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RISK MANAGEMENT ANALYSIS AT PT IRA JAYA SATRIA USING THE RISK REGISTER METHOD

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ABSTRACT

In an increasingly dynamic business environment, companies face various risks that can affect operational stability and business sustainability. This study aims to analyze the implementation of risk management at PT Ira Jaya Satria using the risk register method. This method allows the company to systematically identify, analyze, and manage risks. The research employs a qualitative approach with data collection techniques through interviews and documentation. The findings indicate that PT Ira Jaya Satria faces several key risks identified in this study, including operational risks related to machinery breakdowns, safety risks associated with workplace accidents, and financial risks due to delayed payments from clients. The analysis shows that the risks encountered fall within a moderate category, with a percentage of 40%-60%. Through the application of the Risk Register, the company can enhance the effectiveness of risk management, reduce negative impacts, and improve operational efficiency. Well-integrated risk management not only protects the company from potential losses but also contributes to the achievement of strategic objectives and business sustainability in the future.

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1. INTRODUCTION

An increasingly dynamic and complex business environment, every company faces various risks that can affect its operational stability and business sustainability. Essentially, risks are inherent in every operational activity of a company, so risk management aims to minimize the acceptable level of risk for the organization (Wahyuni, 2022). Risks can arise from both internal and external factors, such as operational inefficiencies, regulatory changes, market volatility, and disruptions in the supply chain (Hillson & Simon, 2020). Suboptimal risk management can negatively impact the company's performance in terms of financials, reputation, and compliance with regulations. Therefore, the systematic implementation of risk management becomes essential for companies to minimize the negative impacts caused by these risks. By conducting comprehensive risk management, organizations can proactively identify potential risks related to contractual non-compliance, assess their potential impacts, and determine appropriate actions to mitigate or minimize these risks. Risk handling aims to reduce either the likelihood or the impact level of a risk (Akbar et al., 2022).

Risk is a condition that reflects uncertainty, formed from a combination of the likelihood of an event occurring and its impact on achieving objectives. Risk is not destiny; rather, it is something that can be analyzed and managed, especially in terms of the likelihood of occurrence and the consequences that arise. In their operations, every company will inevitably confront various forms of uncertainty or risk (Edwin et al., 2021).

Risk management is an integral part of effective managerial practices and decision-making at all levels within an organization. This process focuses on making decisions that support the achievement of organizational goals. The consistent application of a risk management culture will strengthen the attainment of the organization's vision, mission, and objectives (Muhammad Asir et al., 2023). The main challenge in designing the implementation of risk management within an organization lies in determining the appropriate starting point, which reflects the organization's current capabilities and capacities (Marliyah et al., 2023). Risk management serves as a means to examine whether the decisions made regarding risks align with the business strategy and objectives (Nelly et al., 2022). There are eight types of risks that must be evaluated: operational risk, market risk, liquidity risk, credit risk, legal risk, strategic risk, compliance risk, and reputational risk (Fadhil et al., 2025).

The Risk Register is a document used in the risk management process to record various types of risks that have been identified within an organization. The Risk Register includes information such as risk descriptions, causes, consequences, likelihood levels, impact levels, and the mitigation strategies that will be implemented. It helps organizations manage risks systematically and structurally. The Risk Register is an essential tool in risk management used to document, identify, and manage risks associated with projects, programs, or business operations. Its function is to serve as a repository for important information about risks that may arise during the execution of an activity or project.

The Risk Register consists of three main components: Scope, Context, and Criteria, which help determine the boundaries of activities, understand external factors influencing decisions, and establish evaluation standards. In the context of risk management, the Risk Register method is one of the effective approaches for identifying, analyzing, and managing risks. This method allows companies to document risks systematically, assess their probability and impact levels, and determine appropriate mitigation strategies (Kerzner, 2019).

Risk identification is the initial step in risk management aimed at recognizing various factors that could hinder the achievement of organizational goals. In the context of PT Ira Jaya Satria, risks can arise from various aspects, including operational, financial, legal, and external environmental factors. After risks are identified, the next step is to analyze and evaluate the impact and likelihood of these risks. Risk evaluation is conducted by classifying risks based on their severity and likelihood of occurrence. One common approach used is the risk matrix, which categorizes risks into low, medium, high, or critical levels.

Several previous studies have discussed various approaches to risk management. Research conducted by Dharma & Pratiwi (2020) in the article titled "Developing Financial Risk Strategy Decisions for Construction Projects From the Perspective of the Project Owner" shows that financial risk is one of the main risks affecting the success of construction projects, particularly in long-term projects. This study found that the primary source of financial risk arises from uncertainties in funding sources (such as equity and bonds), which can lead to project delays and cost overruns.

Research by Purba et al. (2020) examined the implementation of Enterprise Risk Management (ERM) in the manufacturing industry and found that systematic implementation of ERM can enhance operational efficiency and reduce potential losses. This study demonstrates that effective risk management can contribute to improved company performance. Additionally, research by Aisyah & Dahlia (2022) showed that analysis conducted through risk identification, risk assessment, and risk evaluation can help companies minimize existing risks as well as potential future risks, providing assessments of various risks and yielding positive impacts.

Although the Risk Register is often used as a tool in risk management, some studies indicate that its use can lead to certain dysfunctions. Drummond (2011) argues that the Risk Register can result in ritualistic decision-making and an illusion of control, where organizations feel they have managed risks simply by documenting them, without taking actual mitigation actions. Research conducted by Sriasih Meliala (2024) evaluated the Risk Register in a business partnership program at PT. X, a contractor in the oil and gas sector. It was found that several important risks had not been identified in the Risk Register, such as risks related to firm commitments and fund reserves for abandonment and site restoration (ASR). This indicates that an incomplete Risk Register can provide a false sense of security and lead to ineffective decision-making.

Most previous studies have focused more on the manufacturing sector or large companies that already have established risk management systems. Research on the implementation of risk management methods based on the Risk Register in the construction services sector, particularly for companies like PT Ira Jaya Satria that operate in goods procurement and construction projects, is still very limited.

PT Ira Jaya Satria (IJS) is a contractor company focused on leasing marine transportation, including Landing Craft Tanks (LCT), tugboats, and speedboats, as well as additional equipment such as engines and water injection pumps. These services are primarily aimed at meeting operational needs in the oil and gas sector, including for Pertamina EP in Pangkalan Susu. Located in Langkat, the company is structured as a limited liability company and operates under the supervision of the Ministry of Law and Human Rights. This research aims to analyze the implementation of risk management at PT Ira Jaya Satria using the Risk Register method. Specifically, this study will identify the types of risks faced by the company, assess their impact and probability levels, and design mitigation strategies that can be applied to minimize the impact of risks on the company's operations.

2. RESEARCH METHODS

Risk Management

According to Adi & Susanto (2017), risk management is a strategic step taken by management to control potential risks in the company's operational activities. This process involves the identification, analysis, and evaluation of risks, as well as the development of mitigation plans. The activity of classifying risks by companies or business actors aims to protect the company's value from losses due to risks. This entire process is known as the risk management process (Utamajaya et al., 2021).

The objectives and urgency of risk management are to provide information about risks to regulatory authorities and ensure that banks do not incur unacceptable losses. Risk management also aims to minimize losses from various uncontrolled risks, measure risk exposure and concentration, allocate capital, and limit the risks faced. Furthermore, risk management supports the achievement of organizational goals and enables activities that provide higher opportunities by taking greater risks in a measured way. On the other hand, risk management plays a crucial role in reducing the likelihood of fatal errors (Sugianto et al., 2024).

Risk Register

The Risk Register is a document used as a planning tool in risk management. This document plays a crucial role in assisting the review and identification of risks, enabling each department to effectively monitor the implementation of risk management (Wati et al., 2021).

The primary objective of using a Risk Register is to help organizations identify, evaluate, manage, and monitor risks in a structured, systematic, and effective manner. The Risk Register serves as an important tool in risk management that allows organizations to enhance their understanding of the risks they face and take appropriate steps to mitigate negative impacts while maximizing positive opportunities. The scope of the Risk Register includes identifying different categories of risks while considering both internal and external factors (Febiola & Yuwono, 2023).

This research employs a qualitative approach, characterized by the depiction of data in the form of words and sentences to reflect the meaning of the phenomena being studied. This approach aims to understand social situations, events, and various obstacles that occur in the field. Additionally, the method used is a descriptive method, where the researcher collects data from the research objects as well as other literature sources to obtain an in-depth understanding of the topic being examined (Nasution et al., 2024). The objective is to describe events that are still occurring up to the present time, specifically to outline the risks associated with certain events that are expected to happen, based on theories obtained through interviews and documentation.

The research object of this study is the risk management process at PT Ira Jaya Satria. The object of research is a variable that acts as the focus of a study to be conducted. The study was conducted for approximately one month. Data sources play an important role in this study because their quality and relevance greatly affect the results achieved by the researcher. This study uses two types of data sources, namely primary data and secondary data. Primary data was obtained from interviews with Mr. Rudi Wibowo the owner of the company or director of PT Ira Jaya Satria and several other employees. Interviews were conducted using a semi-structured questionnaire method. This study uses direct questions and answers to parties who have permits. The list of questions is arranged based on the contract clauses that are elements of the study. Questions related to the risk identification process, the party responsible for the risk identification process, and improvements that can be made related to the risks of the contract clauses of the implementation of firm commitments, as well as secondary data obtained from company documents such as data from the company. Documentation is obtained from data stored in the company's corporate resource planning system. The Risk Register is a tool for analyzing the risk management process at PT Ira Jaya Satria. The collected data was then analyzed descriptively and qualitatively, namely by the stages of data reduction, data presentation, and drawing conclusions.

3. RESULT AND ANALYSIS

PT. Ira Jaya Satria is a company engaged in the field of contractors, namely the rental of sea transportation facilities (LCT, Tug Boat, and Speed Boat). In risk management at PT. Ira Jaya was carried out through interviews with Mr. Rudi the owner or Director of PT Ira Jaya Satria. In addition to interviews, data collection in this study was also carried out by documenting data owned by the company. The risk assessment process includes the stages of identification, analysis, and risk evaluation. In the initial stage, the researcher classifies the risk criteria as the basis for the assessment process. The information obtained from the interview results is then summarized and presented in the following table to facilitate an understanding of the risk management process taking place in the company.

Table 1.
Risk Probability Criteria

Index	Probability	Description	Persentage(%)
5	Sangat Besar	Very likely to occur/certainly happens often	> 80%
4	Hig	Likely to occur	60 < p ≤ 80%
3	Medium	Equally likely to occur and not occur	40 < p ≤ 60%
2	Low	Unlikely to occur	10 < p ≤ 40%
1	Very Low	Highly unlikely to occur	≤ 10%

Source: Processed by the author (2025)

Based on the classification of probability criteria explained earlier, a matrix or table has been created to illustrate the levels of risk qualitatively. In this classification stage, the research data obtained through interviews and a review of historical documentation at PT Ira Jaya Satria has been summarized and presented in Table 2.

Table 2.
Risk Analysis

Impact on Company Operations (Qualitative)	Impact on Health & Safety (Qualitative)	Impact on Company Finances (Qualitative)
Project delays due to bad weather, logistical constraints, or planning errors. (3)	Workplace accidents (4)	Financial errors (3)
Additional costs due to project downtime (3)	Employee injuries (3)	Delayed payments from clients (4)
Damage to operational machinery (4)	Violations of health and safety standards (3)	Audit risks (3)

Source: Processed by the author (2025)

After analyzing the probability risks at the company according to their qualitative risk levels, it was found that risks occur only 40%-60% within the company, assessed based on their impact on operations, health, and financial aspects. There are impacts related to operational risks, health and safety risks, as well as financial risks within the company. The next step taken is to identify the risks, which can be seen in Table 3.

Table 3.
Risk Identification

Work Unit	Objective	Risk Description	Cause Flow	Existing Positive Factors/Internal Controls	Impact Description
Finance and Budgeting	Increase Company Profit	Financial administration errors	Human error or suboptimal accounting system	Having a portfolio related to which financial instruments will be allocated	Financial reporting errors, audit risks
Operations	Timeliness in Project Completion	Delays in project completion according to agreements	Lack of coordination and delays in materials	There is a buffer time to check or evaluate completed work for optimal results	Increased labor costs if work is not timely, misalignment of project completion time with agreements
Occupational Safety	No Workplace Accidents During Project Activities	Accidents due to worker negligence	Carelessness in following safety procedures	Workers are more attentive to personal safety standards to prevent accidents	Injuries to employees or workers

Source: Processed by the author (2025)

Based on the table above, the results of the risk identification process that has been conducted can be observed. The purpose of risk identification is to manage potential risks effectively, allowing the company to determine whether to confront, avoid, or transfer those risks. Risk identification should be conducted periodically and analyzed thoroughly from all existing risk sources. The next stage after risk identification is to evaluate these risks, which can be seen in Table 4 below.

Table 4.
Risk Evaluation

Strategy	Risk Treatment	Risk Treatment Cost (Rp)
MITIGATE	Improve team coordination and establish partnerships with backup suppliers	Rp 5,000,000
MITIGATE	Implement a digital accounting system and provide regular financial training	Rp 10,000,000
MITIGATE	Conduct regular preventive maintenance	Rp 20,000,000
MITIGATE	Provide accident insurance and self-care training, consistently reminding about safety principles	Rp 10,000,000

Source: Processed by the author (2025)

Based on the data presented in the table, the researcher identified three types of risks related to risk classification at PT Ira Jaya. This method allows the company to document risks systematically, assess their probability and impact levels, and determine appropriate mitigation strategies (Kerzner, 2019). The company must be able to identify, assess, and manage risks that could affect its business continuity. The Risk Register is one of the methods that can be used in risk management. With the Risk Register, the company can monitor risks periodically, determine appropriate mitigation strategies, and enhance its readiness to face challenges. Thus, business risks can be understood as risks that have the potential to affect the company's profits or losses in the future. In the risk analysis stage, the probability of these risks occurring is classified as moderate, with very light impacts.

According to the research findings, there are several key risks faced by PT Ira Jaya Satria in its operations. One identified risk is project delays caused by insufficient coordination and delays in material delivery. This risk leads to project postponements and increased additional costs, with a high-risk level. Therefore, effective risk management within a company has been shown to influence the company's value (Rosyid et al., 2022). Proper implementation of risk management will reduce the potential for construction projects not proceeding as planned, thereby avoiding possible losses. This will impact cost and time efficiency.

To address this issue, the company needs to enhance team coordination and establish partnerships with others to ensure the availability of materials. Given the high-risk level, the company must take effective steps to resolve this issue promptly. Additionally, forming strong collaborations with other partners is a crucial strategy to maintain material availability and ensure timely deliveries. By taking these steps, PT Ira Jaya Satria can minimize the risk of project delays and improve overall operational efficiency.

Additionally, workplace accidents pose a moderate risk for PT Ira Jaya Satria. The primary cause of these accidents is the lack of adherence to established Occupational Health and Safety (OHS) procedures. The impacts of workplace accidents extend beyond physical injuries to employees; they also include potential legal claims that can adversely affect the company financially and damage its reputation. Therefore, to mitigate this risk, the company must take concrete steps by enhancing OHS training for all employees. This training should encompass a thorough understanding of safety procedures and the importance of using appropriate Personal Protective Equipment (PPE). Furthermore, the company needs to implement stricter supervision of PPE usage in the workplace, ensuring that every employee complies with the established safety standards. Through these efforts, PT Ira Jaya Satria can create a safer working environment and reduce the likelihood of workplace accidents.

The next identified risk is machine damage due to insufficient regular maintenance. Such damage can lead to decreased productivity and increased repair costs, with a high-risk level. Therefore, the company needs to adopt a mitigation strategy involving regular maintenance to keep machines in optimal condition and operating efficiently. Additionally, it is essential for the company to develop a monitoring system that allows for early detection of potential issues with machinery. By leveraging technology to support operational activities, the company can predict when machines require maintenance before failures occur. This approach not only reduces the risk of downtime but also aids in better budget planning, as scheduled maintenance costs are typically lower than emergency repair costs.

Moreover, training employees on the importance of machine maintenance and proper procedures can enhance their awareness and skills in maintaining equipment. With regular maintenance, the company can ensure that machines operate at maximum efficiency, which in turn will boost productivity and reduce operational costs.

Furthermore, financial administration errors are also a challenge. These errors can occur due to human error or a suboptimal accounting system. The impacts include errors in financial reporting and audit risks that can affect the company's credibility. To overcome this risk, companies can implement a more sophisticated digital accounting system and hold regular financial training for the financial administration team so that they are more skilled in managing financial reports. Risk management is very important for companies after identifying the risks that may arise and have the potential to affect the achievement of company goals. One technique that can be used is risk avoidance, namely by evaluating whether an activity can have a major impact on the company, paying attention to applicable regulations, and ensuring that the total risk does not exceed the set threshold. The next stage is risk prevention, namely efforts to prevent risks from occurring and minimize losses if risks do occur, such as fire training to anticipate when a fire occurs and looking for competent employees with high integrity or using the services of tax consultants who can help handle disputes and act as legal protectors for the company.

To manage these risks, contractor companies must have strong mitigation strategies, such as mature financial planning, use of insurance, compliance with regulations, and implementation of high safety and quality work standards. In addition, it is important for companies to conduct regular internal audits to evaluate the effectiveness of existing accounting systems. By conducting audits, companies can identify potential weaknesses in the financial administration process and take necessary corrective steps. Implementing technology such as integrated accounting software can also help reduce the possibility of errors, as these systems are often equipped with automation features that minimize human intervention.

With a comprehensive approach, companies can not only improve the accuracy of financial reports but also build trust among stakeholders, including investors and customers, which is very important for the sustainability and growth of the company. This study is in line with a study conducted by Ni Komang Septia Noriska (2023) on CV Elang Borneo Sejahtera entitled "Risk Register: Implications of Implementing Risk Management at CV Elang Borneo Sejahtera." The study shows that companies that successfully integrate risk management through risk registers gain a competitive advantage. Business actors become more responsive in facing challenges and opportunities, while being able to minimize negative impacts and turn risks into opportunities for growth. The results of the study identified three main types of risks experienced by the company, namely business risk, market risk, and operational risk.

In addition, another relevant study was conducted by Yoewono & Prasetyo (2022) entitled "Risk Management Design and Process at PT Surya Selaras Cita." This study examines the implementation of risk management at PT Surya Selaras Cita, a subsidiary of PT SAMRAT which operates in the financial and administrative services sector. With a qualitative case study approach and using the ISO 31000:2018 paradigm, the study highlights the importance of risk management awareness in all business processes to reduce potential negative impacts. Risk identification in this study groups risks into four main categories: operational, credit, strategy, and reputation. From the results of the risk evaluation, 18 risks were found with a high level and 17 risks with a very high level. The study concluded that companies need to manage these risks appropriately in order to minimize the possibility and negative impacts that may occur.

4. CONCLUSION

Based on the results of the study, it can be concluded that the application of the risk register method at PT Ira Jaya Satria can identify, analyze, and manage risks systematically and effectively. With risk analysis, the risk that occurs in this company is around 40% -60% where the risk that occurs is still in the moderate category. The company is still able to reduce the risk that occurs in the company. There are several main risks identified in this study including operational risks in the form of damage to operational machines, work safety risks in the form of work accidents, and financial risks due to late payments from clients. To overcome these risks, PT Ira Jaya Satria has implemented various mitigation strategies that focus on increasing the effectiveness of team coordination, and conducting regular operational machine checks the company also increases awareness of work safety by holding routine training and ensuring compliance with Occupational Safety and Health (K3) procedures.

By implementing a comprehensive mitigation strategy, the company can minimize the negative impact of the risks faced and improve effective risk management not only protecting the company from potential losses but also contributing to the achievement of strategic goals and the sustainability of the company in the future. Business organizations or companies that can integrate risk management well into the Risk Register have a competitive advantage. Companies can respond to challenges and opportunities more responsively, minimize negative impacts, and even turn risks into opportunities for growth. However, as revealed by various studies, challenges in implementing risk management through the Risk Register remain. Starting from the lack of organizational awareness to the need to continuously update and refine the process. Companies need to continue to update and refine the risk management system by conducting periodic evaluations, adjusting strategies based on changes in the business environment, and increasing the involvement of all parties in risk mitigation efforts.

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