



The Effectiveness of Risk Management on the Implementation of GCG at PT Pelindo Solusi Logistik

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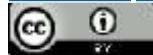
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ABSTRACT

This study aims to analyze the effectiveness of risk management in supporting the implementation of Good Corporate Governance (GCG) at PT Pelindo Solusi Logistik. The research employs a qualitative descriptive approach, utilizing case study methods, document analysis, and a limited survey as data collection instruments. The company utilizes the ISO 31000:2018 framework as the foundational model for its risk management practices, emphasizing comprehensive risk identification and strategic mitigation, particularly for high-priority risks like operational disruptions and human capital competency gaps. The primary objective is to assess the effectiveness of risk management in supporting the GCG principles, which encompass transparency, accountability, responsibility, independence, and fairness. Based on the results of the limited survey and internal document analysis, the scores for each GCG principle are as follows: Transparency, 4.39; Accountability, 4.61; Responsibility, 4.78; Independence, 4.28; and Fairness, 4.39. These scores indicate that the implementation of GCG falls under the "good" category. However, several potential risks were identified during the implementation, including: (1) Operational disruption risk, (2) Risk of inadequate employee competencies, (3) Risk of delays in obtaining KBLI (Indonesian Standard Industrial Classification) permits aligned with the company's business, (4) Conflict of interest risk in decision-making processes, etc.

INTRODUCTION

PT Pelindo Solusi Logistik is a subholding company of PT Pelabuhan Indonesia (Persero) that operates in the field of logistics and hinterland development. PT Pelindo Solusi Logistik was established on November 5, 2012, under Deed of Establishment No. 9 dated November 5, 2012, drawn up before Yulianti Irawati, S.H., acting as a substitute for Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn., Notary in Jakarta. The company obtained legal entity status through approval from the Minister of Law and Human Rights, as per Decision No. AHU-57925.AH.01.01 Year 2012 dated November 13, 2012. Subsequently, on February 16, 2022, a name change was made through Notarial Deed No. 06 dated February 16, 2022, by Nanda Fauz Iwan, S.H., M.Kn., Notary in Jakarta, and was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decision No. AHU-0012004.AH.01.02 Year 2022 dated February 17, 2022.

The majority shareholder of the company is PT Pelabuhan Indonesia (Persero) with 99.988% ownership, and PT Integrasi Logistik Cipta Solusi holds 0.012%. PT Pelindo Solusi Logistik is headquartered at Pelindo Tower Building, 12th - 13th Floor, Jalan Yos Sudarso No. 9, Koja District, North Jakarta 14230, Indonesia.

PT Pelindo Solusi Logistik was formed as a result of Pelindo's business merger, which was officially launched on October 1, 2021. After the merger, the Pelindo Group was divided into four subholdings, each managing one business cluster: Pelindo Container Terminal Subholding (SPTP), Pelindo Multi Terminal Subholding (SPMT), Pelindo Marine Services Subholding (SPJM), and Pelindo Solusi Logistik Subholding (SPSL). SPSL operates in the logistics and hinterland development cluster, focusing on capacity building, partnership development, connectivity expansion, and end-to-end integration. This business focus aligns with the company's vision: to become the best solution provider for an integrated logistics ecosystem. Its mission is to deliver the best business services, promoting ecosystem integration and logistics chain efficiency to support trade and economic growth.

To optimize logistics and hinterland development, the Pelindo Group has undertaken two corporate actions. The first involved the restructuring of PT Pengembang Pelabuhan Indonesia (PPI), which was then renamed PT Pelindo Solusi Logistik (SPSL). The second involved the transfer of share ownership of subsidiaries in the logistics and hinterland development cluster from Pelindo Holding Company to PT Pelindo Solusi Logistik.

In implementing Good Corporate Governance (GCG), a system of processes and structures is applied by every corporate or organizational entity as an effort to enhance success through accountability. GCG plays a key role in realizing long-term shareholder value, while adhering to applicable regulations and ethical standards. The goal of GCG implementation is to optimize company value and improve competitiveness, both nationally and internationally. It reflects a genuine commitment to transparency, accountability, responsibility, fairness, and efficiency in the business's operations.

There are several key principles of GCG. First is transparency, which PT Pelindo Solusi Logistik has applied consistently. Second is accountability, where the company ensures that operational responsibilities are fulfilled correctly. Third is responsibility, meaning that the company's operations are aligned with policies, regulations, and sound governance principles. Fourth is independence, which requires the company to operate professionally without interference from any external parties. Lastly, fairness and equality require the company to fulfill its duties toward stakeholders by existing agreements and regulatory policies.

One of the key factors for building a healthy company is the complete and consistent implementation of the Good Corporate Governance (GCG) framework. PT Pelindo Solusi Logistik is fully committed to operating by GCG principles, as they serve as the foundation for all elements within the company, enabling it to conduct its business transparently and with integrity.

As a state-owned enterprise, PT Pelindo Solusi Logistik actively promotes corporate management excellence by applying GCG principles. The successful implementation of GCG equips the company with strategic values that enable it to achieve its vision and continuously improve performance. Moreover, GCG offers a long-term positive value perspective for the sustainability of the company's business operations.

Based on the identified problems and gaps, this study formulates specific research questions and objectives as follows: how effective is the implementation of risk management, particularly the framework guided by ISO 31000:2018, in supporting the principles of Good Corporate Governance (GCG) at PT Pelindo Logistic Solutions, and what specific risks are identified, as well as how the company's mitigation efforts contribute to strengthening each of the five GCG principles: Transparency, Accountability, Responsibility, Independence, and Fairness (TARIF). The main objective of this study is to analyze and assess the effectiveness of the current risk management implementation at PT Pelindo Logistic Solutions and to examine the relationship and contribution of effective risk mitigation practices to the successful implementation of the five GCG principles (TARIF) within the company.

This study provides a significant breakthrough with strong theoretical and practical insights. This research adds to the existing literature by providing concrete evidence on how the ISO 31000:2018 risk management guidelines effectively align with GCG Tarif principles. This study addresses a critical research gap by specifically focusing on state-owned subholding companies in Indonesia's logistics sector, particularly at PT Pelindo Solusi Logistik, a context that is often underrepresented in global governance studies. The findings will deepen the understanding of how a strong risk governance structure directly affects and enhances corporate governance quality in complex post-merger entities. Moreover, as a practical contribution to PT Pelindo Solusi Logistik, this research provides a comprehensive and objective evaluation of the existing risk management system. The results and recommendations serve as an easy-to-understand management tool, accurately indicating the points where we can improve risk detection, evaluation, and handling. This study helps the management team enhance decision-making by providing clear insights into the

risk-return trade-offs, optimizing GCG by ensuring that risk management activities are fully aligned, and reinforcing the company's commitment to transparency, accountability, and fairness. Ultimately, this enables us to strengthen stakeholder trust by demonstrating a proactive attitude and a systematic approach to managing operational and strategic risks.

LITERATURE REVIEW

Good Corporate Governance

Corporate governance is a system that ensures all stakeholders receive their rightful and high-value entitlements. It refers to the system used to direct and control a company's business activities. Corporate governance is a system of relations between company management, directors, investors, the public and other institutions that invest their money in the company and expect a return for their investment (Kalangi & Tewu, 2022). Corporate governance regulates the division of responsibilities, rights, and obligations of all parties involved in the company's operations, including shareholders, board of directors, managers, and all stakeholders. To realize clean and effective governance, the actual implementation of good governance is necessary. Good governance encompasses legal, political, economic, and social dimensions, meaning it covers all aspects of life.

The principles of Good Corporate Governance (GCG) must be applied within companies to address various management challenges (Syamsuddin, 2023). The key principles of GCG that must be implemented are transparency, accountability, responsibility, independence, and fairness. The implementation of these principles reflects that a company is well-managed and transparent, and it provides benefits to all stakeholders. GCG serves as a solution for creating a conducive business environment and avoiding corporate scandals. In today's complex and dynamic business environment, GCG is essential to ensure long-term sustainability and must be embedded into current business structures and practices.

Risk Management

Risk management is an unavoidable aspect that exists in every activity of both public and private organizations. Risk refers to the uncertainty of future events and outcomes. It is defined as any condition that can create obstacles to achieving an organization's goals, arising from internal or external factors depending on the type of risk in a particular situation (Priyarsono et al. 2023). Risk management is an approach that adopts a consistent system to manage all risks faced by a company (Radyanto and Prihastono 2020). Risk management is not a new tool; in fact, many standards and guidelines already describe its practices. By understanding and implementing risk management concepts, organizations can enhance their ability to identify, evaluate, and manage risks effectively, thereby improving their capacity to achieve objectives.

Risk management is a vital component of effective management and decision-making at all organizational levels (Putrianti & Mangani, 2024). It involves making decisions that contribute to achieving organizational goals by applying risk management at both individual activity levels and functional areas.

As risk management becomes embedded within an organization, it enhances support for the organization's vision, mission, and objectives. To be effective in supporting successful implementation, risk management must adhere to established principles and guidelines (Priyarsono et al. 2023).

ISO 31000:2009, adapted from AS/NZS 4360:2004, outlines the risk management process as follows:

- 1) Establishing the Context
- 2) Risk Assessment
- 3) Risk Treatment
- 4) Monitoring and Review
- 5) Communication and Consultation

The primary objective of risk management is to minimize the likelihood of reduced organizational income and help the organization optimize its capital and ownership structure. Risk management is a consistent and systematic approach designed to assist all levels within an organization in handling risks (Radyanto and Prihastono 2020).

According to ISO 31000:2018, the purpose of risk management is to create and protect value. Risk management based on ISO 31000 standards consists of three core components: principles, framework, and process. These components are illustrated in the following diagram:

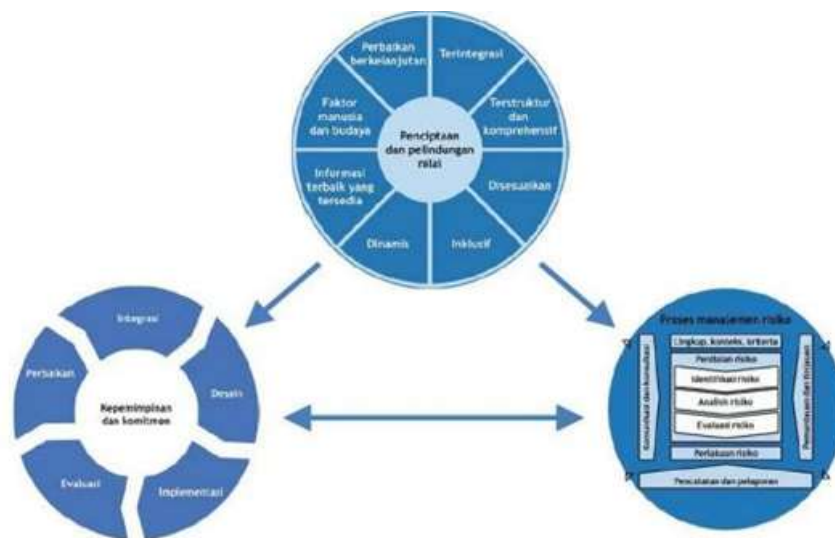


Figure 1. Principles, Framework, and Process of Risk Management

The principles of risk management consist of eight key principles, namely: integration, structured approach, customization to user needs, inclusiveness, dynamism, best available information, cultural and human factors (Ellamie 2022). Meanwhile, the risk management framework comprises six elements: leadership and commitment, integration, design, implementation, evaluation, and improvement (Ellamie 2022). The risk management process, based on ISO 31000:2018, consists of six stages: communication and consultation; scope, context, and criteria; risk assessment; risk treatment; monitoring and review; and recording and reporting.

Risk management is designed to help companies navigate various uncertainties and achieve the performance targets set by stakeholders. The success of management in attaining performance is determined by its ability to manage the risks inherent in every business activity. A company that understands and manages risks effectively is more likely to attract investors.

Risk management plays a crucial role in providing reasonable assurance of achieving organizational goals and protecting executives from potential negative consequences arising from risks. Therefore, risk management is a critical element in the successful implementation of Good Corporate Governance (GCG) within a company.

The application of risk management must be governed by specific principles to ensure that it aligns effectively with the implementation of GCG. As risk management improves, the company will enhance its risk controls over core competencies and competitive advantages. Consequently, the relationship between GCG and risk management will become increasingly robust.

METHODOLOGY

Research Design and Approach

In this study, a qualitative descriptive research method was employed. According to (Putu Gede Subhaktiyasa et al. 2025), qualitative research is grounded in post-positivist philosophy and is commonly employed to examine the natural conditions of research objects. This method typically uses triangulation in data collection techniques, analyzes data inductively or qualitatively, and places more emphasis on meaning rather than generalization. The qualitative approach is appropriate for this research because the goal is to conduct an in-depth case study focusing on the specific context of PT Pelindo Solusi Logistik. This method allows for a holistic understanding of how and why risk management practices, governed by a standardized framework, contribute to the successful implementation of GCG principles (TARIF) within this particular organizational setting.

Research Location, Data, and Collection Techniques

The research was conducted at PT Pelindo Solusi Logistik, located at Jl. Yos Sudarso No. 9, Rawabadak Utara, North Jakarta, Special Capital Region of Jakarta.

The data used in this study utilized triangulation from both primary and secondary sources:

1. **Primary Data (Key Informant Interview):** Although the core analysis relies on documents, the researcher conducted a semi-structured interview with a Key Informant (e.g., the Head of the Risk Management Department) to validate the current process flow, clarify the company's risk culture, and confirm the context of GCG implementation.
2. **Secondary Data (Documents and Limited Survey):** Secondary data comprised company document analysis (including risk profile reports, GCG assessment results, and internal policies) and the results of a limited survey. The limited survey data served as quantitative support, providing initial scores for the GCG principles (Transparency,

Accountability, etc.) which were then qualitatively interpreted and analyzed against the risk management activities.

Data Analysis Technique

For data analysis, the researcher utilized the ISO 31000:2018 Risk Management model as a systematic thematic analysis framework. This general standard or guideline is applicable to all types of industries and risk categories (Almashhour et al. 2025).

The data analysis process was structured around the main phases of the ISO 31000 framework to ensure a comprehensive evaluation:

1. **Context Establishment:** This initial stage involved analyzing internal company documents and interview data to fully understand the scope and context of GCG implementation at PT Pelindo Solusi Logistik, focusing on identifying the critical link between GCG objectives and strategic risk exposures.
2. **Risk Assessment (Identification & Analysis):**
 - **Identification:** Identifying potential GCG-related risks, such as operational disruption or human capital competency gaps, through document review and key informant input.
 - **Analysis:** Assessing the likelihood and impact of these identified risks. This assessment was primarily based on the results and indicators provided by the limited survey and validated through internal company documents.
3. **Risk Treatment and Evaluation:** The final stage analyzed the company's implemented risk mitigation efforts (Risk Treatment) and evaluated their effectiveness in maintaining stability and reliability, specifically focusing on how these efforts successfully reinforce the five TARIF GCG principles.

Risk Assessment

The risk assessment process includes the following stages:

1. **Risk Identification**

This stage involves identifying risks that have the potential to trigger multiple risk events related to the implementation of GCG at PT Pelindo Solusi Logistik. The next step is to identify potential risk events for each aspect of GCG, namely: Transparency, Accountability, Responsibility, Independence, and Fairness. The risk identification results were obtained through document analysis and the limited survey.
2. **Risk Analysis**

Risk analysis is the process of analyzing data and compiling a summary of risks, including risk agents and risk events, that occur during the implementation of GCG at PT Pelindo Solusi Logistik. In this study, the risk variables were derived from a limited survey conducted by the researcher among employees of PT Pelindo Solusi Logistik. Furthermore, discussions were held with several heads of the risk management departments to determine the likelihood and impact levels

of each risk. The analysis then evaluates the probability of occurrence and the potential impact of the identified risks.

Table 1. Risk Likelihood Levels

| Scale | Category | Likelihood Level |
|-------|-----------|--------------------------------------|
| 1 | Very Low | Very low likelihood of occurrence |
| 2 | Low | Low likelihood of occurrence |
| 3 | Medium | Fairly high likelihood of occurrence |
| 4 | High | High likelihood of occurrence |
| 5 | Very High | Very high likelihood of occurrence |

Table 2. Level of Risk Impact

| Scale | Category | Level of Risk Impact |
|-------|------------|---|
| 1 | Very Minor | No impact on the company |
| 2 | Minor | Small impact but can be ignored |
| 3 | Moderate | Considerably impactful on the company and needs attention |
| 4 | Major | Significant impact on the company and may harm the company |
| 5 | Critical | Very impactful and highly detrimental to the company, becoming the topmost priority |

Table 3. Risk Levels

| Scale Range | Description |
|-------------|-------------|
| 1 - 4 | Low |
| 5 - 9 | Medium |
| 8 - 12 | High |
| 13 - 25 | Extreme |

Next, the results of the risk analysis, namely the level of risk, are then created and incorporated into the risk matrix.

| | | | | | | |
|-------------------|-------------------------|--------------------------|-------------------|-------------------|------------------|-------------------------|
| LIKELIHOOD | Sangat Besar (5) | Medium (5) | High (10) | Extreme (15) | Extreme (20) | Extreme (25) |
| | Besar (4) | Low (4) | Medium (8) | High (12) | Extreme (16) | Extreme (20) |
| | Sedang (3) | Low (3) | Medium (6) | High (9) | High (12) | Extreme (15) |
| | Kecil (2) | Low (2) | Low (4) | Medium (6) | High (8) | High (10) |
| | Sangat Kecil (1) | Low (1) | Low (2) | Low (3) | High (4) | High (5) |
| | | Sangat Ringan (1) | Ringan (2) | Sedang (3) | Berat (4) | Sangat Berat (5) |
| | | IMPACT | | | | |

Figure 2. Risk Matrix

Notes:

- Red : Extreme risk position
- Orange : High risk position
- Yellow : Medium risk position
- Green : Low risk position

3. Risk Evaluation

The purpose of risk evaluation is to obtain sufficient data regarding risks that may hinder the company's objectives – whether negative or positive – which will serve as the basis for making decisions to either accept or reject the risks. To ensure that risk treatment is necessary, it must be confirmed that the risk owner chooses to bear the risk. Therefore, the risk evaluation process includes identifying which risks are acceptable and which are not (Almashhour et al. 2025).

Risk Treatment

According to (Almashhour et al. 2025), in general, risk treatment can take one of the following four forms:

1. Terminate or mitigate the risk, meaning the company does not conduct or continue activities that generate the risk.
2. Transfer or share the risk, meaning an action taken to reduce the likelihood of the risk occurring or to mitigate its impact.
3. Treat or mitigate the risk, meaning implementing risk treatment to reduce either the probability of the risk occurring, the impact if it does occur, or both.
4. Tolerance or acceptance of the risk, meaning the company chooses not to take any action regarding the risk.

After completing all stages, which include context determination, risk assessment, and risk treatment, the next step is to draw conclusions related to the design of a risk mitigation framework that can be implemented in the application of Good Corporate Governance (GCG) at PT Pelindo Solusi Logistik. In addition to concluding, this stage also provides suggestions or recommendations for further research, aiming to achieve better results regarding the effectiveness of risk management in implementing Good Corporate Governance (GCG) at PT Pelindo Solusi Logistik.

RESEARCH RESULT AND DISCUSSION

Risk Assessment

1. Risk Identification and Analysis

Based on the results of a limited survey on the implementation of GCG at PT Pelindo Solusi Logistik, the scores obtained were 4.39 for Transparency, 4.61 for Accountability, 4.78 for Responsibility, 4.28 for Independence, and 4.39 for Fairness.

Table 4. Results of the Limited Survey

| | Average |
|-----------------------|----------------|
| Transparency | 4.39 |
| Accountability | 4.61 |
| Responsibility | 4.78 |
| Independency | 4.28 |
| Fairness | 4.39 |

Source: Processed data by the researcher (2025)

After the risk identification process is completed, the next step is to conduct a risk analysis. This process aims to assess risk by analyzing two key factors: the likelihood of the risk occurring and its potential impact. Therefore, in the risk evaluation process and for managing risks, the results of the risk analysis can be used as suggestions or guidelines for action. The results of the risk assessment are shown in Table 5 below:

Table 5. Risk Analysis of GCG Implementation at PT Pelindo Solusi Logistik

| No | Aspect | Risk | Likelihood | Impact | Rating | Risk Category |
|----|----------------|--|------------|--------|--------|---------------|
| 1 | Transparency | Risk of operational disruption | 3 | 3 | 9 | High |
| 2 | Accountability | Risk of unmet employee competency within the company | 3 | 2 | 6 | Medium |
| 3 | Responsibility | Risk of delays in obtaining Indonesian Standard Industrial Classification (KBLI) permits in accordance with the company's business | 2 | 2 | 4 | Low |
| 4 | Independency | Risk of conflict of interest in corporate decision-making | 3 | 4 | 12 | High |
| 5 | Fairness | Risk of unfairness regarding rights and obligations | 2 | 3 | 6 | Medium |

The Risk Map Table presents an understanding of the risks that fall into categories determined by the researcher based on the results of a limited survey. This understanding is based on the classification of risks into the previously mentioned risk categories. Figure 3 below shows the risk map before risk mitigation is carried out.

| | | | | | | |
|-------------------|-------------------------|--------------------------|---------------------|---------------------|--------------------|-------------------------|
| LIKELIHOOD | Sangat Besar (5) | Medium (5) | High (10) | Extreme (15) | Extreme (20) | Extreme (25) |
| | Besar (4) | Low (4) | Medium (8) | High (12) | Extreme (16) | Extreme (20) |
| | Sedang (3) | Low (3) | Medium (6) A | High (9) T | High (12) I | Extreme (15) |
| | Kecil (2) | Low (2) | R (4) | Medium (6) F | High (8) | High (10) |
| | Sangat Kecil (1) | Low (1) | Low (2) | Low (3) | High (4) | High (5) |
| | | Sangat Ringan (1) | Ringan (2) | Sedang (3) | Berat (4) | Sangat Berat (5) |
| IMPACT | | | | | | |

Figure 3. Risk Map Before Risk Mitigation

The risk tolerance map was developed based on the results of a limited survey conducted with several employees of PT Pelindo Solusi Logistik and subsequently mapped by the researcher. Risk owners should implement additional risk mitigation procedures for risks that fall at the upper limit of the risk tolerance threshold. These risks include: Transparency Risk and Independency Risk. Following this, risk owners may proceed with the risk evaluation process to determine the appropriate risk treatment, such as avoiding the risk, sharing the risk with a third party, mitigating the risk, or accepting the risk, particularly for those at the upper boundary of the defined tolerance threshold.

2. Risk Evaluation

After conducting the risk analysis and producing the risk tolerance map, the next step is to carry out a risk evaluation. Based on the risk tolerance map, risks that lie at the upper threshold, such as Transparency Risk and Independency Risk, will be subjected to specific risk treatments. For these risks that require mitigation, the selected risk treatment option is treat. The identification of risk treatment options can be seen in the table below:

Table 6. Risk Treatment Options

| Aspect | Risk | Risk Category | Treatment Options |
|--------------|---|---------------|-------------------|
| Transparency | Risk of operational disruption | High | Treat |
| Independency | Risk of conflict of interest in corporate decision-making | High | Treat |

Source: Researcher's Data Processing (2025)

Based on Table 6, it can be observed that the risk category at PT Pelindo Solusi Logistik is high, meaning that if these risks occur, they could disrupt the company's business processes and result in significant financial losses. Therefore,

it is necessary to determine risk treatment options to identify the strategies or steps that must be taken to minimize the occurrence of such risks. The selected treatment options, based on research and discussions with the Head of the Risk Management Department, for risks categorized as high – such as Transparency Risk and Independence Risk – are to either address the risks directly or implement risk mitigation measures.

Risk Treatment

1. Risk Mitigation Strategies

Table 7. Risk Mitigation Strategies

| Aspect | Risk | Risk Treatment Plan |
|--------------|---|--|
| Transparency | Risk of operational disruption | 1. Initial mapping by PSL of all subsidiary operational systems. 2. Integration of service systems among subsidiaries within the PSL Group. |
| Independency | Risk of conflict of interest in corporate decision-making | 1. Decision-making must comply with the regulations applicable within the company. 2. Communicate the decision outcomes through the mechanisms established by the company and consistently update them when they are no longer aligned with current conditions. |

CONCLUSIONS AND RECOMMENDATIONS

PT Pelindo Solusi Logistik is a company engaged in logistics and hinterland development. The company has implemented risk management in its business processes in accordance with Good Corporate Governance (GCG) principles. Therefore, a study was conducted using the ISO 31000:2018 method to manage the existing risks at PT Pelindo Solusi Logistik.

The stages in the risk management process, using the ISO 31000:2018 method, include risk assessment and risk treatment. Based on the results of the risk assessment conducted at PT Pelindo Solusi Logistik, five risks were identified, comprising two at a high risk level, two at a medium risk level, and one at a low risk level.

The risk owners carried out risk evaluation. Of the five risks, two were found to be at the upper limit of tolerance and required mitigation – these risks are the Transparency Risk and Independence Risk. Risks at the low and medium levels will not be mitigated, while risks at the high level require mitigation.

In addition, this study also produced a risk assessment and risk matrix, which serve to facilitate risk monitoring. The recommended risk mitigation strategies that PT Pelindo Solusi Logistik can implement are as follows:

1. To mitigate the risk of operational disruption, PSL conducts an initial mapping of all subsidiary operational systems and integrates service systems across subsidiaries within the PSL Group.
2. To mitigate the risk of conflict of interest in corporate decision-making, it is essential to ensure that every decision-making process complies with the company's prevailing regulations and that decisions are

communicated through the established mechanisms, with continuous updates made whenever conditions change.

ADVANCED RESEARCH

This research provides valuable insights into the implementation of risk management in accordance with the ISO 31000:2018 framework at PT Pelindo Solusi Logistik. The identification and assessment of five key risks – particularly those categorized as high risk such as Transparency and Independency – demonstrate the company's awareness and commitment to enhancing Good Corporate Governance (GCG). The recommended mitigation strategies serve as practical guidance for the company in managing similar risks in the future. Additionally, the development of a risk matrix and risk assessment model contributes to more structured and continuous risk monitoring, which can be adopted across various departments. The study also highlights the importance of aligning risk management strategies with corporate performance indicators (KPIs) to foster a shared responsibility among employees.

This study is subject to several limitations. First, the data was collected through a limited survey and document analysis, which may not fully capture the comprehensive risk landscape of the company. Second, the research only involved a small group of employees, which might limit the generalizability of the findings to the entire organization. Third, the risk evaluation was focused primarily on internal factors and did not extensively consider external threats such as market volatility or regulatory changes. Finally, the study's qualitative approach means that the findings are interpretive in nature and may benefit from further validation through quantitative analysis or longitudinal research.

PT Pelindo Solusi Logistik can implement risk management analysis using the ISO 31000:2018 method as a guideline for managing risks in every business process within the company, thereby minimizing potential risks that may arise. This study is also expected to provide an overview of the existing risks in the company and offer suggested mitigation strategies that can be implemented in all operational activities of PT Pelindo Solusi Logistik. Finally, to optimally manage the risks within the company, PT Pelindo Solusi Logistik needs to strengthen its commitment to risk management and incorporate that commitment into the individual KPIs of its employees, making it a shared responsibility.

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