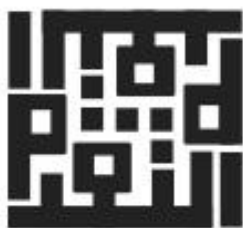


Is the Implementation of Risk Management Just a Formality? Evidence from a Public Sector Organization

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ABSTRACT

This study aims to describe the implementation of risk management and explore the perceptions of risk owners about its impact. This research was conducted at the Ministry of Public Works and Housing, especially in the service unit for procuring goods and construction services, considering the large budget and the number of auction packages. The research was designed as qualitative research with a case study approach. Data collection uses in-depth interviews to explore phenomena related to implementing risk management in these public sector organizations—data analysis using the Interactive Data Model. The research results show that implementing risk management is not only seen as a mere formality but as a necessity for the organization. In these public sector organizations, the effectiveness in implementing risk management is, on average, in the defined category, which means it is effective in creating and protecting organizational value. Although risk management is still carried out partially, the overall risk management system has begun to be structured and realized. On the other hand, there are still obstacles in risk management infrastructure, such as the unavailability of a risk management information system, limited understanding of risk management, and the absence of a specific budget related to risk management. In overcoming this problem, the solutions offered are to build a risk management information system, conduct education and training, and allocate a specific budget for risk management.

Introduction

Risk management has become one of the crucial issues for organizations, both private and public. Risk management is increasingly getting the attention of academics and practitioners because it is a marker of implementing good governance.

Said, Alam & Khalid (2016), stated that risk management is essential for good governance because it includes strategic and operational decision-making. In addition, according to Ahmeti et al., (2017), risk management is an important task that organizations must perform to achieve goals and objectives (Bracci et al., 2021, 2022; Corvellec, 2009).

Despite its crucial role, risk management in organizations is sometimes overlooked because there have been no failures or scandals in financial

reporting in previous years. However, every activity carried out by the organization is inseparable from the risks that affect the organization's performance. No one can guarantee that organizational goals can be achieved without any constraints (Brian, Ballou dan L, 2005; Vincent, 1996).

Durst et al., (2019), emphasize the importance of risk management in every organization. As a fundamental aspect of organizational culture, risk management must be managed at all levels of the organization in a structured manner to ensure the achievement of organizational objectives through risk identification, analysis, and evaluation. In the public sector, risk management is carried out to manage risks that can interfere with the realization of government programs. The application of risk management in the public sector is based on awareness of social risks, chaos, and upheaval in

operations and administration (Bracci et al., 2021). Failure to manage risk can cause problems. Various problems must be a concern for organizations, especially those concerned with risk management (Murray, 2014). The Pusdiklatwas, (2014), states that poor governance causes a problem in public sector organizations. Thus, risk management must be designed to respond to the needs of the entity concerned (Tuannakotta, 2016).

Implementing effective risk management is expected to increase organizational learning and resilience because risk management can reduce the emergence of a problem. The application of risk management in various sectors is considered capable of influencing the organization's ability to create and protect the value and improve organizational performance (Karyani et al.,; Yang & Ishtiaq, 2018). Therefore, before a risk becomes a problem, organizations must invest more in risk management (Durst et al., 2019; Gjerdrum & Peter, 2011).

In Indonesia, implementing risk management in public sector organizations has been mandated by the National Medium-Term Development Plan (RPJMN) for 2020-2024. Explicitly, the government has set one of the strategies used to achieve the goals of good governance, namely through the application of risk management in managing agency performance. Therefore, all agencies must implement risk management in the management of their organizations.

However, there is an argument stating that the implementation of risk management in the public sector is still symbolic and limited to formalities (Slamet, 2020; Thiel & Leeuw, 2002).

The philosophical understanding related to risk management that is part of governance has reached a different level. Many still view risk management as a complicated administrative process rather than a system needed to support government performance. In addition, there is a view that risk management is often considered a failure (Ahmeti et al., 2017). This is because the effectiveness of risk management itself is rarely measured, some parts that have been measured do not work, or some parts that function need to be used (Susanto, 2020).

Furthermore, it was also stated that of the 375 Ministries/Institutions/Local Governments that

have conducted risk assessments, there are still problems in implementing risk assessments, so the achievement of organizational objectives cannot be guaranteed by handling risks. Implementing risk management should not only be mandatory in the 2020-2024 RPJMN but a necessity in guarding and ensuring the achievement of organizational goals (Yang & Ishtiaq, 2018; Yuli, 2020).

There are doubts about the effectiveness of risk management implementation in the public sector needs attention because it has an important role. Currently, research related to risk management is mainly carried out in the private sector, focusing on assessing the maturity of risk management. Meanwhile, research related to risk management in the public sector has not been so much and tends to be general and not yet in-depth.

The results of the study of Bracci et al., (2021) found a need for more theories in research related to risk management with limited explanatory capacity from most studies. Similarly, research on the perception and application of risk management at various levels of the organization still needs to be investigated (Alnoor, 2009). Currently, there are still many organizations that still need to implement risk management (Fraser & Simkins, 2016).

Looking at the above conditions, more in-depth research will be carried out in the Indonesian context, especially in state institutions with a large budget for procuring goods and services. This is based on the fact that fraud problems often arise in the procurement of goods and services in most organizations (Murray, 2014). The risk of fraud results in significant financial losses and can lead to other risks, such as reputational risk (Graycar, 2019; Siregar, 2018). In addition, problems in the procurement process that must be appropriately managed can contribute to the non-achievement of value in public services related to performance and service risks. Therefore, looking at how risk management is implemented in institutions with these characteristics is essential (Gomes, 2019).

The Ministry of Public Works and Housing (PUPR) has an enormous amount of State Budget (APBN) that procures goods and services. Given the size of the budget, in 2020, the Ministry of PUPR issued a Policy of Nine Strategies for Preventing Irregularities in the Procurement of Goods and Services. One of the strategies is

implementing risk management; implementing this strategy is essential to prevent or mitigate the risks that exist in procuring goods and services at the Ministry of PUPR, considering the enormous value of procurement carried out.

In the Ministry of PUPR, procurement services for goods and construction services are carried out by the Construction Services Selection Implementation Center (BP2JK) spread across 34 (thirty-four) provinces in Indonesia. Based on data, from 2021 to 2023, these 34 (thirty-four) halls carried out a supplier selection process of 11,580 work packages, both construction, and consultancy, with a total PAGU Budget of IDR 244,650,068,678,267.00. With so many packages being auctioned, these halls face different types of risks. BP2JK needs to have a risk management function to procure goods and services. However, there is an essential thing of concern: how to implement risk management in this technical implementation unit—seeing various arguments from previous research on implementing risk management in the public sector that is considered inappropriate. Whether risk management in public sector organizations has been implemented under the guidelines and has benefited the organization is a big question.

The research will use a case study approach to obtain in-depth results on implementing risk management in public sector organizations, especially BP2JK, as a technical implementation unit for procuring construction goods and services. According to Yin (2018), the case study approach is usually used in answering research questions in how (how) under this research. The structure of this study, the first part, will explain the description of the implementation of risk management in the Ministry of PUPR, specifically on BP2JK, and the perception of risk owners on the benefits of implementing risk management.

The following section presents the results of the analysis related to assessing the level of effectiveness of risk management implementation through an assessment of the effectiveness of risk management. The last part of this study will explain the obstacles faced in applying risk management and the solutions carried out to overcome these obstacles (Alijoyo dan Munawar, 2019).

Finally, this case study research is expected to provide an overview of the application of risk management in public sector organizations and lessons learned for other organizations. In addition, the results of this research can contribute to the development of literature and public-sector accounting concepts to be applied to central and regional government organizations. For practitioners, this research is expected to provide input to public sector organizations in designing and implementing more effective risk management to improve organizational performance in achieving goals.

Literature Review

Theory of Risk

Various definitions can be given for the word risk. According to Enterprise Risk Management – COSO, a risk is an event with a negative impact that can prevent value creation or erode existing value. Similarly, according to ISO 31000:2009, the risk is the effect of uncertainty on objectives. Government Regulation Number 60 of 2008 concerning the Government Internal Control System also defines *risk* as an event that may occur and, if it occurs, will harm the achievement of government agency objectives. Meanwhile, according to the Circular Letter of the Minister of Public Works and Housing Number 04/SE/M/2021 concerning Guidelines for the Implementation of Risk Management in the Ministry of Public Works and Housing, the risk is the possibility of an event or occurrence that can interfere with the achievement of organizational goals (PUPR, 2021). From these various definitions, it can be concluded that risk is the possibility of an event that harms achieving the desired goal.

Theory of Risk Management

Risk management is closely related to accounting because it is part of governance. Governance is an umbrella term encompassing different meanings and perceptions and is widely used in political science, economics, and management. In the public sector, governance is a mechanism that concerns accountability concerning the sector's specific objectives that are not limited to service delivery but also include the impact of policies on society at large (Almquist et al., 2013).



Figure 1. Relationship of Governance, Risk Management, and Internal Control

Concerning risk management, governance covers all organizational activities, and risk management activities should be in the governance structure. Meanwhile, internal control is described as central because it is an integral part of risk management.

Risk Management Effectiveness

The Level of Effectiveness of Risk Management Implementation, hereinafter referred to as the Level of Effectiveness, is the condition of implementing risk management in the risk owner unit when the evaluation is carried out. In addition, the maturity model can assess the effectiveness of the implementation of risk management. High-value achievement in the maturity model is often described as a condition indicating that risk management has influenced the organization. The maturity model is seen as a model that reflects a particular aspect of reality, often called ability, and defines qualitative attributes used to classify objects of competence into one of several clearly defined classes. As stated in the Letter of the Inspector General of the Ministry of PUPR Number PW 0204-Ij/1686 dated December 30, 2022, concerning Guidelines for Evaluating the Level of Effectiveness of Risk Management Implementation at the Ministry of PUPR, the level of effectiveness is classified into several classes as follows:

Table 1. Risk Management Effectiveness Level

Effectiveness Rate	Value	Description
Initial	$0 \leq \text{Value} < 30$	The control system is still limited or even does not have it at all.
Repeatable	$30 \leq \text{Value} < 55$	Already have an adequate control system but not all associated with risks that affect activities.
Defined	$55 \leq \text{Value} < 75$	Have been able to identify and determine key risks, conduct periodic reviews, and place steps to handle key risks in the organization.

Managed	$75 \leq \text{Value} < 90$	Have been able to identify and determine the overall risk, conduct periodic reviews, and place handling steps for the overall risk.
Optimized	$90 \leq \text{Value} \leq 100$	Have been able to identify and determine the overall risk, conduct periodic reviews, and place handling steps for the overall risk, as well as monitor the steps to handle risks that affect the achievement of organizational goals.

Sources: SE PUPR (2021)

Research Methods

Research design

This research is qualitative research with a case study approach. The case study approach seeks to reveal the meaning of a phenomenon that occurs in the object of research. Furthermore Yin (2018), also explained that case study research is suitable for answering research questions in the form of how. Therefore, the case study approach is very relevant to this research which seeks to answer questions related to implementing risk management in a public sector organization.

The type of case study used in this study is descriptive. Descriptive case studies describe the topics and characteristics of objects, events, or situations of interest (Uma & Bougie, 2016). Based on this explanation, as a descriptive case study research, this study will attempt to explain and provide an overview of implementing risk management in the Ministry of PUPR in the procurement function of goods and services through detailed and in-depth analysis. In addition, this descriptive case study approach was chosen due to the limited number of previous studies on implementing risk management in public sector organizations in Indonesia. Thus, this research is expected to contribute to the development of science, such as the nature of qualitative research, namely finding theories (Yadav, 2022).

Data Collection

The data used in this study are primary in the form of interviews and secondary data in written sources or pre-existing documents. The interviews conducted in this study were in-depth interviews with selected informants. Various points of view on the implementation of risk management are

tried to be extracted from key informants who come from various units with differences in authority, duties, and functions. Using a three-line model, interviews were conducted with several risk owners as risk management implementing units, Internal Compliance Units as coaches and mentors, and the Inspectorate General as evaluators of the effectiveness of risk management implementation.

Triangulation procedures and member checking of interview results are carried out to ensure data validation. Triangulation is a way, procedure, or strategy for determining data accuracy by using various data sources to strengthen the validity of an event (Crowe et al., 2011). Member checking is a procedure to re-check the credibility of findings and interpretations to informants to ensure the evidence is accurate (Crowe et al., 2011). Thus, by implementing these procedures, an element of validity will be obtained in the data.

Data Analysis

Data analysis is carried out using qualitative methods like Interactive Data Model Analysis. Three activities are carried out simultaneously after the data is collected: data compression, data presentation, and conclusion drawing. Data compression is part of data analysis that functions to sort, focus, simplify, abstract, and transform data to draw a conclusion (Miles et al., 1994). The next step is the presentation of data, which involves using an organized and concise collection of information that allows drawing conclusions and actions. The final step in qualitative data analysis is the drawing of conclusions. Concluding can be done by determining the answers to research questions from the data obtained, thinking about explanations for patterns and relationships that occur, or making comparisons (Uma & Bougie, 2016).

Research Stages

The research flow of this case study can be seen briefly in Figure 2. This research begins with planning to implement Risk Management in Public Sector Organizations. The next step is to determine the design of the study. Then prepare everything needed for data collection, such as a list of interview questions and required documents. Furthermore, the data collection process is carried

out under the principles that must be followed. Data analysis is carried out after the data is collected using predetermined analysis methods. This study analyzed the data using Interactive Model Data Analysis from (Hashimov, 2015). The last step is sharing, which means reporting related to the analysis results in a report format.

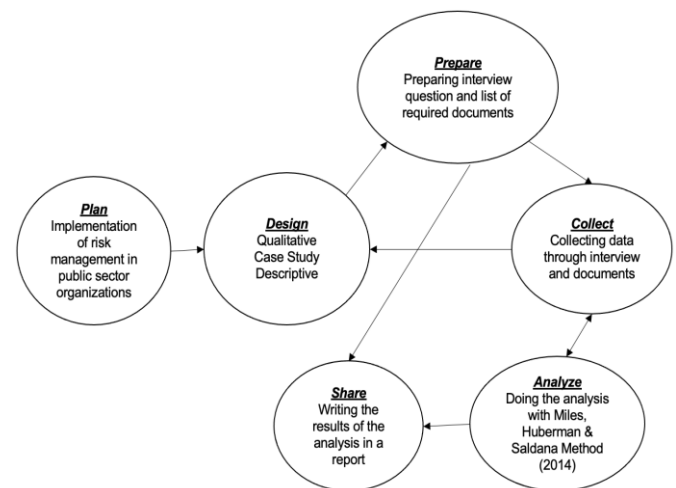


Figure 2. Case Study Research Steps

The steps that must be passed in case study research are linear, but it is possible to go back to the previous step for improvement or adjustment. This is intended to refine and optimize the research conducted.

Result and Discussion

Risk management at the Ministry of PUPR has been implemented since 2021. This is a follow-up to the 2020-2024 National Medium-Term Development Plan (RPJMN), which requires implementing risk management. Implementing Risk Management in the Ministry of PUPR is based on the Circular Letter of the Minister of PUPR Number 04/SE/M/2021 concerning Guidelines for implementing Risk Management in the Ministry of Public Works and Housing.

In the regulation, the risk management framework consists of Design, Implementation, Evaluation, and Improvement, which is carried out in an integrated manner with Leadership and Commitment as the main driving factors. The principles in risk management are integrated, structured and comprehensive, adjusted, inclusive, dynamic, availability of the best information, human and cultural factors, and continuous

improvement. This entire process can be realized with the support of adequate risk management infrastructure in the form of Risk Culture, Risk Management Structure, Risk Management Information System, and Risk Management Budget. The relationship of each clause can be described as shown in Figure 3.

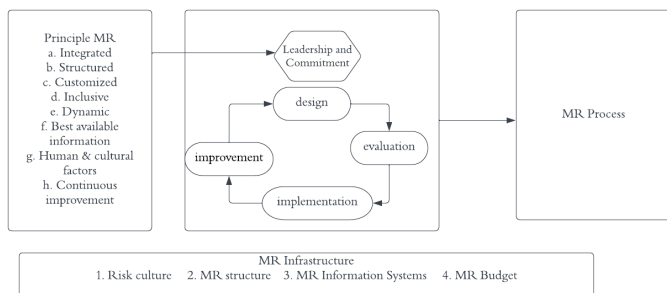


Figure 3. Risk Management Framework

The risk management process begins with establishing the context and ongoing communication and consultation. The determination of context is carried out in detail according to the organization's structure and needs. Context setting includes setting goals and objectives for risk management and establishing responsibilities, scope, depth, and breadth of the risk management process. Furthermore, a risk assessment consists of risk identification, analysis, and evaluation. The risk identification process seeks to understand the sources of risk, their impacts, events, and consequences. This risk identification process is expected to produce a comprehensive risk register that fully considers the potential impact of risk on the organization. Risk analysis is carried out to understand all possibilities about risks, including their impact and possible occurrence. Furthermore, risk evaluation reviews the analysis, criteria, and risk tolerance to prioritize and select appropriate risk handling.

The next step is risk handling. Risk handling involves selecting one or more risks to modify the risks and implementing those options. Communication and consultancy should take place throughout the process and involve stakeholders in the process. The success of risk management implementation is assessed by stakeholder involvement and awareness. This enables organizations to address uncertainty in decision-making and ensure new or follow-on risks are considered when identified. Similarly,

monitoring and review are carried out continuously to ensure adequate controls and appropriate risk assessment processes.

Of these various risk management clauses, based on PUPR Minister Instruction No 4/IN/M/2022 concerning the Strategy for Preventing the Risk of Irregularities in the Procurement Process of Goods/Services of the Ministry of Public Works and Housing for 2022-2024, currently the main focus is to improve the risk-aware culture and the implementation of comprehensive risk management. It is characterized by success indicators in the form of updated guidelines for the implementation of risk management, increased risk management competence in officers and employees, the availability of a risk management information system, and the achievement of a risk management effectiveness value of 75%, which means in the Managed category.

Furthermore, the big question in this study related to the assumption that the application of risk management is a formality or symbolism is denied by informants. Doubts about the benefits of all processes in implementing risk management can be accepted because it is difficult to measure. Some state that is implementing risk management, especially in public sector organizations, is just a formality and symbolic as a mere mandatory fulfillment of the National Medium-Term Development Plan. However, this statement was not agreed upon by the informant in this study. Informants as risk owners state that implementing risk management is very useful for identifying potential problems in a more structured manner. Previously, the risk mapping process by the risk owner was carried out. Implementing risk management that is regulated more rigidly helps map risks in a more structured manner. Thus, risk management becomes an excellent science in managing potential problems that may be faced.

According to the Head of the Sub-directorate of the Internal Compliance Unit, who acts as the second line in the implementation of risk management, the initial implementation of risk management is quite tricky and complicated. However, according to him, the application of risk management can help organizations mitigate the occurrence of unwanted things in the future so that when it is implemented, it will expedite and

simplify tasks.

Meanwhile, based on information from the third line as an evaluator of risk management implementation, currently, the implementation of risk management is still at the learning stage, but that does not mean it can be interpreted as just symbolic or formality. The most important thing about risk management is how we perceive and utilize it. It takes a deep understanding to make good use of risk management, as shown by using risk management as a means of decision-making or policy-making in solving a problem. Fraser & Simkins (2016), research supports this statement, which states that risk management should be viewed as a provider of information that facilitates good decision-making and optimal outcomes.

Thus, informants from both the first and third lines agree that implementing risk management is necessary for today's organizations. *Risk management* is a very relevant process associated with different organizations to survive (Lima et al., 2021).

Effectiveness of Risk Management Implementation in the Ministry of PUPR

The effectiveness of risk management implementation in the Ministry of PUPR is measured by assessing 3 (three) principal components: Risk Management Infrastructure, Risk Management Implementation Process, and Risk Management Implementation Results. There are indicators for each component that must be met in order to obtain a high level of effectiveness.

Table 2. Components of Risk Management Effectiveness Assessment

Part	Indicators
Risk Management Infrastructure	Is there already a risk-aware culture in the organization?
	Is there a determination of risk management structure and work procedures?
	Has risk management used information systems?
	Is the budget for risk management explicitly allocated in the DIPA/Budget Work Plan?
Risk Management Process	Is there a communication and consultancy process?
	Is there a process of formulating context?
	Is there a risk identification process?
	Is there a risk analysis process?
	Is there a risk evaluation process?
	Is there a risk response process?

Results of Risk Management Implementation	Is there a monitoring and review process?
	Is there a recording and reporting process?
	Has the implementation of risk management been effective?

Assessment of the level of effectiveness is carried out at several levels of the organization, both echelon 1 level and echelon II level. The assessment of the effectiveness of risk management at the Ministry of PUPR is relatively new because it has only been carried out once, namely for the implementation of FY 2021. Based on the results of the effectiveness level assessment, 1 (one) echelon 1 unit is in the Repeatable category, 7 (seven) echelon I units are in the Refined category, and 2 (two) echelon 1 are in the Managed category.

Furthermore, the Directorate General of Construction Development also assesses the level of effectiveness for echelon II and Halls by adopting echelon I level assessment guidelines. Based on document analysis conducted at 17 Goods and Services Procurement Implementation Centers (BP2JK), which are assessment samples, there is 1 (one) hall with the Repeatable category, 14 (fourteen) halls with the Refined category, and 2 (two) halls with Managed category.

In various work units at various levels in the Ministry of PUPR, the level of effectiveness of risk management implementation is in the Refined category. This shows that the evaluation unit has identified and determined key risks, conducted periodic reviews, and implemented steps to address key risks in the organization. Being in the Defined category can also mean that applying risk management to the risk owner unit is quite effective in creating and protecting organizational value even though it is still partially implemented. The implementation of risk management has been structured, and the overall risk management system has begun to materialize. However, this value is still below the target of the Ministry of PUPR, where it is targeted that in 2022-2024 the effectiveness level of risk management implementation must be in the Managed category with a minimum value of 75%. To achieve this value, it is necessary to identify areas of improvement so that the root of the problem is known in achieving targets in the Managed category. Therefore, the next section will be

discussed the main obstacles faced by risk owners and the solutions that need to be done.

The Challenges

Being in the Defined category, there are still obstacles to implementing risk management. Based on the Memorandum of Understanding on the Results of the Assessment between the evaluator and the evaluated and also the results of the interviews that were conducted after the triangulation process, 3 (three) main obstacles were found in the implementation of risk management, namely, the absence of risk management information system applications, understanding related to risk management that has not been in-depth and uniform, and the absence of a unique budget for risk management.

There is no risk management information system. This is in line with the statements of risk owners that the absence of this system causes obstacles in terms of monitoring and reporting. The existing data needs to be documented in a structured manner and have yet to be integrated with the level above. Monitoring and reporting are important as a form of responsibility and accountability to leaders and auditors. This system certainly helps the process of implementing risk management more adequately.

Understanding related to risk management still needs to be deeper and more uniform. According to informants, the understanding related to the concept of risk management needs to be deeper and uniform. For example, in making a risk statement, there is still a need for more uniformity of understanding of the concepts of risk and problems. Another example is determining the cause and impact; employees often need clarification. How risk can be understood and explained will affect how risk is analyzed and has profound implications for risk management and decision-making. Adequate risk understanding is needed to assess and manage risk appropriately. A comprehensive understanding of risk is the beginning of forming a risk-based mindset that can be the forerunner of the growth of risk culture. Risk culture is part of the risk management infrastructure that encourages implementing the risk management process to run (Aven, 2016).

There needs to be a specific budget for the implementation of risk management. Explicitly

(directly), there is no specific budget related to the implementation of risk management in the risk owner unit, but implicitly (indirectly) activities related to the implementation of risk management can use other budget accounts under the type and form of activities, for example, the official travel of Risk Management activities. Based on the interviews, there needs to be more consistency in answers related to whether the absence of this budget is an obstacle to implementing risk management. One of BP2JK's said that the budget is an obstacle because many activities must be carried out in risk control. However, in other BP2JK, the budget is not an obstacle because the control carried out by the unit is still simple. However, considering that in the future, an organization is growing day by day, its business processes may become more complex, so it requires more budget to perfect the implementation of risk management.

The Solutions

Several solutions are presented to overcome the challenges in implementing risk management in the public sector that have been discussed earlier. *Build a risk management information system.* This is done so that risk management documentation and reporting are appropriately stored. In the opinion of the risk owner, documentation in risk management is a pouring of what has been and usually is done. Documentation integrated into a system will facilitate monitoring and reporting. Frequent leadership changes also encourage documentation on information systems as essential things to be studied and continued implementation.

Conduct massive education and training. Successful implementation of risk management requires a common understanding of the objectives and risks among the various parties involved, employees, and leaders (Fraser & Simkins, 2016). How an organization views and treats risk must be understood and appropriately used by all elements of risk management. As the informant argues, there are differences in risk appetite or confusion in translating the meaning of risk appetite is one of the obstacles that arise in the successful implementation of risk management. Therefore, a workshop is needed to achieve a common understanding of risk priorities and actions to be taken. Workshops are the right means to apply

knowledge about risks to organizations. In addition, this workshop will foster team spirit in implementing risk management.

Allocate a unique budget for risk management. The budget is an instrument for implementing public accountability of government agencies that describes the commitment to implement a program or activity that has been planned. Allocating a unique budget with risk management tagging is essential because it is one of the aspects assessed in assessing the effectiveness of risk management. To obtain maximum value in the risk management budget, which is the infrastructure, the budget must be allocated explicitly in the DIPA / Budget Work Plan.

In overcoming these obstacles, the spearhead is the commitment of the leadership. The commitment will inspire organizations to design strategies and seek various ways to ensure the implementation of risk management goes according to plan. This commitment can grow because of the awareness and understanding of risk management's importance in achieving organizational goals. This was also stated by Jauhari et al., (2021), that leadership commitment is the essential thing that is the most important critical success factor in the implementation of risk management.

Conclusion

This article presents an explanation of our research on the implementation of risk management in public sector organizations and an assessment of its effectiveness. Where according to informants, risk management is a necessity. Risk management is a means of achieving organizational goals, and its application is not merely a formality or symbolic. In addition, we point out three important things that become obstacles in the implementation of risk management perceived by informants. First, there is no risk management information system. Second, the understanding of risk management still needs to be improved, and third, the absence of a specific budget related to risk management. If classified in the risk management implementation framework, these three things are included in the risk management infrastructure. Therefore, there needs to be more attention to risk management infrastructure because this infrastructure is the basis for risk

management work which will undoubtedly encourage the success of risk management implementation. Risk management infrastructure is a significant element in the first step of implementing risk management.

Recommendation

This research is expected to inspire future research related to the implementation of risk management in public sector organizations and things that need to be considered in its implementation in order to achieve the expected implementation goals. In conclusion, this study offers academic and practical contributions to risk management implementation in the public sector that influence the achievement of the strategic objectives of organizations whose funds come from the public. The author realizes that in this study, there are limitations in the number of informants so that future research can add informants to obtain a broader and more diverse perspective.

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