

Implementation of Risk Management at PMI City of Surakarta

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Abstract:

PMI Surakarta City is a social humanitarian and non-profit organization. Served to assist the government and must be responsible for all operational activities of the organization. This organization must be independent and must be ready to face any and all problems that occur. In the face of various possibilities and risks, negative and positive impacts. Risk management will have many benefits for the organization. To find out whether PMI Surakarta implements risk management and how it is implemented. This research is a qualitative descriptive and quantitative study with data collection, data observation with in-depth interviews and documentation and field studies at PMI Surakarta City during the implementation of risk management in April – June 2023. There are organizational benefits by implementing risk management. Risk management encourages organizations to achieve organizational goals optimally, targets are met effectively and efficiently. In the process of risk management stages, the results of risk analysis, risk data that are likely to occur, are analyzed, evaluated, managed and treated according to risk management, so that risks that are likely to occur and have an adverse impact on the organization can be prevented or avoided. Even the risk of the possibility of having a negative impact can be used as an opportunity to become a positive impact in improving organizational performance. Negative impacts or impacts that harm the organization if they can be avoided and managed properly by the organization, the costs that must be incurred by the organization will be more efficient. And compared to when the organization has to deal with or accept the negative impacts and losses that have occurred, the costs will be much more efficient, meaning that organizational performance will increase. PMI Surakarta City has implemented risk management. And the risk management process can further enhance organizational performance. With an analysis of existing risks, and with risk management according to risk management, various risks that have an adverse impact can be managed and can become opportunities for the organization. So that by implementing risk management properly, organizational performance can be maximized and as expected.

Keywords:

Implementation; Risk Management; PMI.

JEL: A10, M10, M11

INTRODUCTION

Risk is a hazard, result or consequence that can occur as a result of an ongoing process or event that will come (Hanafi, 2006). This risk can also appear in all organizations, as well as at PMI Surakarta. This risk or uncertainty can also be seen from various angles in the field of PMI Surakarta City activities carried out by units and/or sections in PMI Surakarta City. For example, in business units organized by PMI Surakarta City, such as Clinical Laboratories, Blood Donation Units, Primary Clinics, Gynecology Clinics and many business units organized by PMI Surakarta City are not immune from uncertainties or risks that may occur at any time.

In dealing with uncertainties that may occur at any time which can cause losses and result in not achieving organizational goals, it is necessary to carry out proper management. Managing risk more than managing risk management can be done in various ways in accordance with organizational policies in determining the handling of risk management.

According to SBC Warburg, *The Practice of Risk Management*, Euromoney Book, 2004, Management risk is set policies, complete procedures, owned organization, for manage, monitor, and control exposure organization to risk.

All units and sections at PMI Surakarta City play an important role in achieving the success of the Organization's performance. So that all existing units and sections need to be managed properly, including the management of risk management in existing units and sections. Because risks can appear anywhere, and every unit and part in an organization is an important part in achieving organizational goals.

Risk management is a structured and systematic process of identifying, measuring, mapping, developing alternative risk treatments, monitoring and controlling risk treatments. This risk management is implemented in an organization with the aim that organizational performance can be maximized.

Mahmudi (2005), Performance indicators are quantitative and qualitative measures that describe the level of achievement of a target or purpose that has been set. Performance indicators are often equated with performance measures, but actually even though both are the same in terms of performance measurement criteria, there are differences in their meanings and meanings.

In the process of achieving performance, there are risks that arise. Risk is uncertainty and can give rise to opportunities for losses that affect predetermined performance outcomes. For this reason, the importance of risk management in the process of implementing organizational management so that failure can be prevented, protecting the organization can even improve organizational performance and can provide peace of mind for parties related to the organization.

From the description on related with understanding of risk, risk management and related to organizational performance achievements, researchers are interested in conducting research with the title "Implementation of Risk Management at PMI City of Surakarta".

METHODOLOGY

Research design

The type of research used in this research is descriptive qualitative and quantitative research with documentation studies and field studies at PMI Surakarta City. This research method uses a qualitative and quantitative descriptive approach, data observation and data collection using in-depth interviews, documentation studies and field studies at PMI Surakarta City.

Data collection technique

The type of data used in this research is secondary data. This secondary data is data at PMI Surakarta City in 2022 - 2023. Data collection techniques in This research is an exploration and observation of data sources in PMI Surakarta City. Furthermore, the data is confirmed by the designated technical person in charge.

Data analysis technique

The data analysis technique in this study is from data that already in exploration and after Observation of existing data sources at PMI Surakarta City, and confirmed by the designated technical person in charge. Furthermore, the data is described qualitatively. Next technique is a conclusion. Various data analysis techniques as shown in the picture following:

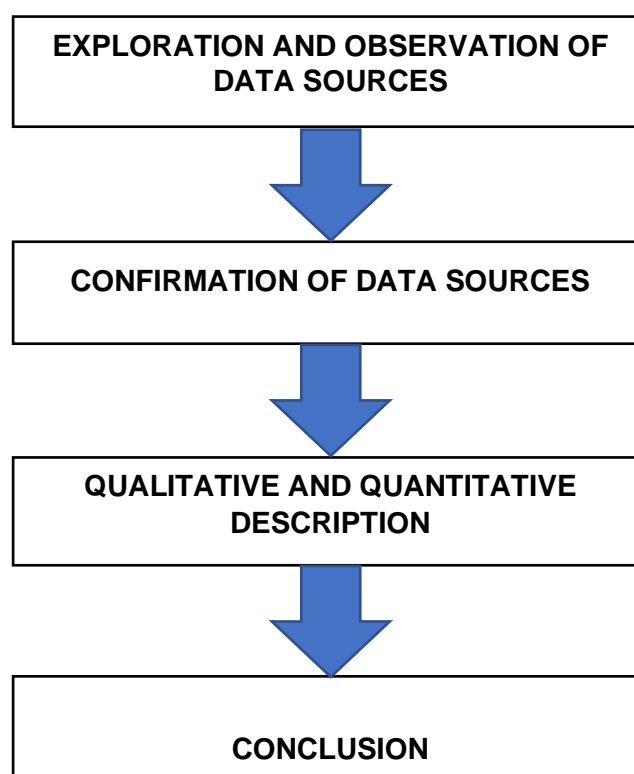


Figure 1 Chart of Data Analysis Techniques

RESULT & DISCUSSION

Organization History

Standing The Red Cross in Indonesia has started before World War II, October 12, 1873 to be exact . During the Government Era Dutch colonial founded Red Cross in Indonesia with Name *Nederlandsche Roode Crotch Afdeeling Indië* (NERKAI) then disbanded at the time occupation Japan g who colonized Indonesia. In the process of forming PMI which began on September 3 , 1945, and at that time President Soekarno ordered Dr. Boentaran (Ministry of Health RI Cabinet I at that time) to form a National Red Cross agency. Dr. Boentaran assisted by a committee of five people consisting of Dr. R. Mochtar as Chairman, Dr. Bahder Djohan as the writer and three committee members namely Dr. RM Djoehana Wiradikarta , Dr. Marzuki, Dr. Sitanala, Dr Boentaran prepared the formation of the Indonesian Red Cross. Exactly a month after Indonesia's independence, September 17th 1945 , PMI was formed. This historic event is known today as PMI Day.

PMI's role is help government in the field social humanity , especially task abysmal red as required in provision Convention - Convention Geneva 1949 which has ratified by the government Republic of Indonesia in 1958 through Law No. 58 in the City of Surakarta, PMI Surakarta City is one of the five PMI Pioneers in Indonesia. PMI Surakarta City is domiciled on Jl. Colonel Sutarto No. 58, Jebres Surakarta. PMI Surakarta City is part of the National PMI which is domiciled at PMI Regency/City, and as a legal entity is part of the organization promulgated by Law number 1 of 2018 concerning Red Cross Affairs . PMI Surakarta City has the responsibility of managing the organization independently in providing services to the community. PMI Surakarta City in an organizational hierarchy under the supervision of PMI Central Java Province which is domiciled in Semarang. And PMI Surakarta City itself has PMI at the level below it, namely PMI at the sub-district level. And in Surakarta City there are 5 (five) Districts, including Jebres, Pasar Kliwon, Serengan, Banjarsari and Laweyan.

PMI Surakarta City is in running the organization always prioritizing the interests of the community and always maintaining the good name of the organization by maintaining the trust of the community in Surakarta City and its surroundings. PMI Surakarta City has not only done more for the people of Surakarta City and its surroundings, it has even reached the national

level. Often also assigned by PMI Central Jakarta and PMI Central Java Province in humanitarian activities nationally.

Management commitment at PMI Surakarta City which is extraordinary in serving is something special compared to other organizations. PMI Surakarta City has always been committed to maintaining the organization by implementing quality management, including ISO 9001: 2015 certification and Good Manufacturing Practice (GMP) from the Indonesian Food and Drug Supervisory Agency (BPOM). This is what increasingly makes many people believe in PMI Surakarta City in the various activities carried out. And PMI Surakarta's commitment is that humanitarian assistance received by PMI Surakarta City from the community, will be 100% returned to those in need. This means that PMI Surakarta City bears distribution costs, operational costs and other costs in the process of distributing the humanitarian aid it receives.

PMI Surakarta City has established a quality policy, vision and mission in its management process. This is a form of quality management process that refers to quality management standards ISO 9001: 2015 and the implementation of GMP certification that has been established and PMI Surakarta City's commitment to serving the community in Surakarta City in particular and nationally in general.

Risk Management System

PMI Surakarta City is currently still actively maintaining and implementing its quality management organization and with still actively certified ISO 9001: 2015 and CPOB GMP from BPOM RI for blood transfusion at PMI Surakarta Blood Donor Unit (UDD). Effective risk management is an important basis in the management of the PMI Surakarta City organization. In ISO 9001: 2015 and CPOB GMP BPOM RI there are also procedures related to Risk and Opportunity Identification in every process in PMI Surakarta City. Standard Operational Procedures (SPO) for Risk and Opportunity Identification are recorded in *the central control document* (DCC) PMI Surakarta City with No document : PMISKA-MR-L2-002. The procedure describes risk-related management, starting from identification, measurement or assessment as well as management review of the results of identification and assessment of existing risks.

Each unit and section in the PMI Surakarta City organization routinely fills in and reviews the identification of risks and opportunities. An opportunity risk identification form made as complete as possible to accommodate interests organizations that depend on the ability to identify and explore the main risks and opportunities for PMI Surakarta City organizations. Risk and opportunity identification forms at PMI Surakarta City are recorded and documented in DCC PMI Surakarta City with document number: PMISKA-MR-L4-002.

The implementation of risk management at PMI Surakarta City was made with a preparatory process, structured, controlled, documented and traceable. The management of PMI Surakarta City has established compliance with all related parties, especially internal management at PMI Surakarta City in the implementation of risk management. This internal guarantee is accompanied by a statement of joint commitment that has been signed by all relevant staff in the units and sections at PMI Surakarta City. Besides that activity internal audits on a regular basis routinely carried out. Likewise with audits of party external is also routine held together with the ISO 9001:2015 and CPOB GMP *surveyance processes* at PMI Surakarta City.

Units-units and parts-parts as well as all related parties included management or manager those at PMI Surakarta City, all of them responsible for running risk management at PMI Surakarta City from the initial process until end, even got to the stage documentation.

The implementation of risk management at PMI Surakarta City is as follows:

a. Communication and Consulting

This stage is the implementation stage of making communication and consultation channels by the management of PMI Surakarta City and pouring it out in letter decision. Distribution and formation of staffing procedures, determination of structure, division of duties and consultations with related parties until mutual agreement and commitment in organizational management can be carried out properly. There are no miss communications, communication malls and clear lines and flows and make it easier for all sections to carry out their duties.

b. Scope, Context and Criteria

The scope of risk management analysis at PMI Surakarta City in all units and sections in PMI Surakarta City in accordance with the task principal and functions of the units and sections as stated in the organizational structure of PMI Surakarta City and have set. If a unit or part in analyze risk relate with units or another part then communicated to units or part related.

Risk Treatment

Implementation This risk management , in the treatment of risk aims to consider risk treatment options and implement them in risk management, so that these risks can be controlled, can reduce losses or impact negative and got improve organizational performance, for example by:

1) Changing possibilities

This is done to prevent the occurrence of risks that have a negative impact on PMI Surakarta City and carry out the possibility of a risk having a positive impact, so that it benefits the organization.

2) Changing impact

In reducing losses that occur due to ongoing risks and cannot be prevented as well as maximizing the benefits of the negative impacts of risks that arise so that they continue to provide benefits to the organization.

3) Changing likelihood and impact

Preventing risks that have a negative impact or triggering allows for a positive impact, as well as preparing a backup plan as a form of anticipation in dealing with things that happen if everything fails/stages Process management risk at PMI Surakarta City is formed in the following scheme :

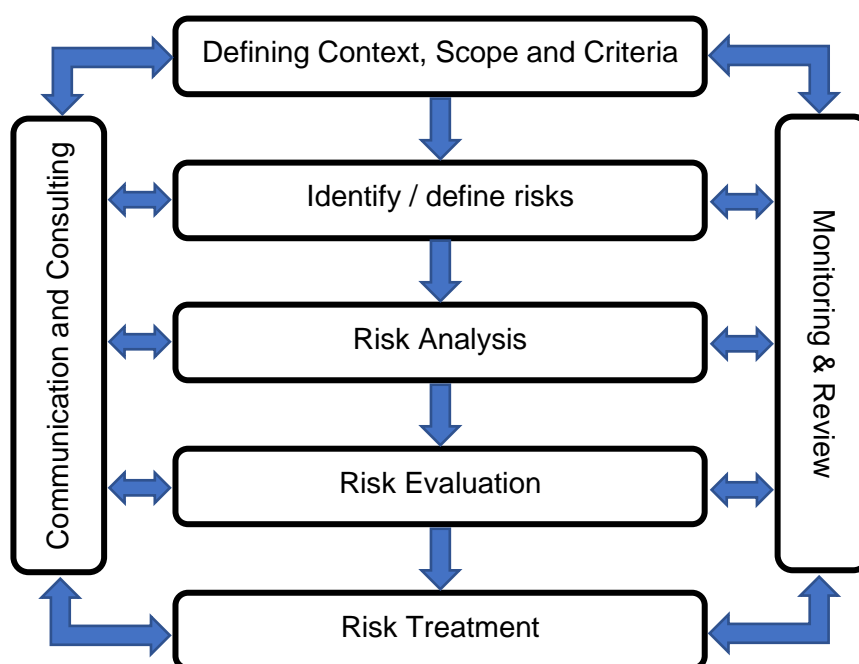


Figure 2
Scheme of steps to manage risk at PMI Surakarta City

Assessment process, risk identification for the purposes of risk analysis PMI Surakarta City has determined risk analysis measurements identified in knowing how often risks occur in a certain time, how big the impact the potential risk, the severity of the risk and the assessment of the level of risk is calculated by the level of risk of the originating category from calculation category assessment as follows :

Table 1. Rating of the frequency of occurrence of risks and opportunities (A)

Ratings	Information	Frequency
5	Daily	Every day done
4	Weekly	2 - 6 days very or routine every Sunday
3	Monthly	2 - 3 weeks very or routine every month
2	Annual	2 - 11 months very or routine every year
1	Rarely / Incidentally	Seldom happen But Certain done

Ratings	Information	Potential risks and opportunities
5	What a possibility	Predictions 81% - 99% chance of happening
4	Most likely	Predictions 61% - 80% chance of happening
3	Possible	Predictions 41% - 60% chance of happening
2	Small chance	Predictions 21% - 40% chance of happening
1	Very unlikely	Predictions 0% - 20% chance of happening

For example, out of 10 goods checking activities, 6 possibilities of checking errors were found, then the risk chance of occurring is 60% of the 10 activities and is included in a rating of "3"

Table 2. Rating of potential risks and opportunities (B)

Ratings	Information	Severity
5	Very critical	Very Harmful / Beneficial organization and engendering impact prolonged for organization , process/ system organization with interested parties No walk
4	Critical	Very detrimental organization and only raises impact period short for organization , inhibiting processes/ systems in the organization with party stakeholders , processes / internal systems of the organization No walk
3	Currently	Detriment to the internal organization / inter departments , inhibiting processes/ systems in the internal organization
2	Small	Detriment to the internal department , hindering processes / systems in the internal department
1	Very small	Harm personal, hinder the process / system individual

Table 3. Level of Severity / Gain from happening risks and opportunities (C)

Ratings	Information	Potential risks and opportunities
K	Small	1 – 22
dd	Acceptable	23-44
B	Dangerous	45–66
SB	Very dangerous	67 = 88
TDD	Not acceptable	>89

From the results of the assessment and identification of possible risks at PMI Surakarta City from 2022 to April 2023 , the impact of risks and risk analysis at PMI Surakarta City is as follows in the following table:

Table 4. Assessment of the level of risk is calculated by the level of risk categories derived from calculation category assessment ($A \times B \times C$).

No	Issues & Activities	Risk / Opportunity	Evaluation			Risk Level
			A	B	C	
1	Delivery of Product Quality Assessment Report (PMP)	R : could not be on time in evaluating the Product Quality Assessment	3	2	2	12 K
2	The number of Customer Satisfaction Survey Results that were filled in did not match the number of customers who came	R: UDD PMI has not fully been able to evaluate performance results	5	4	2	40 dd
3	Non-standard blood products	R : The quality of blood products that do not meet the standards	4	3	4	48 B
4	Product release: Data input for blood release and blood product labeling	R: Inhibits the process of blood distribution	3	1	3	9 K
5	Inappropriate blood sampling affects blood products	Cannot be made blood components	3	1	4	12 K
6	The manual data base for the number of donors is not in accordance with SIMDONDAR	R : Donor Complaints	2	3	1	6 K
7	The percentage of donors in buildings is less than that of mobile units	R: requires more human resources outside the building	5	4	3	60 B

Table 5. Identification of possible risks, impacts and risk analysis of the Blood Donor Unit

No	Issues & Activities	Risk / Opportunity	Evaluation			Risk Level
			A	B	C	
1	Logistics Warehouse and Disaster Management Facilities are inadequate	PB aid equipment and logistics have not been separated from PB inventory equipment and mixed with used goods from household parts in the same warehouse(R)	2	3	4	24 dd
2	Does not have adequate parking space	Damage to the fleet, reducing response time, increasing maintenance costs	5	4	3	60 B
3	Increase in the number of free ambulance service providers	Decrease in the number of ambulance services and revenue (R)	3	2	2	12 K
4	There is no computerized patient medical record system	Searching for patient data is not efficient because it is still manual (R)	5	3	2	30 dd

5	There are no Pharmacists or Pharmacy Technical Personnel at the Main Clinic yet	Drug queue time becomes longer (R)	5	4	2	40	dd
6	There is no CTG tool yet	Examination of patients requiring CTG examination should be referred (R)	5	3	2	30	dd
7	Less spacious waiting room	The patient's discomfort in waiting for the check queue (R)	5	3	2	30	dd
8	Expansion of services at the Main Clinic	Few patient visits because they are not known (R)	5	3	2	30	dd
9	There are many similar clinics around the location	The number of patients decreased (R)	5	3	2	30	dd
10	Little is known about the Primary Clinic	Income does not increase	5	3	2	30	dd
11	Primary Clinic Accreditation	Termination of cooperation with BPJS if the clinic has not been accredited	5	3	2	30	dd
12	Little is known about the PMI Clinical Lab	Income does not increase	5	3	2	30	dd
13	There are many similar clinics around the location	The number of BPJS participants registered at the Primary Clinic has not increased	1	2	3	6	K
14	Bathrooms at the Primary Clinic are not disability-inclusive	Disabled patients have difficulty accessing the bathroom	5	3	2	30	dd

Table 6. Identification of possible risks, impacts and risk analysis of the Headquarters Unit

No	Issues & Activities	Risk / Opportunity	Evaluation			Risk Level	
			A	B	C		
1	Staff and General : Orientation red abyss for Managers and Employees	Orientation red abyss only in part Managers and employees just	3	3	3	27	dd
2	Staff and General : Performance Assessment yet maximum	employee Not yet understand If rated superior like What even though TTD is in the assessment form	3	4	3	36	dd
3	Personnel and General : The K3 team has not maximum	Socialization to Employee	2	4	3	24	dd
4	Staffing and General : Job des not yet completely understood ohh employee	Socialization need improved until employee really understand understand	3	4	4	48	B

5	Incompatibility of submission data Salary , overtime , UT and UK	Socialization from part Finance and Personnel and General so that no happen misunderstanding	3	4	5	60	B
6	Staff and General : how difficult get field employee electromedical	Recruitment still held	2	5	5	50	B
7	Lateness delivery report	Risks : submitted reports No appropriate time	4	4	4	64	B

Table 7. Identification of possible risks, impacts and risk analysis of the Civil Service and General Affairs Section

No	Issues & Activities	Risk / Opportunity	Evaluation			Risk Level	
			A	B	C		
1.	Production content on each service For publication Not yet consistent.	R : Update information and services No delivered to public	5	4	3	60	B
2.	Application PMI symbols and logos that do not consistent	R : Application of various symbols and logos	5	4	3	60	B
3.	Lack of follow carry on satisfaction survey results customer	R : Customer not enough satisfaction and trust decrease	5	4	3	60	B
4.	Regulation Updates PMI services that have not distributed to parts related	R = Dealing with law, pollution Name ok .	5	4	3	60	B
5.	Fundraising yet accountable	R = Donor not enough satisfied, amount donation decreased.	3	4	4	48	B
6.	Report Data Monthly Donor transactions between simdondar and manual yet synchronous	R: Data Information on the running Media in a manner automatic No accurate	3	4	3	36	dd
7.	Donor Data often happen duplication and no updated	R: Data Information on the running Media in a manner automatic No accurate	2	3	3	18	K

Table 8. Identification of possible risks, impacts and risk analysis of Public Relations, IT and RnD Departments

No	Issues & Activities	Risk / Opportunity	Evaluation			Risk Level	
			A	B	C		
1	Submission procurement with online way	R : arise problem so that interfere with the service process No walk with fluent	4	4	3	48	B
2	Accuracy time arrival goods	R: Goods late come and harm Bag . Related .	3	2	2	12	K

3	Delivery report no finance _ appropriate time	R : Top management late in know reports & activities company	2	2	3	12	K
4	Nothing yet Separation goods based on type the goods	Stored items _ become mixed blend	2	1	2	4	K
5	Inventory data equipment new each part nothing yet _ in accordance	R : Goods new or stuff already _ No Can used sometimes No reported to part assets and infrastructure	2	2	3	12	K

c. Monitoring and Review

This monitoring and review is expected to guarantee and ensure that the implementation of risk management is successful. This means that the negative impact of identified risks can be avoided and losses do not occur. But not only at that time, periodically monitoring and reviewing the results of the risk management are also carried out. This includes part of the performance appraisal benchmarks.

From the results of risk identification related to the frequency of occurrence, the impact of risks that are likely to occur and analysis in the Blood Donation Unit, Headquarters Unit, Personnel and General Affairs Section, Public Relations Section, IT, RnD & Danus, Finance & Accounting, Procurement of goods and services, logistics and the facilities and infrastructure section with a total of 40 risk identification and an assessment of the risk level is calculated with the risk level of the originating category from calculation category assessment (A x B x C) the results are as follows:

Small risk potential (K)	= 11 (28%)
Acceptable risk potential (DD)	= 16 (40%)
Potential Hazard risk (B)	= 13 (33%)
Potential risk Very Dangerous (SB)	= 0 (0%)
Unacceptable risk potential (TDD)	= 0 (0%)

From the results of the calculation of the assessment carried out monitoring and review of the potential risks that exist. From an assessment of potential hazard risks of 33% with a total of 13 risks that will arise, from Public Relations, IT, RnD with a total of 5 identification of risks that will arise with risks related to communication (service information updates are not conveyed to the public) with the community which influences public trust so that can be considered dangerous for the organization if the possible negative risk is public distrust due to information that is not conveyed to the public. In relation to law and legality in terms of the use of PMI symbols and logos that are still not consistent among PMI stakeholders. It also harms the organization. In addition, a customer satisfaction survey that is slow to be responded to by the relevant department will also affect organizational performance, related to customer trust in the PMI organization. Monitoring and review carried out by management is to immediately follow up on things that are identified as dangerous and give more attention to that part, so that the risks and identified hazards do not actually occur.

Another section identified as having a hazard risk assessment in the Personnel and General Affairs Section is related to the competence of human resources in the electromedical field which is really needed, but in the recruitment process this has not been realized because the human resources in this field have already been obtained. Monitoring and review is followed up by submitting an HR recruitment process in that field and if it turns out that it cannot be realized again, then other ways can be sought by management, for example by collaborating with related campuses, continuing education from existing HR and others. This means that if the risk has been identified as a hazard, it may be very dangerous and even unacceptable, monitoring must be reviewed immediately, so that adverse negative impacts can be avoided.

Identification of other hazard risk assessments is in the procurement of goods and services as well as the blood donor unit. The procurement of goods and services section identified online shopping processes that disrupted services. This can be monitored and further reviewed by management by ensuring online vendors and online purchasing systems regarding the procurement of goods and services. Whereas in the blood donor unit related to the target achievement of donors in the building targeted by management where more donors who come to the building should be compared to donors whose blood collection process is outside the building. Related to this result, a management review has been carried out that in order to attract donors into the building, management provides more facilities for donors who come to the building, for example by providing additional menus such as ice cream, coffee drinks, milk, ginger and snacks for donors who come to the building. in addition to making the building feel comfortable and enjoyable for donors.

As for risk assessment, there are 16 risk identifications that will appear, but are still acceptable in the assessment. Even though it is acceptable, the identification of existing risks must still be considered in monitoring and review. This must still be done so that the potential risk assessment does not get worse or have a negative impact.

Result of identification and analysis the risk at PMI Surakarta City is a small risk as many as 11 possible risks happened , though evaluation risk potency impact the loss small , however still must monitored and reviewed so as not to cause more impact big and impact negative can suppressed , even on the contrary the possibility of a positive impact or opportunity from this identification is likely to emerge as well.

d. Recording and Reporting

Recording and reporting as well as good documentation is evidence if a problem occurs that might occur in the future. By recording and reporting as well as being properly documented, neat and traceable, it will create a record of the risk management process that is useful in the implementation of activities that will be carried out and as a means for knowledge and developing and improving organizational performance. Document identification of risks and opportunities is already a part mandatory document included in the procedure at PMI Surakarta City.

This document must exist and at least within one year be reviewed and reported to management in the management review meeting forum. Recording and reporting by related units and sections starting from identification of initial risk assessment, monitoring and review by related sections to communication and consultation with management, follow-up and results of the final assessment are carried out regularly and scheduled. While the documentation is managed and centralized by the DCC PMI Surakarta City.

CONCLUSION AND SUGGESTION

Conclusion

From the description above, it can be concluded that PMI Surakarta City has implemented risk management in its organizational management. However No done certification special For management risk. This can be seen from the data obtained at the research location and its documentation. PMI Surakarta City has implemented risk management with a structured, controlled and documented and traceable system . And process it held from upstream to downstream, that is all the components in PMI Surakarta City are involved and responsible answer in management management risk the. Documentation whole are at DCC PMI Surakarta City, incl document from management risk.

The results of the results of risk identification related to the frequency of occurrence, the impact of possible risks and analysis at PMI Surakarta City in the Blood Donation Unit, Headquarters Unit, Personnel and General Affairs Section, Public Relations Section, IT, RnD & Danus, Finance & Accounting, Procurement goods and services, logistics and parts of facilities and infrastructure with a total of 40 risk identification and made Assessment of the risk level is calculated by the category risk level derived from calculation category assessment ($A \times B \times C$) the result is potential risk Small (K) = 11 (28%); potential risk Acceptable (DD) = 16 (40%); hazard potential risk (B) = 13 (33%); Very Dangerous (SB) and Unacceptable (TDD) risk potential = 0 (0%) .

Management, in this case the board is fully responsible for managing the organization at PMI Surakarta City, including being responsible for organizational risks that can occur at any time through risk management. Each stage of the process in work units, sections at PMI Surakarta City is carried out in the implementation of risk management, including in providing compliance guarantees and independent guarantees, internal and external audits are also carried out. However, in particular, certification of risk management from external parties has not been carried out separately. But internally in the Surakarta City PMI organization it has been implemented management risk.

Suggestion

By implementing risk management it is hoped that organizational goals can be achieved achieved as expected. However, in the implementation process, sometimes there are still many obstacles system , source power and technology .

The risk identification carried out has covered all work units and sections in PMI Surakarta City. This causes the identification results to be too many and too wide. Need to be sharpened in the identification of work units and related parts in each process in work units and related parts. Because with a sharper and more detailed identification of risks, the risks that may impact losses will be reduced or eliminated; even the possibility of a risk having a positive impact will help the PMI Surakarta City organization a lot in achieving organizational goals.

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