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Unima risk management development

Herry Sumual¹, Juliana Margareta Sumilat²

^{1,2}Manado State University

herrysumual@unima.ac.id¹, julianasumilat@unima.ac.id²

Abstract. This study aims to develop a risk management map at Manado State University. This research uses development research with 4D model which stands for Define, Design, Development and Dissemination. Educational organizations such as Unima are organizations that have activities in which they must face situations with uncertainty factors that manifest in the form of opportunities and threats in an effort to achieve Unima's vision and mission itself. The threats and opportunities that manifest are risks that must be faced and managed to help Unima achieve its vision and mission. In an effort to achieve Unima's vision and mission, it is necessary to carry out risk management activities carried out by the risk management unit. Therefore, Unima needs to present a unit that is responsible for managing and managing risks, which of course always communicates and coordinates with related leaders.

Keywords. Risk management, Manado State University, 4D Model.

1. Introduction

Risk management is a process of anticipating risk so that losses do not occur to the organization, and the extent of risk management disclosure can show the effectiveness of managing an agency's uncertainty related to risks and opportunities with the aim of increasing the value of an agency (Pratiwi, 2018). According to Lestari 2011, several stages in the risk management process that can be implemented in agencies can be explained as follows. 1) Determination of an acceptable level of risk (risk tolerance) Risk tolerance is basically a level of comfort over risk. The level of comfort over risk can be expressed qualitatively, such as conservative (tend to be risk averse), aggressive (tend to accept risk), or midway between the two. Measurement of risk tolerance can be done using a questionnaire or a specially designed test. 2) Identification and measurement of risk Risk identification should be carried out periodically or in the event of a risk trigger. In this process, all areas that have the potential to cause harm are carefully identified. All identified risks are then measured. The size of the risk in the Pension Fund generally refers to two measures, namely: Probability and Impact Probability. 3) Response to risk The results of identification and risk measurement are then used as the basis for determining the response to risk, whether the risk will be accepted, transferred, minimized, or avoided. 4) Monitoring and adjustment Monitoring and adjustment need to be carried out continuously to assess the success of risk management.

Carrying out a task in a management in an organization confronts us with a decision-making process. One decision leads us to a result that ultimately requires making another decision. Each result that appears can be a good or bad result. There is no guarantee everything

will turn out well. The possibility of the emergence of bad consequences is what we usually call risk, therefore good risk management is needed.

In an organization there are many decisions (actions) that are made. This makes more and more risks that may occur as a result. The more risk there is, the more likely it is to actually occur. Such a thing is certainly dangerous for an organization like Manado State University. Therefore, it is necessary to take actions that reduce the risk of occurrence, namely risk mapping or the development of Unima risk management.

2. Objective and methodology

This research uses development research with 4D model which was developed by Thiagarajan, et al in 1974. 4D stands for Define, Design, Development and Dissemination. However, in this research, it only reached the 3D stage.



Figure 1. 4D Development Research Model

Development research is research that is used to produce certain products, and test the effectiveness of these products (Sugiyono 2011:407). Development research is a research method that contains three main components, namely: (1) Development model, which is the basis for developing the product to be produced, (2) Development procedure, is a procedure taken by researchers to produce products, (3) Trial model or product development, is a very important part of development research, which is carried out after the design of the model or product is complete. The trial of the model or product development aims to find out whether the product made is suitable for use or not and to see how far the model or product made can achieve the goal.

2.1. Define

This stage is often called a needs analysis. Analysis of the activities that will be carried out in this activity are: (1) Literature study (2) Analyzing the environment and regulations.

2.2 Design

At this stage the activities carried out are: preparing a work plan.

2.3 Development

At this stage the activities that collect materials used to develop UNIMA risk management

Data collection carried out in this study were interviews, and observations as well as literature and documentation studies. Researchers conducted interviews with several key informants such as; Chancellor, Vice Chancellor II, Head of AUK Bureau as well as Secretary and several members of SPI Manado State University.

According to the Chancellor, Risk Management needs to be prepared, especially since UNIMA will soon change to a Public Service Agency College. So the Chancellor suggested to start identifying, analyzing and drafting the structure of the Team. So, according to the Chancellor, this Risk Management Team is very necessary, especially if possible, the SPI Team will do the research first. According to Mr. The Vice Chancellor II for Risk Management can help UNIMA by minimizing the loss of the Risk Management process as the Inspectorate demands which later the risk is very small, so try to take a lighter risk so that state losses should be small. Mr. The Vice Chancellor II suggested the need for HR training (Treasurer, PPK, Technical Team and the process of making reports). According to the Head of the Bureau, in preparation for the procurement of the Risk Management Team, it is necessary to recruit professional Lecturers and Accounting Experts, including experienced legal and engineering professionals. UNIMA can form an accountant unit because when it becomes a Public Service Agency College, it will be mandatory for accountants to predict and make reports.

3. Discussion and Findings

Manado State University (Unima) is an educational organization that has activities and in it must face situations with uncertainty factors that manifest in the form of opportunities and threats in an effort to achieve Unima's vision and mission itself. The threats and opportunities that manifest are risks that must be faced and managed to help Unima achieve its vision and mission. Therefore, in risk management at Unima, the development of risk management is carried out. In its development carried out several steps which are described as follows.

3.1. Define

Risk management is an integrated part of organizational processes and organizational governance in this case Unima. The results of observations show that there are activities that are too risky and pose a threat to Manado State University, among which there are several universities in North Sulawesi that have provided educational services that are the same as education services at Unima. This is certainly a threat to Unima in realizing its vision of superior innovative Unima, based on Mapalus.

However, there is an opportunity for Unima, where with the Merdeka Campus program, Unima is given the opportunity to introduce themselves and show the quality of education created at Unima through the Merdeka Campus program. Therefore, to maximize the strengths and minimize the weaknesses of Unima in dealing with threats and seizing opportunities, it is necessary to have a risk management unit at Manado State University.

The application of risk management at Manado State University must be adapted to the external and internal conditions of the organization. The implementation of organizational management also needs to consider the human resource and cultural factors of the Unima organization, namely Mapalus. Based on this, through consultation and coordination with

Unima's top management, it is necessary to conduct a study to compile a draft on the concept of risk management and a draft regulation that regulates risk management itself, because the perception of risk and competence in handling risk will determine the success of risk management implementation. Table 1 lists the paragraph styles defined in this template.

3.2. Design

At this stage, the activities carried out are compiling a work plan for the development of risk management at Manado State University. The first planned activity is to prepare a draft organizational structure that integrates the risk management unit within the Manado State University organization. The draft organizational structure that implements the risk management unit in it is as follows.

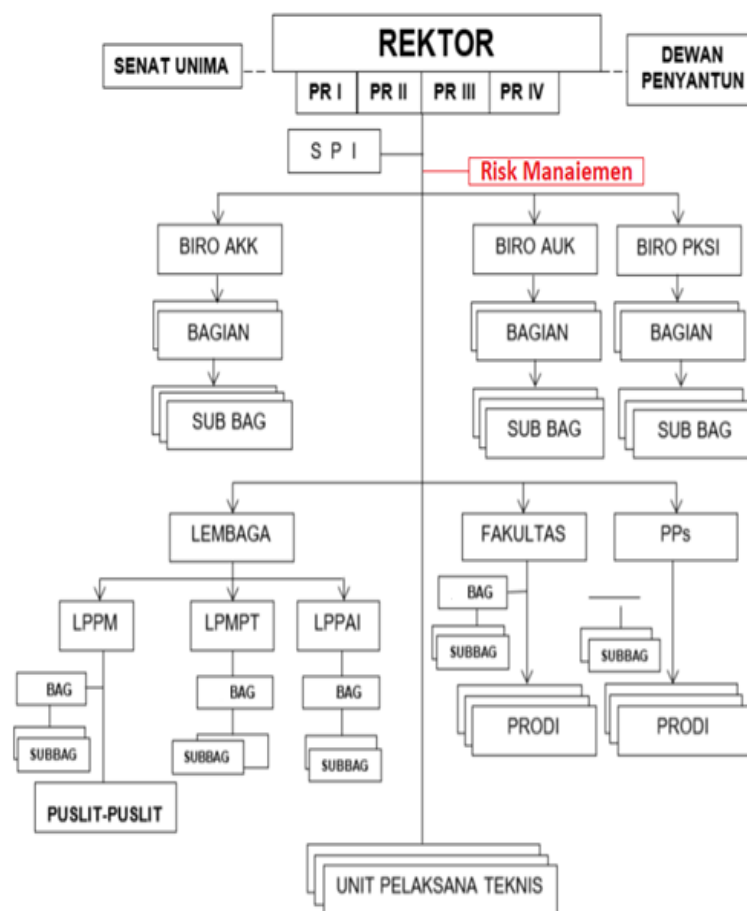


Figure 2. Draft Organizational Structure Implementing Risk Management

After the draft organizational structure is prepared, it is necessary to communicate and coordinate with top management to build leadership commitment in implementing risk management. The design of the risk management framework developed is:

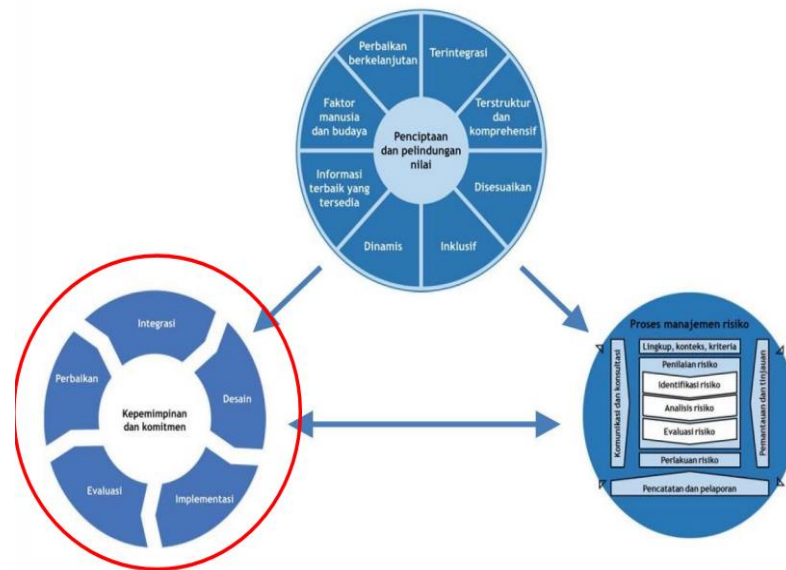


Figure 3. The Risk Management Framework

3.3. Development

At this development stage, a risk management framework based on ISO 31000: 2018 is discussed in its development on risk management at Unima.

3.3.1 Leadership and commitment. Top management in this case the Chancellor and the Vice Chancellors as well as the supervisory body in this case the SPI, must ensure that risk management is integrated in all organizational activities. This is done in a number of ways, namely:

- Issue policies that define the approach and plan or direction of risk management actions.
- Ensure that the necessary resources are allocated for risk management management, and if resources are limited, training is provided.
- Establish authority, responsibility and accountability at the required level within the organization.
 - Align risk management with objectives, strategies and culture;
 - Recognize and address all obligations, including voluntary commitments.
 - Determine the magnitude and type of risk that can or cannot be taken to guide the development of risk criteria, ensuring their communication to the organization and stakeholders;
 - Communicating the value of risk management to the organization and stakeholders;
 - Encourage systematic monitoring of risks
 - Ensure that the risk management framework remains appropriate to the context at the State University of Manado;

3.3.2. Integration. The integration of risk management depends on understanding the structure and context of the organization. The structure differs depending on the goals, objectives and complexity of the organization. Risk is managed in all parts of the organizational structure. Everyone in the organization is responsible for risk management. Governance guides

the direction of the organization, its external and internal relationships, and the roles, processes and practices necessary to achieve its objectives. The management structure translates governance directives into the strategies and related objectives needed to achieve the desired levels of sustainable performance and long-term viability. Determining the accountability and oversight role of risk management within the organization is an integral part of organizational governance. The integration of risk management into the organization is a dynamic and iterative process, and should be adapted to the needs and culture of the organization. Risk management should be part of, and inseparable from, the organization's objectives, governance, leadership and commitment, strategy, objectives and operations.

3.3.3. Design. Some of the activities that need to be designed in handling risk management are:

- Ensure adequate allocation of risk management resources in terms of personal, skill, experience, and competence.
- Ensuring Information and knowledge management system.
- Ensure professional development needs and training needs.
- A communication and consultation approach that facilitates the effective implementation of risk management

In accordance with the limitation of the problem, this research is focused on risk management in the procurement of goods and services. In the procurement of goods and services, it is necessary to review the planning so that there are no overlapping projects or delays or lack of tender time. Another thing that needs to be studied is also the usefulness of the procurement of goods and services used.

3.3.4. Implementation. Successful implementation of the framework requires stakeholder engagement and awareness. This allows Manado State University to explicitly address uncertainty in decision-making, while ensuring that new or further uncertainties can be taken into account as they arise. When properly designed and implemented, a risk management framework can ensure that the risk management process is part of all activities throughout Manado State University, including decision making, as well as ensuring changes in the external context and appropriately. Manado State University should implement a risk management framework by:

- Develop an appropriate plan, including time and resources;
- Identify where, when, how and by whom various types of decisions are made across the organization;
- Modify the decision-making process as appropriate; if needed;
- Ensure organizational arrangements for managing risk are clearly understood and practiced

Implementation of risk management in the goods and services section starts from planning, implementing and evaluating the procurement of goods and services being auctioned and direct appointment or e-catalogue.

3.3.5. Evaluation. To evaluate the effectiveness of the risk management framework, Manado State University needs to periodically measure the performance of the risk management framework against the objectives, implementation plans, indicators, and expected behaviors. The measurement results become a benchmark to determine whether the risk

management framework is appropriate to support the achievement of Manado State University in realizing its vision. Manado State University needs to continuously monitor and adapt its risk management framework to cope with external and internal changes. Thus, Manado State University can increase its value.

3.3.6. Repair. Manado State University continuously improves the suitability, adequacy, and effectiveness of the risk management framework, as well as the integration of the risk management process. When relevant gaps or improvement opportunities are identified, the organization should develop a development plan and tasks for and assign those with implementation accountability. Once implemented, these improvements should contribute to improved risk management.

Educational organizations such as Unima are organizations that have activities and in which they must face situations with uncertainty factors that manifest in the form of opportunities and threats in an effort to achieve Unima's vision and mission itself. The threats and opportunities that manifest are risks that must be faced and managed to help Unima achieve its vision and mission. In an effort to achieve Unima's vision and mission, it is necessary to carry out risk management activities carried out by the risk management unit. Therefore, Unima needs to present the unit who is responsible for managing and managing risk, which of course always communicates and coordinates with the relevant leadership because professional communication between the institution's employees is well developed, indicating commitment and devotion to the provision of high-quality services (Sandu, 2021)

The risk management unit is designed to be located after the record leadership and SPI with the aim of providing independence for the unit and coordinating with SPI in carrying out internal control in efforts to implement work programs to achieve Unima's vision and mission with minimal costs and maximum results. And also responsible to the university leadership.

The framework used in risk management development research at Unima refers to the risk management framework based on ISO 31000: 2018 namely Leadership and commitment, integration, design, implementation, evaluation, improvement. The risk management strategy developed starts from identifying risks, measuring and determining the magnitude of the risk and then dealing with the risk (Darmawi, 2010) by consulting the risk management plan and coordinating with the leadership to execute the risk management plan. In accordance with research limitations, this research is focused on the procurement of goods and services because it is very urgent. Risk management is very important to do in the procurement of goods and services either on construction projects or otherwise to avoid losses on quality costs and project completion schedules (Labombang, 2011).

4. Conclusion and recommendations

Risk management is very important to be developed by Manado State University in realizing its vision and mission. Risk management is an effort to respond to situations with uncertainty factors that manifest in the form of opportunities and threats which are risks and must be faced and managed to help Unima achieve its vision and mission. For this reason, in the development of risk management at Unima, it is necessary to have a commitment from the leadership of Unima to establish the rector's regulations governing the Risk Management Unit in the Unima organizational structure, as well as the rector's regulations governing the organization and work framework of the risk management unit.

The framework used in risk management development research at Unima refers to the risk management framework based on ISO 31000: 2018 namely Leadership and commitment,

integration, design, implementation, evaluation, improvement. The risk management strategy developed starts from identifying risks, measuring and determining the magnitude of the risk and then dealing with the risk. Risk management is very important in the procurement of goods and services either on construction projects or otherwise to avoid losses on quality costs and project completion schedules.

As an effort to build good governance at Unima, it is necessary to create a risk management unit that assists Unima in achieving its vision and mission, therefore it is recommended for decision makers to be able to open space for the development of risk management units at Unima.

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