](#)).

The last two decades have witnessed an increasing policy imperative around using innovation to improve the efficiency and effectiveness of public services. Innovation is seen to be inextricably linked to positive risk-taking, and yet little attention has been paid to its governance in the public service innovation process. There has been a growing emphasis on using innovation to enhance the efficiency and effectiveness of public services. Innovation is viewed to address complex societal challenges and deliver better outcomes for citizens. However, the governance of innovation in the public service sector has received relatively less attention compared to the focus on promoting innovation itself.

Addressing the governance of innovation in the public service innovation process is crucial to strike the right balance between promoting innovation and managing associated risks. By integrating risk management principles and practices into the innovation process, public service organizations can effectively harness the potential of innovation while minimizing

adverse outcomes. Integrated Risk Management: Innovation governance should be integrated into an organization's overall risk management framework. This involves aligning innovation-related risks with existing risk management processes, such as risk identification, assessment, mitigation, monitoring, and reporting ([Louisa & Osborne, 2012](#)).

Some previous research related to risk management is more associated with internal control, Fraud, and Assets ([Fone & Young, 2005](#); [Sarens, Gils, & Diane, 2010](#); [Riso & Castellini, 2019](#); [Tarjo et. al., 2022](#); [Chowdhury & Shil, 2019](#); [Hopkins & Nightingale, 2006](#); [Landi et. al., 2022](#); [Durst, Hinteregger, & Zieba., 2019](#)) while those related to public services have not been found so that it is one of the reasons for the importance of this research conducted. This research uses a combination of COSO risk management theory combined with ISO 31000. Risk management is a private sector concept that deals with all types of risks. However, the public sector has adopted this approach, which is somewhat different from the private sector. This research will conduct a deeper study related to the implementation of risk management in public services for its stakeholders to achieve better governance.

Based on some of the arguments above, this research will focus on analyzing the integration of Risk Management in improving public services. Risk assessment emphasizes five (5) indicators of risk management implementation, which determine the risk context, risk attributes, objectives, mandates, and monitoring. This study aims to in-depth analyze respondents' perceptions of the implementation of integrated risk management in improving public service activities with Voyant analysis. The results of this research provide implications for reputation management in public service organizations rely on public trust and confidence and are expected to provide input to the government in managing risk as one of the risk control tools for decisions made in improving public services, besides that this research also contributes to improving better governance in public services through the process of risk identification and monitoring. The hypothesis tested in this study is the integration of risk management with five (5) public service indicators, tangible, reliability, responsiveness, assurance, and empathy.

## METHOD

Respondents This research was taken from three (3) public organizations, consisting of Papua Provincial Government (Financial Staff & APIP), Internal Audit Universities Institutions (SPI), and Financial Supervisory Institutions (BPKP & BPK) with a sample of 94 respondents. Risk Management Instruments from ([Sarens., Visscher., & Gils., 2010](#)). Instruments have been developed and adapted to risk management rules in Indonesia (Minister of PAN & RB No. 43 of 2021 concerning Risk Management), while Public Service Instruments use and are adapted to the principles of Government public service ([Parasuraman, Zeithaml, & Berry., 1985](#)) Minister of PAN & RB No. 19 of 2021 concerning Service Standards). The measurement of the questionnaire scale uses Likert calculations of 1 to 5, where 1 indicates "no integrated" to 5 indicates "fully integrated". In addition to closed questions using the Likert scale, there are also open questions given to obtain respondents' opinions regarding the implementation of risk management in public services.

The analysis uses two (2) stages, the first stage is the descriptive analysis uses Voyant analysis, which is analysis to explore and understand data on respondents' opinions or perceptions from risk management and public service indicators. This visual representation can reveal patterns, highlight important terms or words, and provide insight into the corpus of text whereas analysis. The second stage is the integration test uses correlation analysis to analyze the relationship between indicators of each variable tested.

Before the integration test, all instruments used have been validated to ensure that the instruments used meet the feasibility standards. Determination of the number of samples using the GPower test (Memon et. al., 2020). There are five (5) stages in determining the sample determination procedure with the GPower test (Sofyani, 2023). This research has met the minimum sample criteria with GPower test calculations: 77 samples, while this research uses 94 total samples/respondents.

## RESULT AND DISCUSSION

### Characteristics of Respondents

The number of female respondents is 48% (45 people) and men 52% (49 people). In Figure 1 there is information related to the characteristics of respondents for Education, age, and occupation.

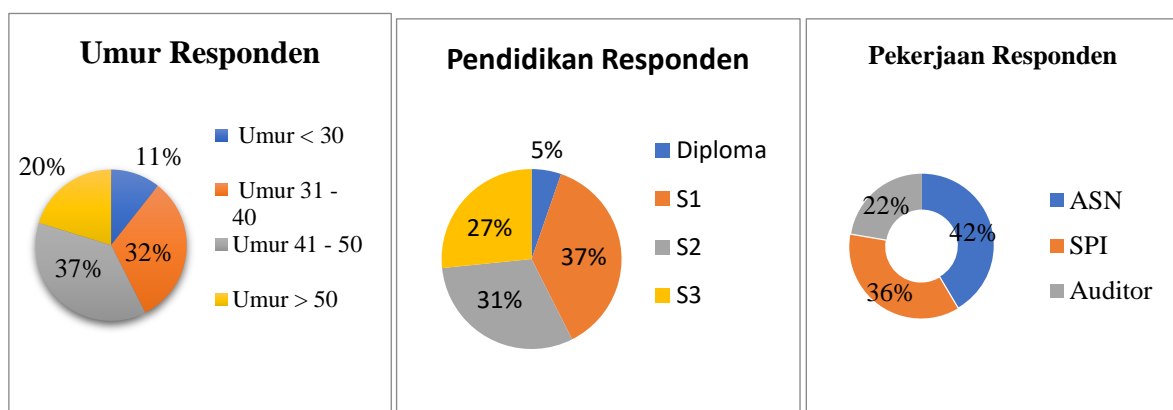
### Descriptive Analysis per Dimension

#### Risk Management Dimension in Public Sector

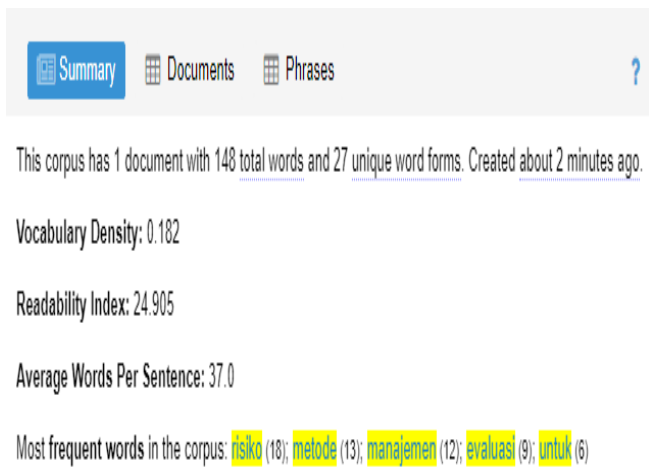
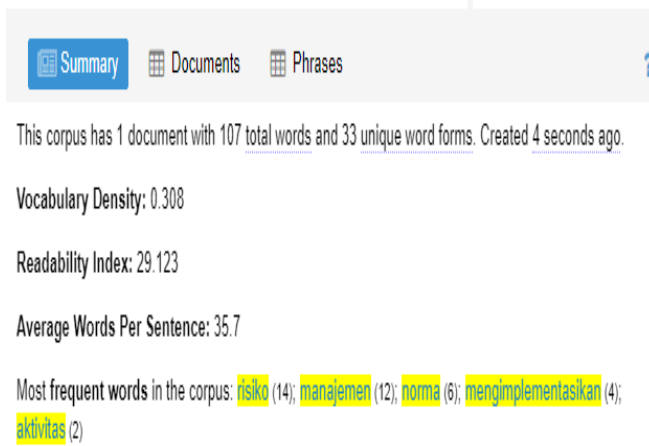
Analysis per each dimension using **Voyant analysis** to see respondents' perceptions regarding important indicators and needs to be considered in the implementation of risk management. Voyant analysis is a tool used for text analysis, specifically for examining and highlighting the words and phrases used by respondents when expressing their opinions. It can be particularly useful for studying risk management attributes and understanding how individuals perceive them. By analyzing the frequency of occurrence of specific words or phrases, Voyant analysis helps researchers identify the most used terms and gain insights into people's perceptions of risk management attributes. The results of the analysis of each dimension can be seen in the following figure.

#### Word Analysis of Risk Management Attributes

There are 3 indicators used to describe respondents' opinions related to the first dimension of risk management attributes, namely conception, competence, and method. The results of the analysis are seen in Figure 2 below.



**Figure 1.**  
Characteristics  
of  
Respondents  
(Age,  
Education &;  
Occupation)



The results of testing respondents' opinions regarding risk management attributes show that there are 5 (five) important words (in yellow): risk, management, norms, implementation, and activities. This word can then be identified with the concept of risk management attribution is that **public organizations need to apply norms in carrying out risk management implementation activities.**

Norm is quite an important word besides the word risk management

Competency is an important part of implementing risk management. The following are the results of respondents' opinion analysis related to **competency indicators** that show that there are 5 (five) important words (yellow): risk, management, training, following, and competence. This word can be identified with the concept of competence that the level of management and employees in public organizations is competence obtained by **attending risk management training.**

The application of risk management can be achieved if used with the right method. The respondents' opinion showed that of the 143 words analyzed from the Method indicator, there are 5 (five) important words (yellow): risk, method, management, and evaluation that can be identified with sentences for the application of risk management need to be established for **evaluation Risk management methods are needed.** This shows that evaluation needs to be done to get the right method of implementing risk management.

**Figure 2.** Word Analysis of Risk Management Attributes

Source: data processed 2023

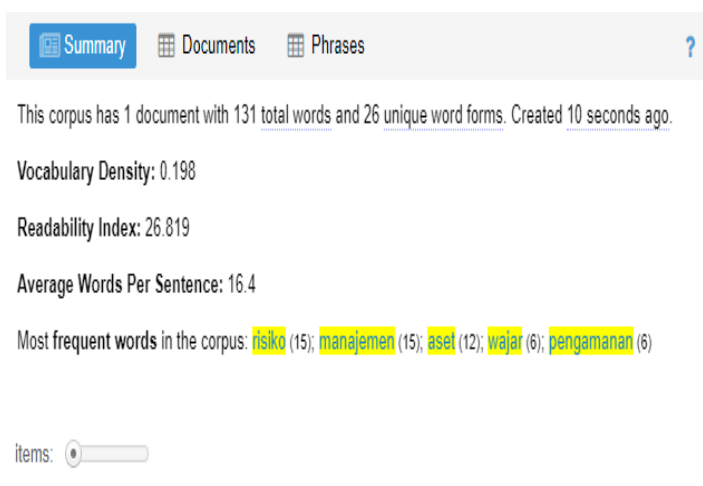
Based on the results of the Voyant analysis, it appears that respondents share a common opinion regarding the implementation of risk management. The analysis highlights three key indicators:

1. Indicator Conception: Respondents emphasize the importance of carrying out the implementation of risk management. This indicates a consensus among the respondents that risk management should be a priority and actively practiced within their respective contexts. The frequency of words related to this indicator suggests a recognition of the need for risk management processes and procedures.
2. Indicator Conference: The analysis reveals that respondents perceive a need for special training in risk management. This indicates a shared belief that individuals assigned to perform risk control tasks should undergo specific training to enhance their competence in managing risks effectively. The frequency of words associated with this indicator implies a recognition of the importance of developing skills and knowledge in risk management practices.
3. Indicator Method: The analysis also indicates that respondents recognize the significance of using the right methods to evaluate risk management. This suggests a consensus among the respondents that appropriate evaluation techniques and frameworks should be employed to assess the effectiveness and efficiency of risk management processes. The frequency of words related to this indicator implies a desire for objective and reliable assessment methods.

Overall, the Voyant analysis highlights the respondents' agreement on the need for risk management implementation, the importance of specialized training for risk control personnel, and the significance of utilizing appropriate evaluation methods. These findings provide valuable insights into the perceptions and priorities of the respondents regarding risk management attributes.

### Word Analysis of Risk Management Objectives

The following is the respondents' perception of the second dimension of risk management, namely objectives in the application of risk management in public organizations as shown in Figure 3.



Objectives dimension analysis of respondent's opinions shows that there are 5 (five) important words (in yellow): risk, management, assets, reasonable, and security which can be identified with the sentence risk management to secure assets. This means *that the goal of risk management is reasonable to secure assets*. Respondents argue that the purpose of risk management implementation is reasonable in securing government assets

Source: data processed 2023

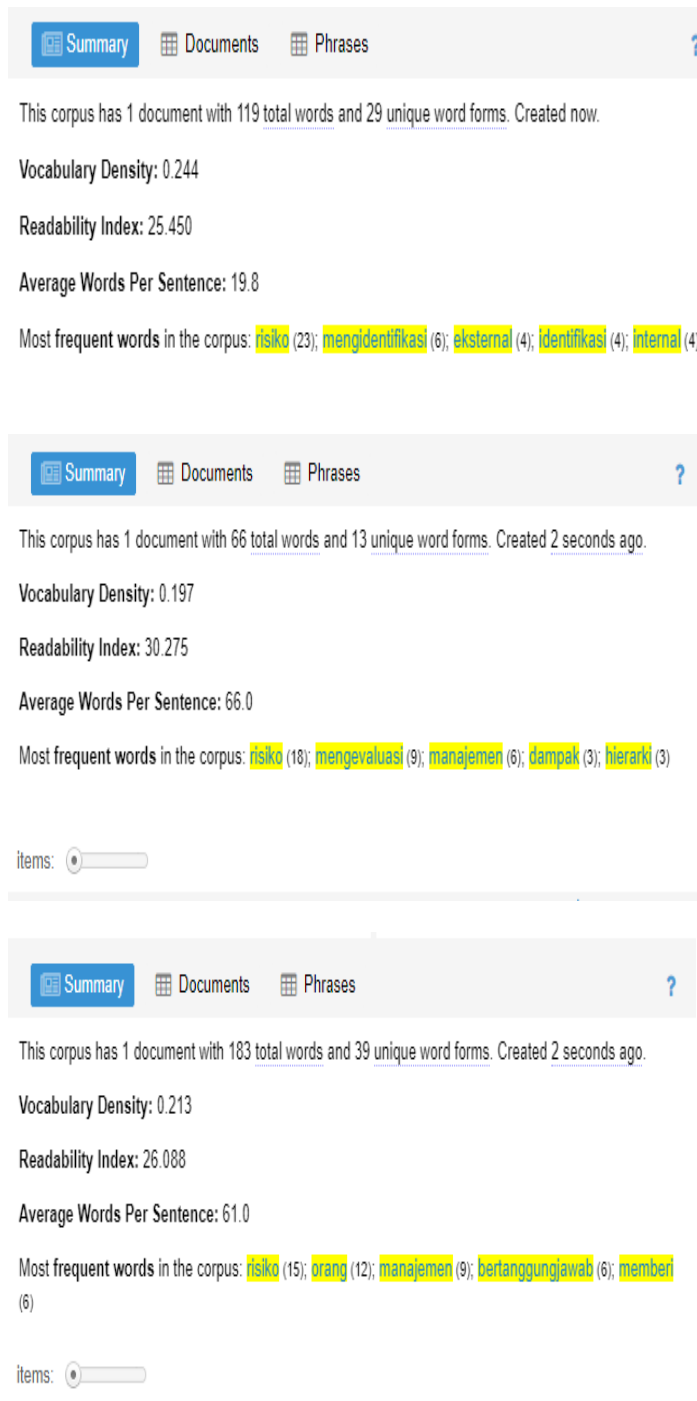
**Figure 3.**  
Word Analysis  
of Risk  
Management  
Objectives



The results of the word analysis concluded from the opinions of respondents show that the objective of risk management is securing assets. This result is by one with the purpose of risk management is to secure government assets.

**a) Word Analysis of Risk Management Mandate**

There are three (3) risk management mandate indicators used to describe respondents' opinions, namely Risk Identification, Risk Evaluation, and Risk Management. The results of the analysis of respondents' perceptions can be seen in Figure 4 below.



The mandate is the first dimension of risk management. The results of word analysis from respondents' opinions show that there are 5 (five) important words (in yellow); risk, identify, external, Identification, and internal. These five words indicate that the mandate in the implementation of risk management requires **the identification of internal and external risks**. Risk identification carried out early on can be used to mitigate risks

Respondents' opinions related to risk evaluation refer to 5 (five) important words (in yellow); risk, evaluate, management, impact, and hierarchy. The five (5) words can be identified with the sentence that it is necessary to evaluate the **impact of risk management hierarchy**. Risk evaluation is inseparable from the existing hierarchy in organizational management, the wider the hierarchy of an organization, the more necessary risk evaluation from risk owners at each level of the hierarchy

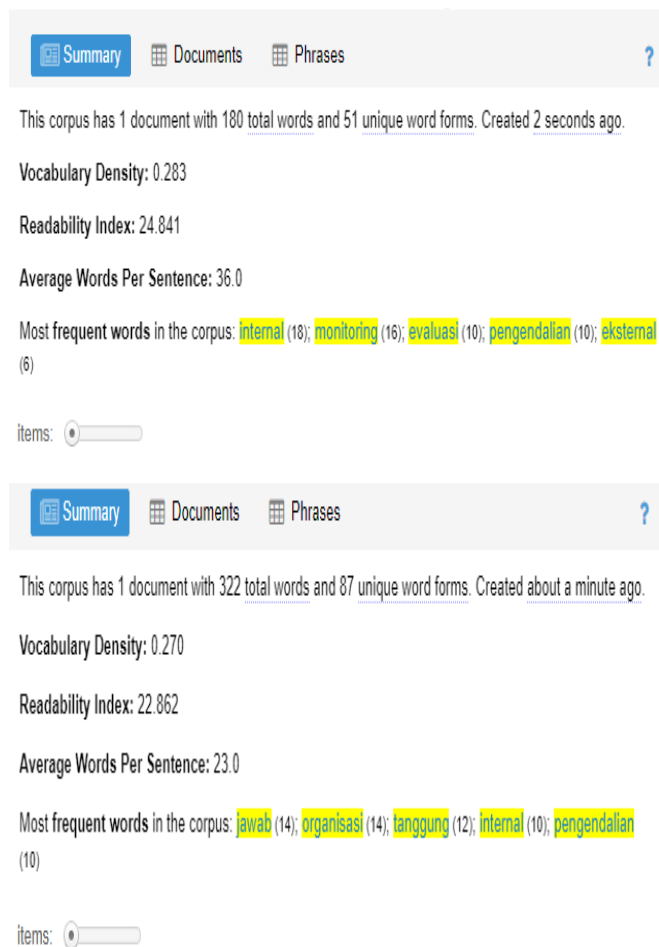
Respondents' opinions about Risk Management lead to a sense of responsibility, this can be seen from the 5 (five) important words (yellow); risk, people, management, responsibility, and giving which can be identified with sentences **Risk management gives people a sense of responsibility**. A sense of responsibility is an important part of carrying out the task/work, and every responsibility can reduce the risk that will occur.

**Figure 4.** Word Analysis of Risk Management Mandate

The mandate in risk management indicates the existence of activities that express the risk mandate carried out through official statements/documents, which indicate the strategies and objectives of risk management, and the people responsible for them at all levels. Authority is given to such people to use the right resources to achieve the goals assigned to them. The above statement refers to the results of this study which shows that although most government organizations/institutions and universities (PT) do not yet have a special committee/unit for risk control, respondents have a perception that the mandate in risk implementation can be applied, namely by identifying internal and external risks, evaluating the impact of the risk management public and risk management giving a sense of responsibility for those who serve in public organizations.

### Word Analysis of Risk Management Monitoring

Monitoring and Responsibility in internal control vary from one organization to another, for example, PTN SATKER, PTN BLU, and PT BHMN have different monitoring processes and internal control responsibilities even though the internal control method already has charter standards because of the different business scope between SATKER, BLU, and BHMN, as well as local governments (PEMDA) and government Supervisory Institutions, Each monitoring and internal control responsibility depends on the extent of the coordination area and the different responsibilities between provincial and city and district governments. The following are respondents' perceptions of the implementation of monitoring and internal control responsibilities as follows.



**Figure 5.**  
Word Analysis  
of Risk  
Management  
Monitoring

Source: data processed 2023

The results of the analysis show that there are 5 (five) important words (in yellow); internal, monitoring, evaluation, control, and external. These five words can be identified with the sentence **monitoring and evaluation of internal and external control**. Management should establish a system of ongoing monitoring and evaluation to assess the effectiveness of internal controls. This involves periodic reviews, evaluations, and testing of controls to ensure they are operating as intended.

Organizational responsibility for internal control refers to the accountability and duties that an organization's management and employees have in establishing, implementing, and maintaining effective internal control systems. These five (5) words can be identified with the sentence **organizational responsibility for internal control**. Internal controls are processes, procedures, and practices designed to ensure the accuracy of financial reporting, safeguard assets, and promote operational efficiency.

The delegation of authority is one of the different characteristics seen from the scope of duties and responsibilities. For PTN BLU/PT BHMN and the provincial government, there is a special team or auditor appointed specifically to carry out supervisory functions when compared to PTN SATKER or OPD which carries out supervisory functions by being able to provide additional tasks for employees/staff /lecturers who have the ability in the audit field to carry out monitoring and supervision functions. They help organizations achieve their goals while mitigating risks.

**Public Services Dimension in Public Sector**

The descriptive analysis of the public service dimension consists of 5 indicators, namely: tangible, reliable, responsiveness, assurance, and empathy. Respondents' perceptions will be seen from their responses to several questions asked for each public service indicator. Tangible emphasizes more on respondents' perceptions regarding service quality in the form of physical office facilities, computerized administration, waiting rooms, places of information, and apparatus attitudes/behaviors, Reliability emphasizes respondents' perceptions regarding the ability and reliability to provide reliable services.

Respondents' perceptions related to responsiveness emphasize more on the ability to help and provide services quickly and precisely, as well as responsiveness to consumer desires while assurance emphasizes the provision of guarantees on the cost and legality of services as well as the ability and friendliness and courtesy of employees in assuring consumer/community trust. The last indicator is emphatic which emphasizes a firm but attentive attitude from officers/employees towards customers/the community without discrimination. The following are the results of a descriptive analysis of respondents' perceptions with Voyant analysis.

**(Tangible, Reliability, Responsiveness, Assurance, and Empathy)**

The first indicator is tangible, there are 5 (five) important words (in yellow) namely **Service, comfort, can, staff, and customer**. These five words are words that are considered important to note in public services for the tangible dimension and can be identified with the sentence **customer comfort obtained from officer service**. When customers know what to expect and consistently receive helpful assistance, their comfort level increases.

The second indicator of public service reliability. There are 5 (five) important words (in yellow) namely **Service, services, officer, trusted, and provide**. These five words are words that are considered important to pay attention to and can be identified with the sentence **Service Officer providing reliable services**. When customers receive efficient and effective service from public service officers, it contributes to their overall satisfaction with the company.



**Figure 7.**  
Word Analysis  
of Public  
Services

Source: data processed 2023

The results of the word analysis of the public service indicator above show that the perception of public services according to respondents can be seen from the elements of comfort, trustworthiness, fast, and precise, serving politely, and having a friendly selfless attitude. This element can be seen from the answers and views of respondents related to the five (5) indicators used to measure public services commensurate with what is stated in (PERMEN PAN & RB No. 19/2021 about Service Standards).

### Integration of Risk Management and Public Services

The third indicator of public service responsiveness. There are 5 (five) important words (in yellow) namely **service, customer, fast, and precise**. These five words are words that are considered important to note in public services for the dimension of responsiveness and can be identified with the sentence. **Fast and precise Customer Service**. Courteous and professional behavior from public service officers creates a positive impression on customers or the community. Feeling respected and treated well contributes to their comfort and confidence in the service they are receiving.

The fourth indicator of public service assurance There are 5 (five) important words (in yellow) namely **guarantee, give in, service, and polite**. These five words are considered important and need to be considered in public services for the assurance dimension and can be identified with the sentence **Guarantee in providing polite service**. Public service officers who show empathy and personalize their interactions based on the customer's situation create a sense of connection.

The fifth indicator is Empathy, there are 5 (five) important words (in yellow) namely **service, with customers, attitude, and selflessness**. These five words are words that are considered important and need to be considered in public services can be identified with the sentence **Serving customers/society with a selfless attitude**. Consistent service experiences from public service officers build trust and reliability. When customers/ community know what to expect and consistently receive helpful assistance, their comfort level increases.

Variable	Mean	St. deviation
Tangible	4.239	1.0708
Reliability	4.411	.9935
Responsiveness	4.250	1.0799
Assurance	4.053	1.1947
Empathy	4.170	1.1325
Risk Management	4.094	1.1039
<b>Valid N (listwise): 94</b>		

**Table 1.**  
Descriptive Statistics of Average Score Public Service and Risk Management

Source: data processed 2023

Risk management is a critical aspect of public service, as it involves identifying, assessing, and prioritizing risks to ensure the safety and well-being of the public. Public service organizations, such as government agencies and non-profit organizations, are responsible for providing essential services and managing public resources, which can be subject to various risks.

The data above shows that 5 indicators of public services, namely tangible with an average value of 4,239, mean that respondents' answers to each item of questions about tangible are worth 4 or agree, as well as 4 other indicators, namely reliability, responsiveness, assurance, and empathy, the average answer shows a number above 4 which refers to an agreed opinion. The same value is also identical to the Risk Management indicator with a value of 4,094 which means that respondents answer in agreement with the statement submitted.

The results of integration appear in Table 2 correlation matrix shows that risk management has a significant relationship with five (5) public service indicators; tangible (37%, 0.00), reliability (35.5%, 0.00), responsiveness (35.8%, 0.00), assurance (29.9%, 0.00) and empathy (35%, 0.00). This result shows that risk management has a strong relationship with tangible indicators in public services, which is 37% compared to other indicators. This shows that risk management can give meaning to success in government public service activities for all stakeholders, especially customers or the community.

	Tangible	Reliability	Responsiveness	Assurance	Empathy	Risk Management
Tangible	1					
Reliability	.889**	1				
Responsiveness	.910**	.825**	1			
Assurance	.825**	.788**	.724**	1		
Empathy	.818**	.797**	.792**	.661**	1	
Risk Management	.370**	.355**	.368**	.299**	.360**	1

\*\*Correlation is significant at the 0.01 level (2-tailed).

N= 94

Source: data processed 2023

**Table 2.**  
Correlation Matrix Risk Management and Public Service

## Discussion

Risk management plays a crucial role in the field of public service. It involves identifying, assessing, and mitigating potential risks that can impact public organizations, their operations, and the communities they serve. The results of the analysis show that there are a few key points on how risk management is important and has a close relationship with public service, like this protecting public interest, Enhancing Service Delivery, Allocating Resources Efficiently, Ensuring Compliance and Accountability, Emergency Preparedness and Response, Reputation Management, and Long-term Sustainability.

**Protecting Public Interest:** Public service organizations have a responsibility to safeguard the interests of the public. Effective risk management ensures that potential threats and hazards are identified and addressed, minimizing negative impacts on citizens and communities. The results of the analysis are seen in the relationship between risk management and assurance and reliability indicators in public services.

**Enhancing Service Delivery:** By proactively managing risks, public service agencies can ensure uninterrupted service delivery. Identifying and mitigating potential risks, such as natural disasters, infrastructure failures, or cybersecurity breaches, helps maintain the continuity and quality of essential public services, this is in line with the results of this study related to the relationship between risk management and reliability indicators, namely providing reliable services and the third indicator of services appropriately and quickly.

**Allocating Resources Efficiently:** Risk management enables public organizations to allocate resources effectively. By identifying and prioritizing risks, agencies can allocate funds, staff, and other resources to areas where they are most needed, ensuring optimal utilization and avoiding unnecessary costs. This is in line with tangible and assurance indicators that show the convenience of services felt by the community and other stakeholders if all resources owned can be allocated effectively.

**Ensuring Compliance and Accountability:** Public service agencies operate within a regulatory framework and are accountable to the public. Risk management processes help organizations identify compliance requirements and implement measures to meet them. It also aids in establishing accountability mechanisms, such as internal controls and audits, to ensure transparency and prevent misconduct. The element of monitoring and responsibility in risk management indicators is closely related to the reliability and assurance of public services. By emphasizing the monitoring and responsibility dimensions of risk management, organizations can enhance the reliability and assurance of their public services. The regular monitoring of risks and the establishment of clear responsibilities help identify potential issues, improve risk mitigation strategies, and ensure that risks are effectively managed. This, in turn, instills confidence in the public by demonstrating that measures are in place to address potential risks and ensure the reliability and quality of the services provided.

**Emergency Preparedness and Response:** Public service agencies often play a critical role in emergencies, such as natural disasters, pandemics, or terrorist attacks. Risk management allows organizations to develop emergency response plans, establish communication protocols, and coordinate resources effectively during crises, minimizing potential damage and saving lives. This component is directly related to five service indicators, namely tangible, reliability, responsiveness, assurance, and empathy that are expected by the community.

**Reputation Management:** Public service organizations rely on public trust and confidence. Effective risk management helps protect the reputation of these organizations by identifying and addressing risks that can harm public perception. This includes managing potential issues related to financial mismanagement, corruption, data breaches, or public safety concerns. The relationship between risk management and elements of public trust is an important part of this point, with risk control, it is hoped that the entire government management process can avoid fraud.

**Long-term Sustainability:** Public service agencies need to consider long-term sustainability while making decisions. Risk management helps identify and assess risks associated with long-term projects, policy implementation, and strategic initiatives. By considering potential risks and developing

mitigation strategies, organizations can increase the likelihood of project success and sustainable outcomes. The implementation of risk control can enable the government to mitigate risks from the beginning so that the organization can ensure that all government work programs can be successful and sustainable to maximize services for the community.

The results of the above research state that to improve public services, it is important to integrate risk management as part of the overall organizational management process according to its research ([Hatvani, 2015](#); [Hopkin, 2017](#)). Public organizations can better identify and manage risks, thereby minimizing disruptions, increasing efficiency, and providing more reliable and responsive services to the public and other stakeholders ([BPKP, 2006](#); [Farazmand, 2020](#); [Sarens., Visscher., & Gils., 2010](#); [Sørensen et. al., 2023](#)).

## CONCLUSION

Overall, risk management in public service helps ensure efficient resource allocation, protect public interests, enhance service delivery, and maintain the integrity and reputation of public organizations. By proactively managing risks, public service agencies can better serve their communities and fulfill their mandate effectively. Risk management in public service involves identifying potential risks, assessing their potential impact, and developing strategies to mitigate or manage those risks. These risks may include natural disasters, security threats, financial risks, legal risks, and reputational risks.

Risk management integrity can contribute to service reliability, better financial management, minimizing fraud, increasing compliance with regulations, maximizing the utilization of assets owned by the government, and a speed of response to emergency conditions or events that can mitigate risks that may occur. It is expected that to improve public services, government institutions, both government and universities, will begin to consider the establishment of independent risk management units/committees to be able to control risks from the beginning for every government service activity, including reducing non-compliance with regulations. By adopting integrated risk management principles and practices, public service organizations can enhance their resilience, minimize potential disruptions, and improve the quality and efficiency of the services they deliver to the public.

This research is expected to have implications for the integration of risk management to improve public services. We believe that a more appropriate risk management framework monitoring, evaluation and internal control is needed for the public sector, which is integrated in public service and public policy. Good Risk Governance can provide synergy for improving community services by achieving efficiency and effectiveness of services towards clean and clear governance.

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